



newPerth
Stadium

Stakeholder Management Plan

Endorsed by PCG (20/6/13) and nPSSC (5/7/13)

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As at August 7, 2014

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Glossary of Acronyms & Terms

AHA	Aboriginal Heritage Act
C&LWG	Commercial and Legal Working Group
CBD	Central Business District
CoP	City of Perth
CUG	Cricket User Group
CPG	Communications Planning Group
DBFM	Design, Build, Finance, Manage procurement model
DoP	Department of Planning
DoT	Department of Transport
DPC	Department of the Premier & Cabinet
DSR	Department of Sport and Recreation
JFWG	Joint Football Working Group
MRWA	Main Roads Western Australia
nPS	new Perth Stadium
nPSSC	new Perth Stadium Steering Committee
OPMWG	Operations and Facilities Working Group
PCS works	Pre-construction Site works
Project Co	The name given to the Stadium delivery consortium
PTA	Public Transport Authority
PUAWG	Precinct and User Access Working Group
PCG	Project Control Group
RSUG	Rectangular Sports User Group
SFUG	Sports Fans User Group
SOUP	Stadium Operations User Group
SP	Strategic Projects
SWG	Stadium Working Group
PSECM	Project Stakeholder Engagement and Communications Manager
New Perth Stadium	Name for the entire project
Stadium, Sports Precinct and Public Transport works	3 components of the project

1.0 Introduction

1.1 Purpose and scope of this document

The nPS Stakeholder Management Plan sets out the strategic framework for managing the consultation with key stakeholders and the wider community during the PCS works, design and construction, and transition to operations. This covers the period from June 2013 until December 2017 or until practical completion of the project.

As the Operator appointment process progresses, an integration plan will be developed and this Plan will be updated accordingly to reflect the contracted obligations. It is anticipated that the Operator will be appointed by early 2016.

This plan provides a framework for managing the communication functions and media associated with the new Perth Stadium project. As the various elements of the project progress this document will be continually updated so that it remains current and relevant. For each key delivery, a separate and dedicated Communications Strategy and Action Plan will be developed and used in conjunction within an overarching communications calendar. These plans will outline the tactical communications activities, timing and stakeholder management protocols.

This plan will highlight the key relationships with Department of Treasury Strategic Projects (SP) and the Public Transport Authority (PTA) including Main Roads WA (MRWA), each of which has responsibilities to deliver specific components of the project.

This document is intended to be used to assist members of the project team who interact with stakeholders and the community, and are responsible for project related communications activities. While it specifically relates to the key roles outlined within the document, it should be a reference for any member of the project team (s) who has involvement with stakeholders.

The plan is not a stand-alone document; it should be viewed in relation to the following project documents all of which can be sourced through the Department of Sport and Recreation:

The new Perth Stadium Master Plan

The new Perth Stadium Project Governance Framework, July 2011

The new Perth Stadium Project Definition Plan (see website – www.perthstadium.com.au)

The new Perth Stadium Transport Project Definition Plan (see website – www.perthstadium.com.au)

The new Perth Stadium Procurement Plan: Pre Construction Site Works; State Advisers; Design, Build, Finance, Manage

Supplement to the new Perth Stadium Procurement Plan – Working Groups and User Groups

The new Perth Stadium Steering Committee Communications Protocol

**The new Perth Stadium Construction Management Plan (not yet completed)*

**The new Perth Stadium Design Development Plan (not yet completed)*

1.2 Project overview

The new Perth Stadium is more than a 60,000 seat multi-purpose venue. It will form a permanent centerpiece for the redevelopment of the Burswood Peninsula on the Swan River. It will be one of the major sporting and entertainment venues for Perth and the third largest Australian stadium.

One of the key drivers is to cater for fans that use the Stadium by taking a ‘fans first’ approach to planning and design of the Stadium facility and surrounding Sports Precinct, creating an exciting and unique event atmosphere.

Strategic Projects within the Department of Treasury is responsible for the delivery of the project in partnership with the client agency, the Department of Sport and Recreation. The project will be delivered using a Design, Build, Finance and Maintain (DBFM) procurement model. The consortium that is selected to deliver the Stadium facility and related Precinct works will be known as Project Co.

Pre-construction site (PCS) works will be carried out under a separate works contract. These site works began in July 2013 and were the first visible activity on the site. They involve preparing the ground for construction on the former northern nine holes of the golf course. The works include the compacting of the top two ground layers to provide a stable base for the Stadium, the train station assembly area and across the wider Precinct. The PCS works will meet the environmental sensitivities of the site and will be completed by the end of 2014 prior to construction commencing.

Concurrent with the delivery of the PCS works will be the utility connections to the site and commencement of Stadium Station works.

Integral to the success of the Stadium is how people will access it. The transport solution has been designed to accommodate the movement of 83 per cent of a capacity crowd within one hour of an event finishing.

This plan facilitates the shared management of stakeholder engagement and communications activities that will successfully present one seamless project to the public. From a communications and stakeholder perspective the public will regard the Stadium, Sports Precinct and public transport infrastructure as one project and as such all communications activities should reflect this.

This Stakeholder Management Plan takes into account the roles and responsibilities of each agency/organisation involved in the delivery of the various components. It recognises that effective and well-managed stakeholder engagement is integral to the successful delivery of the project.

1.3 Project location and description

The new Perth Stadium will be situated on the Burswood Peninsula. The Peninsula extends over an area of approximately 269 hectares and is located approximately 2.9km east of the Perth central business district (CBD). It is connected to East Perth via the Windan (vehicular) and Goongoonup (rail) Bridges. Part of the new infrastructure for the Stadium will include the construction of the Swan River Pedestrian Bridge, providing a direct link from East Perth to the Sports Precinct. (A detailed description of the project location is contained in the *Project Definition Plan* and the *Master Plan*).

1.4 Project delivery roles and responsibilities

The Department of Sport and Recreation is the client agency. It is ultimately responsible for defining the scope and specifications of the new Perth Stadium and Sports Precinct plus the communications and stakeholder engagement activity across the project

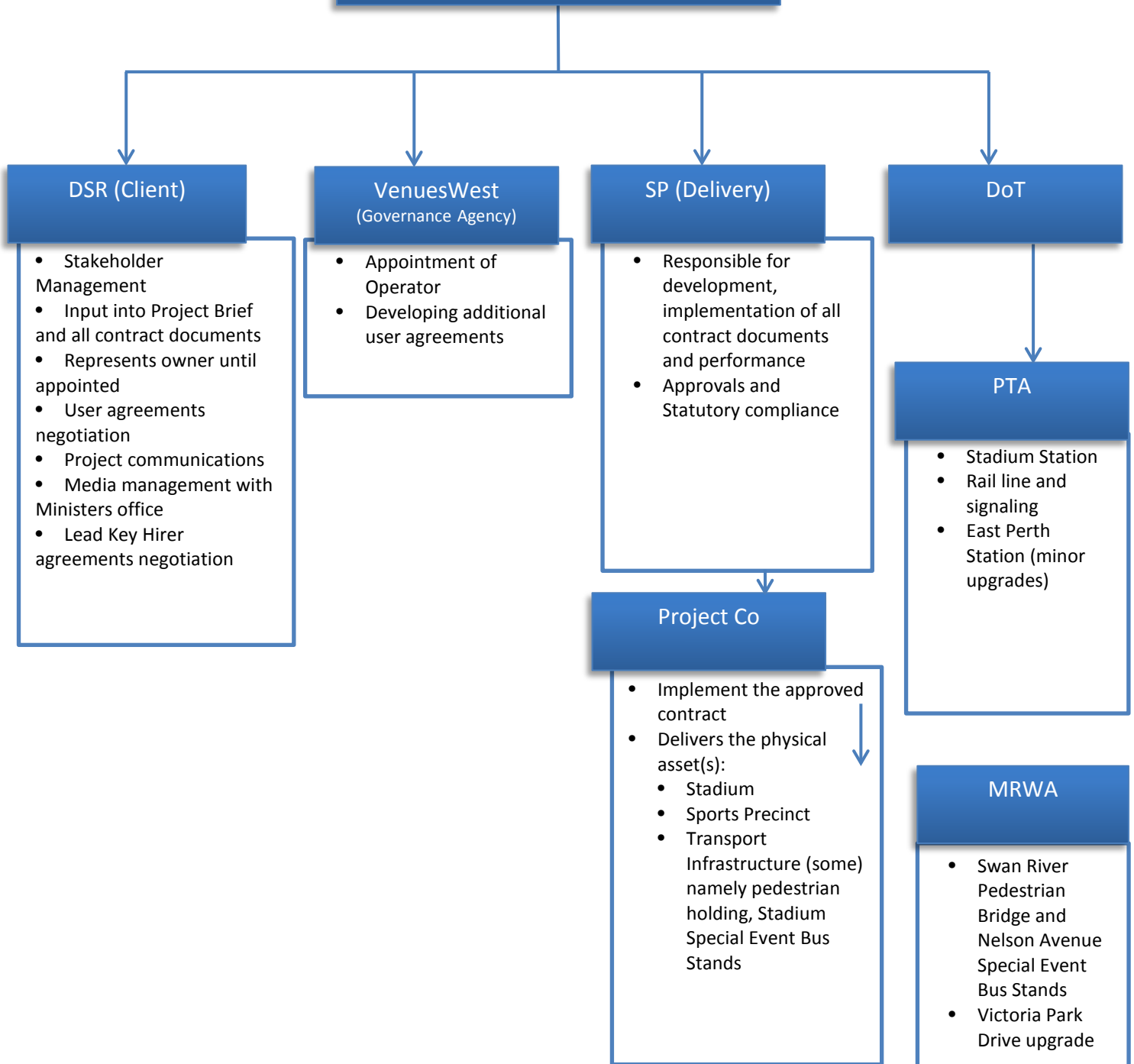
The Department of Treasury, Strategic Projects is the delivery agency responsible for the planning and delivery of the new Perth Stadium and Sports Precinct.

The Public Transport Authority is responsible for the delivery of:

- the new Stadium Station replacing Belmont Park Station
- a pedestrian bridge across the Swan River and Nelson Avenue Special Event Bus Stands*
- a Special Event Bus Stands beside the Stadium
- an extension of the Victoria Park Drive road bridge, including pedestrian connection*

*PTA will sub-contract these works to Main Roads WA.

The new Perth Stadium Steering Committee



1.5 Project program and delivery timetable

Milestone	Estimated date
Closure Burswood Park Golf Course	18 April 2013
Site fencing erected	Week of 18 April
PCS works commences	June 2013
DBFM documentation supplied to consortia	July 2013
nPS project team move to site	July 2013
Western Power cable relocation	Pre works commence July 2013, main construction October 2013 – April 2014
Transport preliminary site works commence in rail precinct	October 2013
Deadline for DBFM responses	December 2013
DBFM contract preferred respondent/s selected	April 2014
Victoria Park Drive bridge works commence	Q2 2014
DBFM contract awarded and design development phase commences	mid-2014
Stadium Operator procurement commences	September 2014
PCS works completed	December 2014
Stadium construction commences	December 2014
Swan River Pedestrian Bridge construction commences	Q1 2015
Stadium Station construction commences	Q3 2015
Victoria Park Drive bridge completed	Q3 2015
Stadium Operator appointed	Early 2016
Swan River Pedestrian Bridge completed	December 2016
Stadium construction practical completion	September 2017
Commissioning	December 2017-March 2018
Stadium Operational	March 2018

1.5.1 PCS works

PCS works contractor, the Ertech Keller Joint Venture, is delivering the PCS works contract.

This was the first physical activity on the site and had minimal impact to the environment and local residents.

The PCS works commenced in July 2013 and physical works concluded in March 2014. Practical completion will take place, as scheduled in December 2014 enabling construction of the Stadium to begin.

1.5.2 Project Co (DBFM)

The Stadium and Sports Precinct construction will be delivered under a Design, Build, partial Finance and Maintain (DBFM) procurement model. A single entity consortium (Project Co) will deliver the following scope of works:

- Design of the Stadium and Sports Precinct
- Construction and commissioning of :
 - Stadium stands, superstructure and roof;
 - associated earth works;
 - the surrounding Plaza;
 - the playing surface;
 - building engineering services;
 - specified fit-out works and loose furniture and fittings;
 - internal roads and parking areas, paving, pedestrian congregation areas;
 - Sports Precinct signage, pedestrian footpaths and boardwalks;
 - Special Event Bus Stands;
 - lighting, reticulation and drainage systems, lake restorations and public furniture; and
 - utility works within the Sports Precinct.

During the course of the DBFM construction period (from end of 2014 to end of 2017) activity on the site will be significant. There will be increased traffic movements with construction vehicles, heavy machinery, construction workers, sub-contractors, delivery vehicles and activity in the area. It is expected that at the peak of construction there will be 950 workers on site. Management of multiple issues and impacts will be required during this period.

1.5.3 Other Burswood Peninsula Projects

Nearby construction activity from the Belmont Park Racecourse and Crown Towers Hotel developments will also be taking place while the Stadium, Sports Precinct and public transport works are underway. During 2015 all three projects will be at their busiest construction periods.

Crown Towers commenced construction in April, 2014 and has an estimated finish date of c.2016. Mirvac residents have been instructed to use the following contact details for enquiries pertaining to Crown Towers Perth construction works, including: dust, noise, vibration, traffic, public safety, temporary lighting: CrownTowersEnquiries@crowpperth.com.au.

Stage One (TOD) at the Belmont Park Racecourse is expected to be completed by January 2017. Sales for a new Mirvac Tower are due to commence in the second half of 2014 and construction timelines will be developed thereafter. Confirmation of construction dates are still to be confirmed by the respective project owners.

1.5.4 Venue fit out

Details to be provided once determined.

As at August 7, 2014

1.5.5 Transport infrastructure

The PTA's transport solution reflects passenger needs and demands and will be achieved through an integrated train, bus and pedestrian approach to provide spectators with multiple options. It will promote a cultural shift from reliance on cars to move up to 50,000 people (83% of capacity crowd) within an hour of an event finishing. The transport solution will include:

- Dedicated train services
 - The existing Belmont Park Rail Station closed in October, 2013 and will reopen as Stadium Station at the same time the Stadium becomes operational.
- Complementary bus services using dedicated Special Event Bus Stands within the Sports Precinct
- Pedestrian connection to the CBD via the Swan River Pedestrian and Windan Bridges.

1.5.5.1. PTA construction staging on the Peninsula

The following transport works packages will be undertaken on the Burswood Peninsula:

- Western Power cable relocation
- main cable route relocation
- earth works
- railway infrastructure
- Stadium Station construction
- Victoria Park Drive bridge works (which may also impact on Stadium and Precinct works)

1.5.5.2. Other PTA works

- Bilateral train service testing

The relocation of the Western Power and PTA main cable was undertaken in the second and third quarters of 2013 so that the ground improvements within the rail reserve could commence.

Preliminary site works for Stadium Station commenced in October 2013 in preparation for Station construction. Site works are expected to be complete by the end of the third quarter, 2014.

1.5.6. Main Roads projects

Main Roads WA will be responsible for the design and construction of the following works:

- Swan River Pedestrian Bridge
- Victoria Park Drive modifications

The Swan River Pedestrian Bridge contract will be awarded in late 2014 and construction will begin in the second quarter of 2015.

Three tender submissions for the Victoria Park Drive works were received in December, 2013 and the contract will be awarded in March, 2014 so construction can begin in May, 2014.

2.0 Project communications roles and responsibilities

This section sets out the roles and responsibilities for all parties who will have a role in delivering project-related communications and the interrelationship of the roles.

2.1 Communications Planning Group (CPG)

The Communications Planning Group is responsible for:

- a) Providing advice to the nPS Steering Committee
- b) Delivering a high standard of project communications
- c) Development and implementation of the Project Stakeholder Management Plan
- d) Generating and maintaining community support for the project
- e) Ensuring information gathered through stakeholder consultation is considered
- f) Consistency of the project's message across Government
- g) Adherence to the Project Communications Protocol
- h) Whole-of-project education/behavioral change program
- i) Whole-of-project management of complaints/enquiries system
- j) Stakeholder and communications issues management

The CPG meets on a monthly basis and is chaired by Project Manager - Stakeholder Engagement and Communications, DSR. Its membership is comprised of:

- Project Director, DSR
- Project Officer – Stakeholder Engagement and Communications, DSR
- Director of the Office of the Director General Department of Transport
- Manager Corporate Communications and Corporate Communications Officer, Public Transport Authority
- Community Engagement Manager, Main Roads WA
- Communications Manager, VenuesWest
- Project Director Delivery, Strategic Projects
- Manager Planning, Strategic Projects
- Senior Media Advisors (Offices for the Ministers of Sport & Recreation and Transport), DPC
- Senior Media Advisor, Office of the Premier

The Project Manager Stakeholder Engagement & Communications, DSR sits on the Project Control Group (PCG) and provides monthly updates to the PCG regarding CPG activities and issues.

2.2 Department of Sport and Recreation

2.2.1 Project Manager Stakeholder Engagement and Communications

The Project Manager Stakeholder Engagement and Communications is responsible for the management of all project communications that relate to the new Perth Stadium.

The role of this position is to:

- Provide strategic communications advice to the Executive of new Perth Stadium Project
- Manage all aspects of communication as it relates to the nPS
- Develop cross-Government communication strategies
- Media engagement and response in collaboration with the Minister's office
- Ministerial speeches and briefings
- Delivery of proactive marketing and communications activities to project stakeholders
- Develop and deliver stakeholder engagement campaigns
- Represent nPS/DSR at a senior level on committees and working parties relevant to the project and role

This position reports directly to the Project Director new Perth Stadium, DSR.

2.2.2 Project Communications Officer

The Project Officer Stakeholder Engagement and Communications is responsible for providing support to the Project Manager Stakeholder Engagement and Communications.

The role of this position is to:

- Contribute to and implement strategic communication plans
- Research, write and coordinate nPS publications, which include the project newsletter, fact sheets, project updates, and works notifications
- Maintain and update the nPS website including social media channels
- Coordinate multi-media needs for nPS, which include project animations and milestone productions
- Manage and write responses for all enquiries received via the project email and phone line
- Manage and implement the project identity
- Maintain the stakeholder consultation database and collate the reporting requirements
- Coordinate all marketing signage for the project
- Assist with research and writing of media responses and statements
- Prepare presentation material for senior DSR and Strategic Projects staff
- Summarise minutes, issues, outcomes from presentations and input into consultation database

This position reports directly to the Project Manager Stakeholder Engagement and Communications.

2.2.3 Communications consultant

DSR may engage a consultant/s to provide strategic stakeholder engagement and communications advice.

Any consultant/s engaged to deliver specified services will report to the Project Manager Stakeholder Engagement and Communications and must adhere to the guidelines outlined in this plan, the *new Perth Stadium Steering Committee Communications Protocol* and other regulated processes and procedures.

2.3 Department of Treasury, Strategic Projects

Strategic Projects has the responsibility of planning and delivering the project on behalf of the Government. Two members of SP are part of the Communications Planning Group. Additionally the SP team provides ongoing assistance and information to DSR for responses to stakeholder and media enquiries.

2.4 Department of Transport

2.4.1 Department of Transport

The Department of Transport Director provides strategic communications and Government relations oversight/coordination for the Transport portfolio. The Director is a member of the CPG.

2.4.2 Public Transport Authority

The Public Transport Authority is responsible for the planning and delivery of the transport infrastructure for the new Perth Stadium. The PTA will lead on all communications and stakeholder relations related to its activities on the Peninsula. It will be supported by the other stakeholder relations and communications staff through the CPG.

The PTA has an established communications team that includes a Project Communications Manager who will have the responsibility for Stadium Station. PTA project communications will be overseen by PTA Manager Corporate Communications and may also involve the Transperth communications team.

The PTA also has an established call centre to manage Transperth public transport enquiries and they also manage the dedicated phone line for the nPS.

The PTA Communications team work very closely with DSR and MRWA colleagues to ensure that the 'one voice' approach to the project is successfully delivered. See following flow charts (sections 4.3 and 4.4).

The PTA and DSR teams will jointly develop a dedicated 'nPS Public Transport Education Programme' for implementation closer to the opening of the nPS. The key objective will be to inform and educate the general community about the range of public transport and pedestrian options available to travel to and from the nPS. This will be particularly important given that there are no significant car parks for the general public in the immediate vicinity.

2.4.3 Main Roads WA

For this project Main Roads WA (MRWA) is a sub-contractor of the PTA and will be responsible for the delivery of the Swan River Pedestrian Bridge, linking East Perth to the Sports Precinct, and modifications to Victoria Park Drive.

MRWA has a Community Engagement Consultant who is dedicated to the project. In addition MRWA has a corporate communications team that includes the Traffic Operations Centre (TOC), monitoring traffic conditions on all major roads. They are able to notify road users regarding impacts, accidents and delays via SMS email notification and electronic media.

2.5 Department of Premier and Cabinet

The Department of the Premier and Cabinet is the central communications office for the Western Australian Government. The new Perth Stadium project team follows the DPC media and communication protocols that govern the preparation and dissemination of media statements, activities and enquiries relating to this project.

The Senior Media Advisor to the Minister for Sport and Recreation is a member of the CPG.

2.6 New Perth Stadium Governance Agency

In September 2013, VenuesWest were appointed as the Governance Agency.

They will work closely with the Project Team to facilitate the appointment of the Operator, which is expected during 2016.

The Communications Manager is a member of the CPG.

2.7 Contractors

Contractors play an important role maintaining community support for the new Perth Stadium project by managing construction impacts in a responsible manner. DSR will be responsible for coordinating, managing and approving all communications regarding works.

As per the current contract in place with the PCS works contractor and the three DBFM consortia, contractors and their sub-contractors are not permitted to speak directly to the media. Any enquiries received from the media are to be forwarded to the project team for a response. Contractors may be required to provide timely and accurate detail in order to complete these responses and this will be facilitated by the Project Manager Stakeholder Engagement and Communications or the Project Director.

For the construction phase, the contractor will distribute communications to a range of key stakeholders, as approved by DSR. The contractor will be required to provide a full communications plan highlighting key milestones and issues so that the associated materials can be produced. DSR will set the communications protocol, aligning with milestones, so that all stakeholders receive seamless communications.

2.7.1 PCS Works contractor – Ertech Keller Joint Venture

A dedicated Communications Strategy and Action Plan was prepared and managed by DSR to share key activities to project stakeholders, manage enquiries/complaints and also to log issues. DSR sought support from the Ertech Keller Joint Venture to successfully deliver these initiatives.

2.7.2 DBFM – Project Co

As announced on July 17, 2014, the Westadium consortium will be delivering the DBFM contract. A dedicated Communication and Stakeholder Engagement Plan will be prepared by Westadium, in consultation with DSR, noting key activities with each stakeholder, media opportunities, issues and specific communications deliverables.

The design development phase is now underway. During this period Westadium will engage with User Groups and key stakeholders, subject to approval from the project team.

2.7.3 Probity

Of particular note is the requirement to ensure that the *Probity Plan – for the new Perth Stadium* is followed. This is most relevant during the RFP process from June 2013 to December 2013, when the preferred consortium has been selected in April, 2014, and ahead of the contract being awarded in mid-2014.

As per *Probity Plan – for the new Perth Stadium*, the following Principles are to be adhered to at all times:

“Probity” requires that SP conducts its procurement activities ethically, honestly and fairly. Elements of a procurement culture that promote and demonstrate high standards of probity include the following:

- Acting in a manner that is consistent with the Department of Treasury’s Code of Conduct;
- Possessing the skills, knowledge and experience to deliver good procurement outcomes;
- Ensuring appropriate checks and balances are in place throughout the procurement process;
- Ensuring the concept of conflict of interest is well understood and strategies are in place to identify and manage potential issues;
- Ensuring communication with suppliers is consistent and does not disadvantage or advantage one supplier over others;
- Ensuring officers are not compromised in their ability to act, or to be seen to act, impartially; and,
- Ensuring confidentiality of supplier information and evaluation processes is secure.

The probity principles outlined below apply to all aspects of the project. This includes the processes to engage consultants, advisors or contractors from the private sector, whether from established panel contracts managed by SP or the Department of Finance, Government Procurement (GP) or Department of Finance, Building Management and Works (BMW) or through public advertisement for public tenders. These requirements are outlined in the project’s Procurement Plan for State Advisors.

- Fairness and impartiality. Respondents will be treated equally and will have the same opportunity to access information and advice;
- A competitive process will be used (except where direct engagement is allowed for low value consultancies under existing panel arrangements). Unless approved under appropriate delegated authority, a competitive process will be used throughout the procurement process, in accordance with relevant Procurement Plans and the Evaluation Plans;
- Consistency and transparency of process. Respondents will be evaluated in a systematic manner, free from bias and fully documented against explicit predetermined evaluation criteria which may only be amended in accordance with the approved governance process and the Terms and Conditions;
- Security and confidentiality. The processes adopted for receiving and managing information will ensure the security and confidentiality of intellectual property and proprietary information in accordance with legal requirements and government policy;
- Identification and resolution of conflicts of interest. Any person or organisation involved in the procurement process will be required to declare and address any actual or perceived Conflict of Interest and to have that information recorded on a conflicts register maintained by the SP project team prior to undertaking any involvement in the procurement process; and
- All procurement practices will comply with legal and operational and ethical requirements consistent with relevant government legislation, regulations and policies.

Braxford Consultancy is the State Advisor on matters related to probity.

3.0 Stakeholder and community engagement strategy

The overarching stakeholder and community engagement strategy is to facilitate the successful delivery of the project. This will be achieved through the use of open, transparent and inclusive engagement practices and methodologies that enable key stakeholder involvement in the planning, design and delivery of the project. This will be achieved by:

- Building and maintaining relationships with key stakeholders upon whose support the project depends; and,
- Ensuring that other stakeholders and the wider community who may be directly affected by construction activities during the delivery stage are kept informed and where relevant, involved regarding the management of impacts.

Considerable effort has gone into building relationships with key stakeholders during the planning stage of the project. This has been extended to a broader number of stakeholders and the wider community through the use of working and user groups (outlined in this management plan) alongside a range of engagement activities and communications tools.

Risk management with regard to stakeholder and community engagement will be based on a 'no surprises, no assumptions' approach. No surprises means that all potential project risks have been identified in advance and mitigation measures have been widely communicated and agreed upon within the project team and, where appropriate, with stakeholders. Provision should also be made for the possibility of unexpected risks occurring. Some public 'outrage' is a normal occurrence on construction projects and should be planned for and managed as with any other risk. Even well managed, popular projects can generate outrage from impacted communities or individuals so it is best to plan for these events rather than react to them. 'No surprises' means that the community is given advance notification of activities that cause an impact.

'No assumptions' refers to the thorough investigation of an issue and getting the facts straight before acting or reacting. Common assumptions that can lead to a breakdown in communication with stakeholders and result in wider project risks include:

- Assuming that stakeholders understand all aspects of the project even if they have participated in working groups and/or received information.
- Assuming that the community understands project impacts and is prepared for them.
- Assuming contractors and sub-contractors are aware of what everyone else on the site is doing at a given time, even if there is a Project Plan in place.
- Assuming that everyone has read and understands a process, procedure, protocol report or plan, including this Stakeholder Management Plan.

This project, as with all major public projects, will be subject to rigorous scrutiny in terms of cost and timeliness of delivery. Previous public and political debates regarding the selection of the site may also be revisited during the delivery stage. It is likely to attract considerable interest from stakeholders and

the wider community throughout the design and construction period. Adopting a strategy of 'no assumptions, no surprises' will help to avoid the pitfalls of other major projects and support good governance procedures.

This strategy is underpinned by the principles and practices set down by the International Association of Public Participation (IAP2), which has been endorsed by the Western Australian Government. They are considered to be 'best practice' and adhere to the use of open, transparent and inclusive engagement processes. Engagement during the planning stage has been undertaken at the Inform, Consult, Involve and Collaborate levels depending upon the level of influence of the key stakeholders. As the project moves into the delivery stage the level of influence and involvement of some key stakeholders may increase or decrease accord to project parameters and requirements.

The stakeholder engagement objectives are to:

- Engage widely with key stakeholders during the project design stage to ensure that the needs and expectations of users and fans are considered in order to achieve the best outcomes.
- Ensure that stakeholder involvement and endorsement of the project is sustained during the final design, construction and delivery stages.
- Preserve confidence in the integrity of the engagement process and ensure that stakeholder commitments that were made during the planning stage of the project are honored and that good working relationships are maintained.
- Uphold and foster the project vision of a 'fans first' venue while managing stakeholder expectations.
- Reflect responsible project governance in the delivery of the project.
- Identify and mitigate project risks proactively before they become media issues.
- Identify and respond to stakeholder concerns in a timely and responsible manner.
- Provide guidance, advice and support to project staff as required in order to facilitate communication with stakeholders.
- Work closely with the contractors, PTA and MRWA to manage public enquiries and complaints in a seamless manner during construction and delivery of all stadium related activities.

Key Messages (Sources: Project Master Plan, Project Definition Plan):

- This is a world class Stadium that has been designed with the focus on 'fans first'.
- The Stadium and Precinct designs will reflect Perth's unique history, culture and sporting profile.
- It follows transport and land use integration design principles.
- It showcases the Swan River, Perth's major landmark.
- It is a popular, long-awaited project with strong support from sports users and spectators.
- The venue will enable Perth to host national and international sporting and entertainment events.
- Consultation has been extensive and inclusive with a network of user and working groups who have had substantial input into the Stadium and Sports Precinct design.

- The Stadium and Sports Precinct will become part of a major activity centre and provide an exciting entry point into the Perth CBD.
- It is a State Government project, funded by the taxpayer that will be well-managed, delivered on time and on budget.
- Access to the Stadium and Sports Precinct will be predominantly by public transport. This is the same for many major stadia around the world.
- The tailored public transport system will deliver a state of the art service to the Precinct.
- Construction impacts will be well-communicated and managed responsibly.
- The project team will work closely with residents who may be directly affected to minimise impacts on their home environment.
- The project respects the rights of the Aboriginal community, in particular the Whadjuk people who are the registered Native Title claimants of the Burswood Peninsula and who have been consulted during the planning and delivery of the project with regard to matters of Aboriginal Heritage.
- This project respects the environment and will manage the surrounding area responsibly.

3.1 Stakeholders

Stakeholders have played a major role in the development of the new Perth Stadium project during the planning stage. Stakeholder input has been included in the preliminary planning stages including the new Perth Stadium Project Definition Plan, the new Perth Stadium Project Master Plan and the Expression of Interest for the DBFM contract. Key stakeholders will continue to be involved with the final Project Brief for the RFP through their representation on a number of working groups and/or user groups.

Refer to Appendix 5 – Stakeholder list for a full list of stakeholders and project relationships owners.

3.2 Project User Groups

The User Groups do not have direct responsibility for the delivery of the project. Rather, these groups are comprised of interested end users of the Stadium who provided input and feedback into the development of the Project Brief and in 2014 will be part of the design development process. DSR is responsible for establishing and ongoing management and engagement of the User Groups. *(Supplement to Procurement Plan-Working Groups and User Groups)*

The comments and input received from interaction with the User Groups is intended to identify the specific issues and requirement of the various users that need to be considered in the development of the output specifications for the project. However, the views and opinions of the User Groups will not necessarily accord with the PDP and the budget parameters established for this project, and it is likely that User Groups will sometimes disagree on priorities and have opposing requirements from the State and from one another.

The User Group forums were an important information resource for the development of the RFP. Regular User Group meetings took place from January, 2013 through to completion of the RFP in June, 2013. All Groups received a further project update during Q4, 2013 and moving forward they will be involved in the Design Development phase from August 2014 until March 2015.

The User Groups include:

3.2.1 Football User Group

This group has wide ranging interest with a particular focus on player facilities, pitch, car parking, access arrangements, and member and premium facilities. Membership includes:

- West Coast Eagles
- Fremantle Dockers
- Western Australian Football Commission
- Australian Football League
- DSR representatives

3.2.2 Rectangular Sports User Group

This group has wide ranging interest with a particular focus on player facilities, pitch, car parking, access arrangements, member and premium facilities and rectangular reconfiguration processes. Membership includes:

- WA Rugby League
- Rugby WA
- Football West (Soccer)
- Perth Glory
- DSR representatives

3.2.3 Cricket User Group

This group has wide ranging interest with a particular focus on player facilities, pitch, car parking, access arrangements, member and premium facilities and drop in wicket arrangements and indoor practice facilities. Membership includes:

WACA
Cricket Australia
DSR and Strategic Projects representatives

3.2.4 Stadium Operations User Group

The focus of this group is on the use of the Stadium as a place of work, including access and parking facilities, internal circulation, equipment storage, office space requirements for the Stadium Operator. Membership includes:

VenuesWest
Joint Football Working Group
WACA
DSR and Strategic Projects representatives

3.2.5 Sports Fans User Group

The Sports Fans User Group is comprised of 30 sports fans selected initially from public submissions in January, 2013 and then demographically to represent a broad range of ages, gender, professions, sporting interest, etc. The focus of this group is on the entire match-day experience from a fans perspective including booking tickets, transport, entry, ticket collection, seating (comfort and viewing), catering, entertainment, technology, circulation design, facilities and exit.

3.2.6 Access and Inclusion User Group

This group focus is on a wide range of interests from the perspective of individuals requiring universal access (IRUA) and their carers, with a particular focus on the design and accessibility of the Stadium, transport and supporting infrastructure. There is also a focus on the entire match-day experience from an access perspective including booking tickets, transport, entry, ticket collection, seating (comfort and viewing), catering, entertainment, technology, circulation design, facilities and egress. Members include representatives from Blind Citizens Australia, Inclusion WA, National Disability Services, The Centre for Cerebral Palsy and the Senses Foundation.

3.2.7 Media User Group

The focus of this group is on the needs of modern media, including match-day viewing arrangements in its different sporting configurations, the design of media lounges, TV and radio studios, camera locations, and technical, data and wiring requirements. It is comprised of technical representatives from the radio and television stations plus members of the media.

3.2.8 Emergency Services User Group

The focus of this group is on the provision of adequate access, facilities and technology to enable police, ambulance and fire to undertake their respective activities during events. It is comprised of representatives from the Department of Fire and Emergency Services, WA Police, and St John Ambulance.

3.3 Aboriginal engagement

Aboriginal engagement for the nPS must follow guidelines set down by the Government and endorsed by the South West Aboriginal Land and Sea Council (SWALSC), the recognised body for the Noongar People. The Whadjuk people are the registered Native Title claimants to the area of the Burswood Peninsula and are therefore the recognised body with which the nPS project team can negotiate with regard to matters of Aboriginal Heritage.

- There are a number of registered Aboriginal Heritage sites on the Burswood Peninsula that are protected under the Aboriginal Heritage Act (AHA). The prime issue for the new Perth Stadium site from an Aboriginal Heritage perspective is the Swan River and its foreshore and the possible burial site of Windan, the wife of Yellagonga.
- The Stadium and Sports Precinct works, some of the rail works, and the Swan River Pedestrian Bridge require approval under Section 18 of the AHA prior to construction.
- The Department of the Premier and Cabinet (DPC) has been working with the Department of Indigenous Affairs (DIA) and the South West Aboriginal Land and Sea Council (SWALSC) to introduce a more efficient protocol for consulting with the Aboriginal community.
- For the new Perth Stadium project the Department of Finance Strategic Project's division (SP) has led the completion of a desktop Aboriginal Heritage study and an archaeological study, and has committed to following the DPC consultation protocol. SP has therefore been consulting with the only registered native title claim group, the Whadjuk Working Party.

The original Section 18 application was submitted to the Department of Aboriginal Affairs (DIA) in November, 2012. It has since been updated following a series of workshops held with the Whadjuk Working Party and a query by DIA regarding the appropriate signatory to the application. The updated application was considered by the Aboriginal Cultural Materials Committee (ACMC) and Minister approval was received on 30 May, 2013.

4.0 Communications overview

The Communications overview and tools have been developed to apply to all internal and external communications related to the dissemination and management of information to the project's stakeholders and the wider community. They reinforce the stakeholder engagement strategy through the development and implementation of proactive and effective communication activities.

The objectives are:

- Establish clear communication protocols between all parties responsible for the delivery of the new Perth Stadium project (DSR, Strategic Projects, PCS works contractor, Project Co, PTA and MRWA for coordination of the mutually shared key messages).
- Ensure that the new Perth Stadium and related infrastructure projects speak with 'one voice'.
- Ensure the timely and accurate flow of information to key stakeholders and the wider community, in particular those who are directly impacted during construction.
- Identify, analyse, develop and review strategies for managing any issues that may impact on stakeholders and the community.
- Engage and monitor issues related to projects adjacent to the nPS project i.e. Crown Towers and Belmont Park (Golden Group).
- Provide opportunities and/or mechanisms for stakeholder/community feedback and participation in the project's progress (e.g. information days, site visits and other events).
- Work with stakeholders, community representatives, project team members and contractors to minimise construction-related impacts.
- Ensure timely response and/or remedial action to community complaints and incidents.
- Establish monitoring and evaluation metrics for communications activities and protocols.
- Ensure that project key messages are reinforced in all communications activities.
- Ensure that all project team staff, consultants and contractors are briefed in respect of the communications protocols and procedures for this project.
- Induction and training of new staff and key personnel.

4.1 Communication tools

The client agency DSR is responsible for all project related communications. It is the single point of contact for any queries received from the media, industry, other stakeholders and the public.

As outlined in Section 2, there are a number of Government agencies tasked with the responsibility for the delivery of specific components of the new Perth Stadium and Sports Precinct. Each of these agencies will be responsible for the management of project communications relating to its area of responsibility. A coordinated team effort is required across Government agencies, contractors and operators.

The communication tools are intended to manage the release of information and support other stakeholder engagement activities. They have been developed to ensure:

- That the distribution of communications is coordinated across the entire project;

- That risks and issues that have the potential to impact on the project and the State Government are minimised;
- the timely distribution of communications, particularly in respect of construction impacts and disruptions to the public; and,
- a seamless management of communications and issues across all delivery agencies;

The communications tools include:

- A project style guide (section 4.2)
- Project website – this is the primary communication tool for the project (www.perthstadium.com.au).
- Project e-newsletter – regular editions distributed to a database of c.2020 (as at August, 2014) via email focused on sharing project news and updates.
- Media contact including the identification of authorised spokespersons and other public commentary by project team members, contractors and consultants (section 4.3).
- Management and record keeping of community complaints/enquiries (section 4.4).
- Stakeholder and community database management (section 4.5).
- Ministerials and Parliamentary questions (section 4.6).
- Community engagement channels (section 4.7).
- Emergency response (section 4.10).
- Site visit procedures (section 4.7.9 and Appendix 4).
- Requests for briefings and presentations delivered by project team members to update public and key stakeholders (section 4.7.8 and Appendix 3).
- Issue management (section 4.8).
- Incident reporting (section 4.9).
- Event management (Appendix 5).
- Editorial guidelines (Appendix 9).

4.2 Project identity and style guide

A project identity and style guide has been developed for use across all communications material to ensure a consistent look, feel and tone. The Style Guide and templates have been distributed to all communications leads. Management and approval of the project identity is undertaken by the Project Officer – Stakeholder Engagement & Communications.

4.3 Media management

The nPS Stakeholder Engagement and Communications Team is responsible for all media management relating to the Stadium and Sports Precinct. The responsibilities include:

- Developing and updating the media strategy
- Preparing media statements

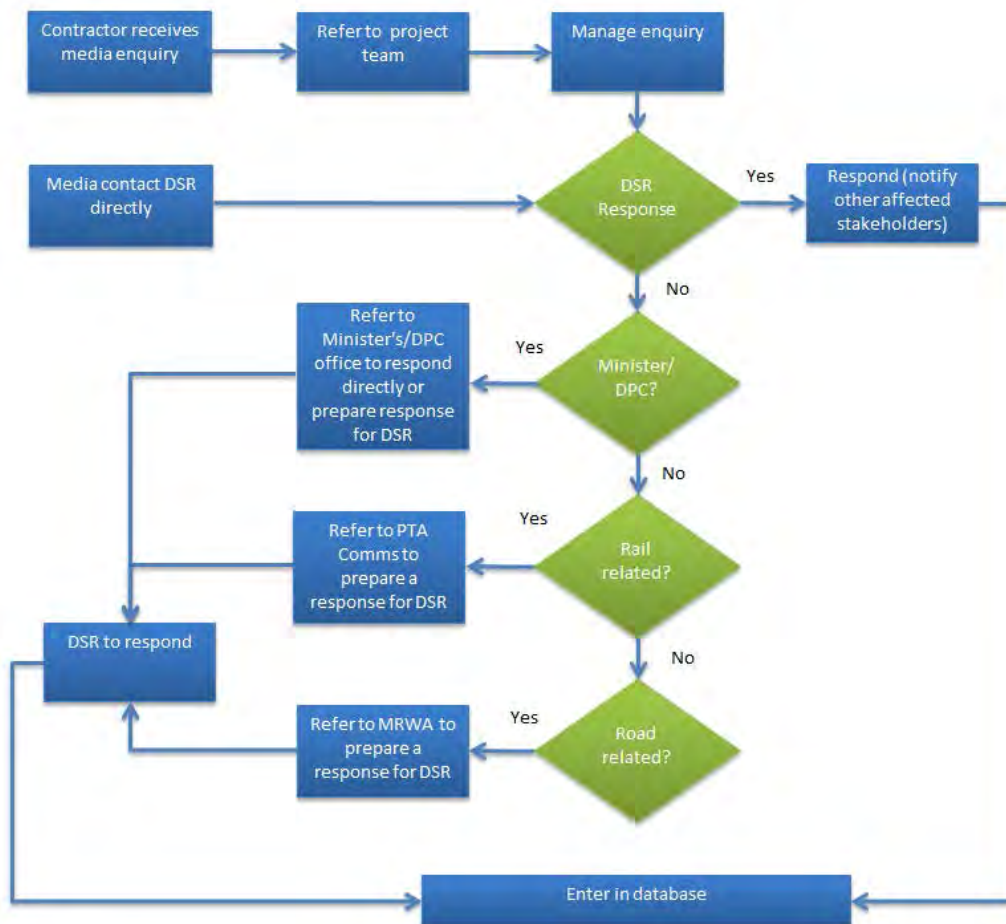
- Organising media events
- Handling media enquiries
- Media briefings and the preparation of media kits

Where relevant, project communications staff from nPS, PTA, DPC and MRWA will contribute to the program of media opportunities and events.

Key milestone announcements will be made by the Premier. Where a major announcement is related to infrastructure provided by another agency, department or utility, the announcement may be made by the Premier and/or relevant portfolio minister(s).

Media enquiries will be typically received by the Ministers Media Advisor or DSR, as the client agency. They will coordinate responses and engage with the appropriate agency as required.

For enquiries received by contractors or DSR directly, the following flow chart illustrates how they are to be handled.



4.3.1 Media spokespersons

All requests for media/public comment are to be in the first instance directed to the DSR Project Manager Stakeholder Engagement & Communications. They will determine the appropriate agency and/or project team member to provide a quote/comment.

The Premier, Minister for Sport & Recreation and other portfolio ministers are the spokespersons for major announcements and may also be the preferred spokespersons for other issues. The Minister for Transport is the spokesperson for transport-related announcements.

4.4 Complaints and enquiries

Definitions:

A project enquiry is a standard query about any aspect of the project that can easily be managed. If a specific enquiry is repeatedly asked, the standard response may become an issue.

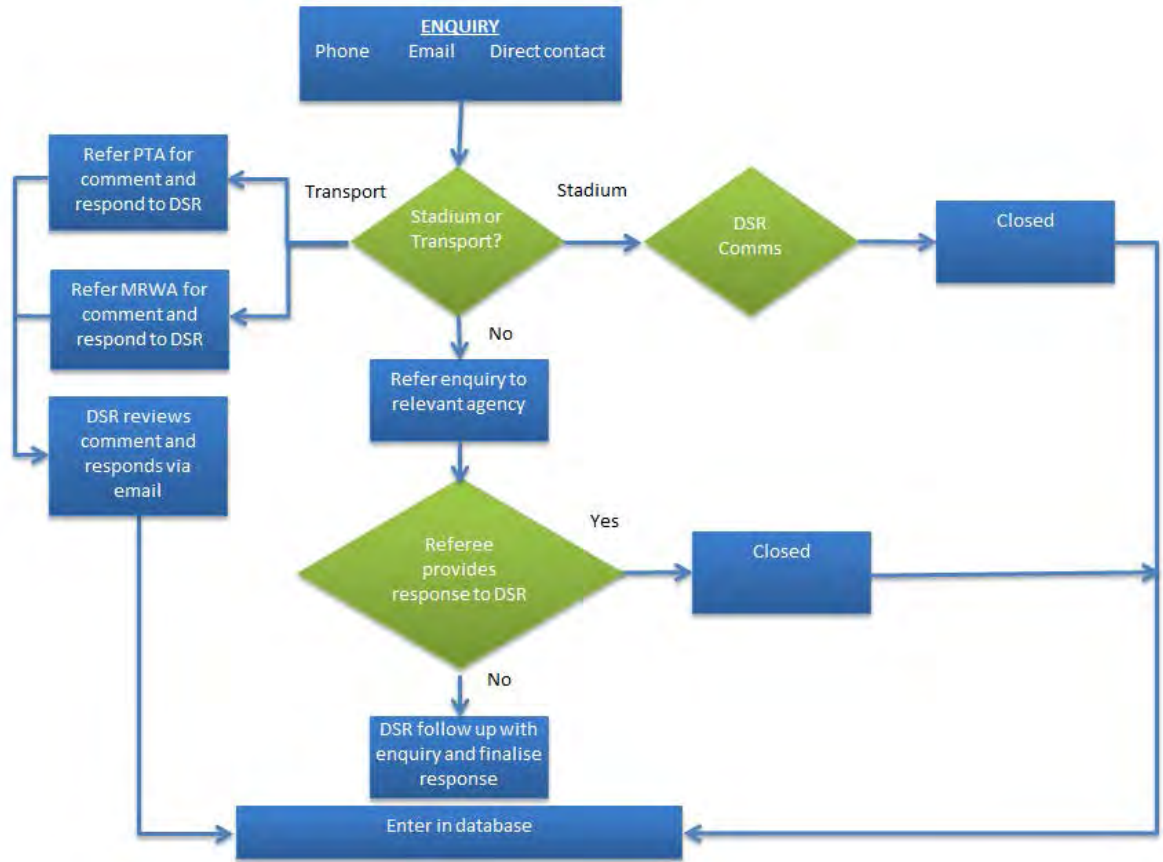
A single project complaint is one that can easily be managed and resolved. Complaints that involve a number of complainants can become a project issue that requires a more complicated resolution process and may involve multiple stakeholders.

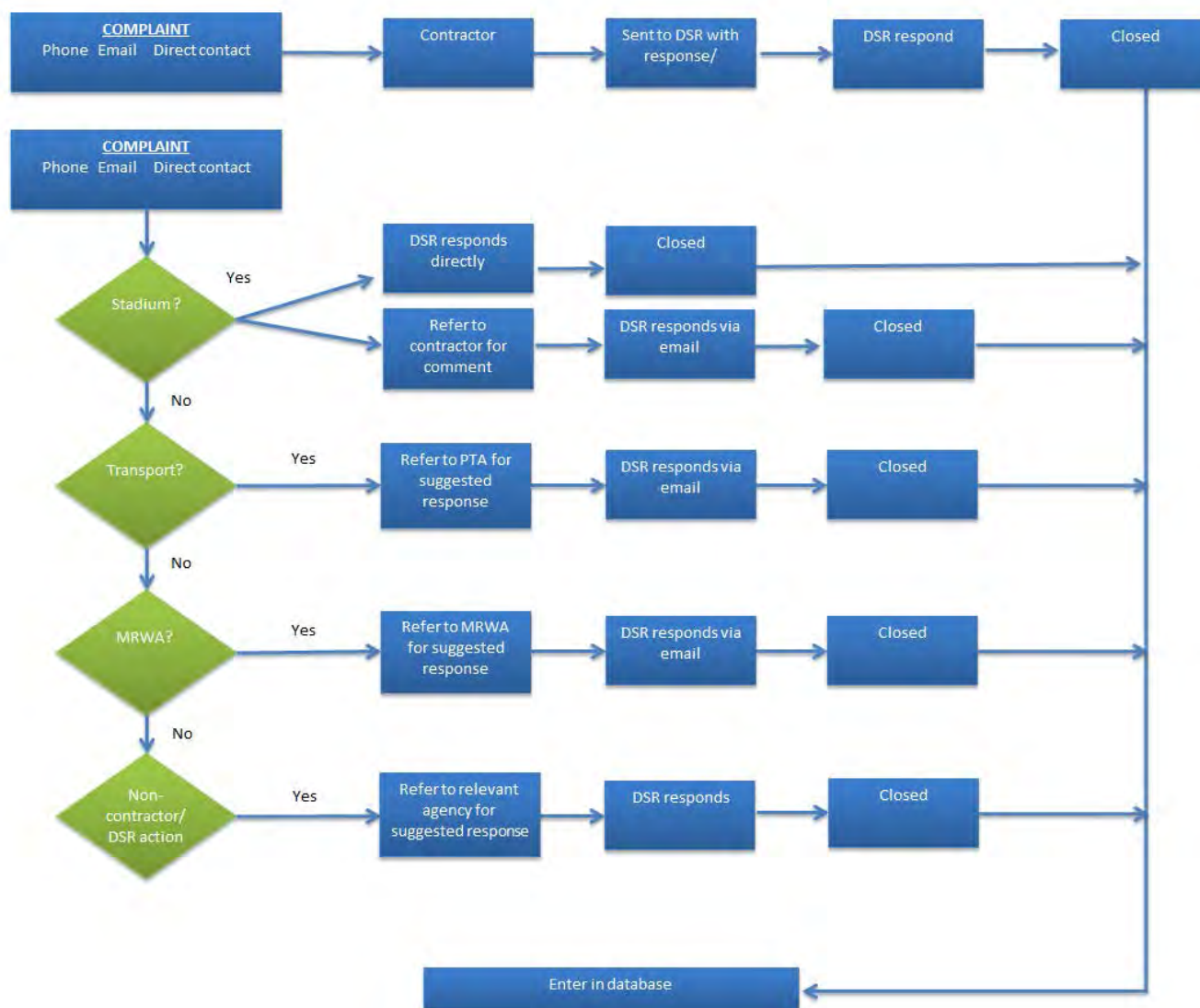
The nPS Stakeholder Engagement and Communications team is responsible for the management of project enquiries and complaints. Enquiries and complaints may be received directly by communications or project team members or indirectly via the Information Line. The nPS Stakeholder Engagement and Communications team will determine if the enquiry or complaint may be handled by the communications team or referred to the wider project team, contractor or other agency for action (see flow charts below).

There will be occasions when nPS project team members receive enquiries and complaints either directly via telephone, email or via the website. The Information Line will also refer those enquiries and complaints that may require further action or technical information to DSR, who will respond directly via email. If a complaint requires action from a contractor or other agency the matter will be referred to them for response and/or discussion, DSR will then finalise and respond via email.

All complaints and enquiries will be responded to within 48 hours of receipt and if this is not possible a holding email will be sent to the enquirer. Additionally, all enquiries will be logged on the stakeholder database that is managed by DSR. Additional information regarding the database is located in section 4.5 and in Appendix 1.

Please refer to the following flow charts which outline the process to manage complaints and enquiries.





4.4.1 Project Information Line

An agreement has been made with the Transperth Call Centre to manage an Information Line through which general complaints and enquiries may be handled. The nPS Information Line phone number is **(08) 9428 1961**. The Call Centre is operational 18 hours a day between the hours of 6.30am – 10pm from Monday to Friday and 7am – 10pm on Saturday and Sunday.

Call Centre staff have been briefed and are provided with regularly updated project FAQs. Any enquiries that the Call Centre staff cannot answer are referred to DSR to respond to directly via email. The Call Centre produces monthly reports that provide statistical details regarding the number and nature of call received during that period, which are in a suitable format for inclusion in general communications reports.

After a year of managing the nPS Information Line, call levels have relatively low, c.10 per month.

As at August 7, 2014

The project Information Line number is advertised on the project website, newsletters, project updates, signage, hoardings, etc.

4.4.2 Contractor responsibilities – complaints and enquiries

During the construction phase, the protocol to manage complaints and enquiries will remain as was used for the PCS works. DSR will work with Westadium to prepare suitable responses and take action in accordance with contractual obligations.

4.5 Consultation database and management system

Good record keeping is important to the project's success. In addition to the approved project documentation management system, the project will utilise a searchable stakeholder database management system to record all interactions with stakeholders through phone calls, emails, meetings, briefings, workshops and other forums.

This database system will enable access by the project team members to stakeholder records during the course of the project. All project team members who interact with stakeholders need to commit to the process of good documentation in order to make this an efficient and effective management system. The responsibility for the maintenance of the stakeholder database system rests with the Project Officer Stakeholder Engagement and Communications.

A temporary database management system has been created in Excel and currently contains all of the community and stakeholder enquiries and complaints from June, 2012. The manual on how to use the consultation database is available from TRIM 2012/1036-2/5. The database itself is available from TRIM 2012/1036-2/4.

4.6 Ministerial and Parliamentary questions

Ministerials and Parliamentary questions relating to the new Perth Stadium will be managed by DSR and follow the processes and protocols for the whole of Government. Ministerials are recorded and managed in MASCOT, the designated Government software database management system.

The consultation management database may also note issues that have originated from a Ministerial or Parliamentary question.

4.7 Community engagement channels

4.7.1 Project website

The new Perth Stadium website (www.perthstadium.com.au) is the definitive online source for all up-to-date project information. It will include construction details, community information, all media releases, project plans, newsletters, images, works and project wide fact sheets, frequently asked questions and project contact details.

The website also includes an online subscription service that allows users to subscribe to receive regular project e-newsletters. The new Perth Stadium website is updated on a regular basis with details of current and upcoming construction activities across the project, subject to information being available for public consumption.

Contractors will be required to provide professional photographic records and digital footage of project construction progress for uploading to the website.

4.7.2 Letterbox drops and/or email notifications

Letterbox drops to local areas will be used to provide local residents with information regarding construction activities and associated community impacts.

Several letterbox drops have been undertaken related to the PCS and VPD works.

All information to be distributed to the community on behalf of the project must conform to the project's style guide and editorial guidelines, and be approved by the Project Manager Stakeholder Engagement and Communications prior to distribution. Information will also be posted on the project website.

Residents will continually be directed to the new Perth Stadium website.

4.7.3 Advertising

DSR may place advertisements in *The West Australian* and local community newspapers at regular intervals to provide project updates. These advertisements will include relevant contact details to enable the community to obtain further information about the project. DSR will work with existing agency (DoT, PTA, and MRWA) protocols regarding shared project updates including traffic and other impact information.

4.7.4 Information Centre/marketing suite – to be developed

Provision for an on-site Information Centre has been made in the project site office located in the former Burswood Golf Course Club House. Further discussion and agreement across agencies is required so relevant materials can be developed with Project Co at the appropriate time.

There may be opportunities to use the Information Centre for engagement with the public, media, invited guests.

Consideration should also be given to a permanent electronic information display at Patersons Stadium that can be updated easily and regularly with project information.

4.7.5 Project publications

The new Perth Stadium Stakeholder Engagement and Communications team is responsible for the production of:

- New Perth Stadium website
- New Perth Stadium e-newsletter which is sent to stakeholders and registered individuals/organisations on the project database on a regular basis
- Project fact sheets and/or FAQ's on the major elements of the project – these will be updated as required and available on the website
- Local area impact notifications in conjunction with the relevant contractor
- Presentation templates and project overview slides
- Other communications materials as required

Contractors are required to provide up-to-date construction and general project information for inclusion in project publications as part of their regular reporting.

4.7.6 New media/social media

Social media channels are utilised to disseminate key project messages broadening the project's reach and direct users back the nPS website – the primary communication tool for the project.

The nPS social media strategy has been developed in compliance with the DSR Social Media policy.

The mediums utilised include Twitter, You Tube and Instagram.

- Twitter: Utilised when an announcement has been made by the Premier and/or Minister for Sport and Recreation and/or when a milestone has been reached. The Project Officer, Stakeholder Engagement and Communications will post a link to the press release featured on the nPS website. Other engagement opportunities will also utilise Twitter.
- You Tube: Utilised when an announcement has been made by the Premier and/or Minister for Sport and Recreation. A short vignette will be produced by the DSR Communications Team highlighting the milestone, the media event and file vision of the site. This vignette will be posted on the nPS You Tube channel and the nPS website in the first instance with the vignette potentially being added to the Premier and Minister for Sport and Recreation Government websites.
- Instagram: Utilised when an announcement has been made by the Premier and/or Minister for Sport and Recreation. The Project Officer, Stakeholder Engagement and Communications will post an image related to the nPS with a caption linking users back to the nPS website.

The nPS Stakeholder Engagement and Communications Team will respond in the following ways to feedback from social media users through the above mediums:

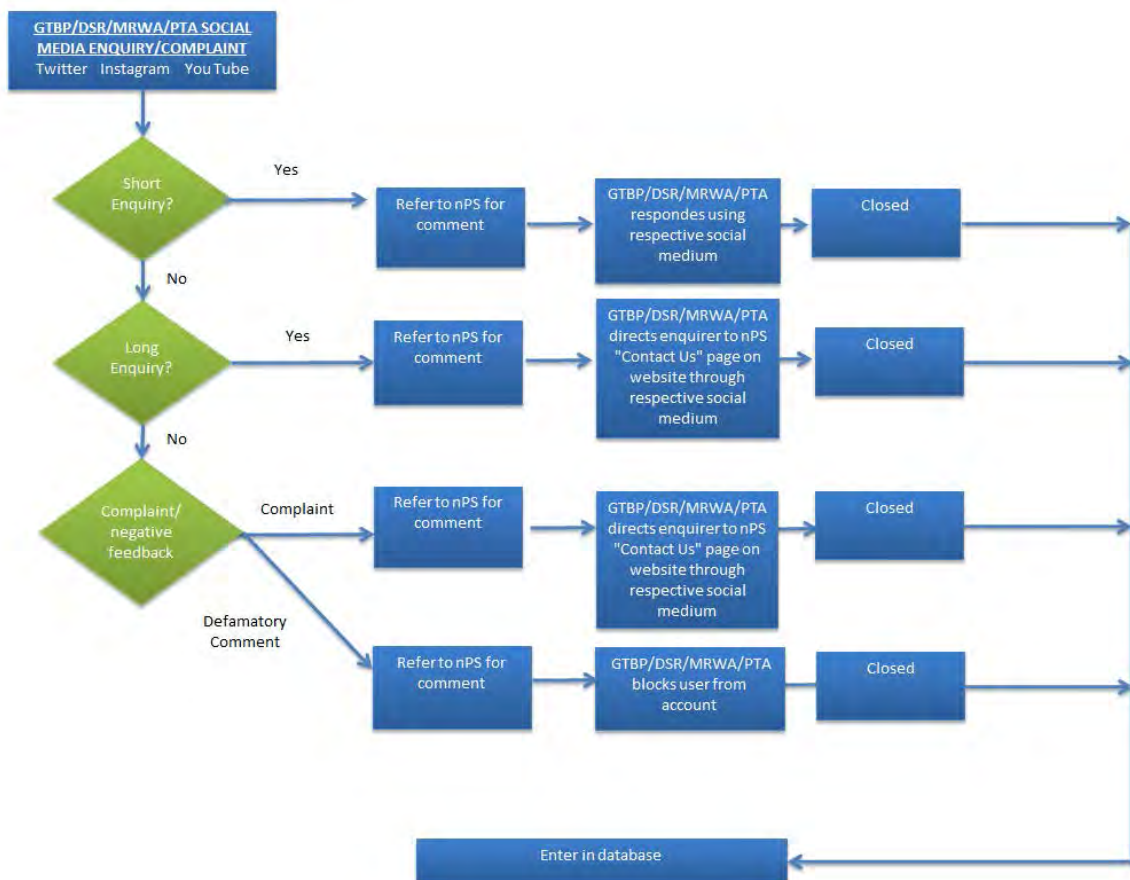
1. Where there is a short or simple public enquiry through a social medium, the Project Manager, Stakeholder Engagement and Communication will respond directly through new Perth Stadium

social media account of the same medium. For example: “When does the Stadium open?” is a question that can be answered concisely through the medium of enquiry.

2. Where there is an enquiry that requires in depth commentary the enquirer will be encouraged to visit the “Contact Us” page on the new Perth Stadium website, where the new Perth Stadium email address is located. The enquirer can then place their comments in writing, which will be responded to as per the normal protocol listed in the Stakeholder Management Plan.
3. The new Perth Stadium will not respond to or engage with users who post negative comments or feedback. If the comment breaches the DSR Social Media policy guidelines in material that is offensive, obscene, defamatory, threatening, harassing, bullying, discriminatory, hateful, sexist, infringes copyright, constitutes contempt of court, breaches a Court suppression order or is otherwise unlawful, the Project Manager, Stakeholder Engagement and Communications will block the author.

There will be occasions when nPS enquiries are received through the social media accounts of DSR, Get The Bigger Picture, Main Roads WA and/or PTA.

Please refer to the following flow chart which outlines the process to manage complaints and enquiries.



4.7.7 Signage/hoardings

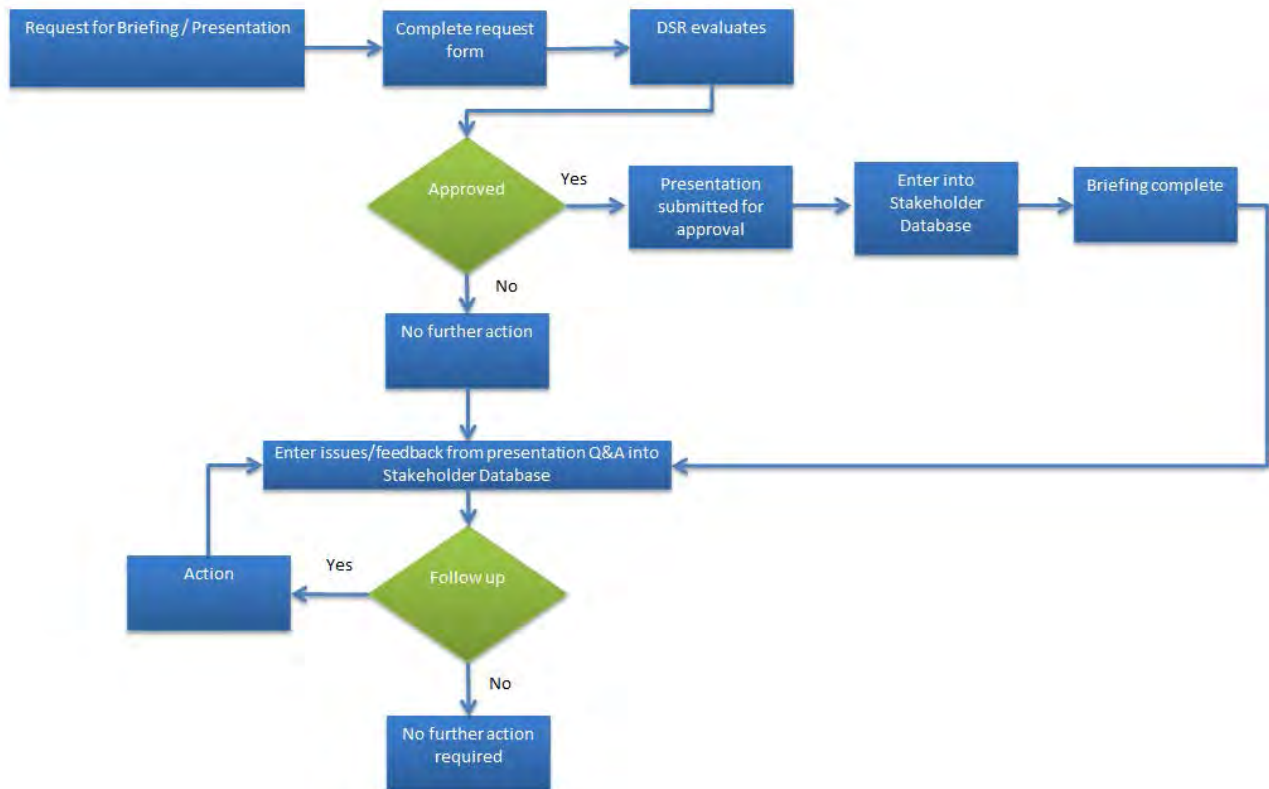
The location, production and installation of signage and hoardings will be determined with contractor/s. The artwork and copy will follow the style guide.

4.7.8 Project presentations and briefings

As the new Perth Stadium is of considerable local and international interest there will be regular requests made for project staff to deliver presentations and briefings. All such requests must be made in writing using a Briefing Request Form and are to be evaluated and managed by the Project Manager Stakeholder Engagement and Communications. All briefing requests will be captured within the Stakeholder Database.

Requests for speaking opportunities as part of commercial conferences may incur a fee and/or member to the industry association hosting the forum. This will be considered on a case-by-case basis.

See Appendix 3 for Briefing Request Form and below for the Request for Briefing/Presentation flow chart.



4.7.9 Site visits

Throughout the course of construction there will be many requests for site visits. All such requests will be subject to the discretion of DSR in consultation with the contractor who is ultimately responsible for site safety and meeting the construction delivery timetable. Visitors to site will be required to undergo a site safety induction and wear the appropriate safety equipment as dictated by Project Co.

All site visit requests must be made in writing using a Site Visit Request Form and are to be evaluated and managed by the Project Manager Stakeholder Engagement and Communications. All site visit requests will be documented in the Stakeholder Database and maintained for the purpose of managing such requests and for inclusion in monthly reports to the Steering Committee.

See Appendix 5 for Site Visit Request Form.

4.7.10 Community research

A strategy is to be determined to measure community perceptions regarding the project, project-related communications and management of project impacts. As part of the Bigger Picture campaign, two waves of research are undertaken each year and there are several high level questions regarding nPS.

4.7.11 Project image library (still and moving)

The nPS Stakeholder Engagement and Communications team will manage the image library that documents the project in a visual format including the planning and delivery of the new Perth Stadium project. The photographic library will include:

- User Group workshops
- Stakeholder and media events
- Key presentations
- Community activities
- Pre-Construction Site works (records from start to finish at monthly intervals)
- Construction (regular intervals from start to finish including key milestones)

These images will be used as part of the engagement process and available via a range of forums including the project website, e-newsletters, project updates, public displays such as the site Information Centre, media and as part of the end of project overview.

DSR will manage regular aerial imagery of site utilising *Wings Photographics*.

The PCS works contractor and Project Co are responsible for the provision of photographic materials of the project, supplied to DSR in an agreed format and frequency.

Ertech Keller Joint Venture, PSC works contractor, have subcontracted the provision of web cameras to R Group International, which includes the installation and maintenance of six web cameras and associated software. The project team will continue to liaise directly with R Group International regarding this provision and the changeover to Project Co. See Appendix 8 to show locations of the web cameras on site.

In addition, DSR will lead on developing an end-to-end project record utilising still and moving imagery captured across the project.

4.7.12 Community education- public transport

There will be a need to educate the general public regarding access to the Stadium and Sports Precinct. With public transport access accounting for 83% of spectators to the Precinct and minimal access by private vehicle, it will be important for the public to understand that the most efficient, safe and effective way to access the Stadium will be via public transport or pedestrian links.

While public transport currently accounts for approximately 40% of spectators to Patersons Stadium, the remaining 60% of patrons still travel by car to a location close to the venue before walking the remaining distance. This will not be possible to the same degree for spectators at the new Perth Stadium.

Community education will need to commence well in advance of the completion of the Stadium to enable the general public to understand the access restrictions with regard to car use and to know how the public transport system and pedestrian access will work. Development and execution of the community education will be the joint responsibility of the nPS and PTA Stakeholder Engagement and Communication teams. The education and behavioral change programs should include incentives to stimulate change and may involve events e.g. open days to trial the public transport systems, pedestrian walk-throughs and site visits prior to the official commissioning of the venue.

Proposed Working Group to include: Transperth Marketing, Charlotte Hayes; PTA, David Hynes, Department of Transport, Richard Barrett, nPS Project Manager Stakeholder Engagement and Communication.

4.8 Issue management strategy and protocols

Definitions:

An issue is a problem that is causing an immediate project problem and cannot usually be resolved by standard enquiry and complaint management procedures. It may also involve and/or impact multiple stakeholders.

A risk is an issue that might become a problem in the future.

Many of the risks relating to the delivery of the new Perth Stadium have been identified and mitigation strategies have been determined. When a risk becomes an issue, the risk register should be the first reference point for managing the issue.

A well-managed issue is one that has been identified through earlier risk workshops and mitigated before it becomes the subject of public complaint or media scrutiny. Knowing and understanding potential risks and their probability of occurring minimises the potential for being caught off guard when an issue or incident occurs.

A project issue is a problem that needs immediate attention as it stops or slows the progress of a project. This issue can be anything within the project: procurement; project delivery; design issues; timeline delay, financial, resources, environmental etc. The objective is to identify, find a solution, track the progress and close out issues quickly so that the project is moving forward and not harmed by issues.

Issues management requires a whole-of-project team effort. Certain issues are best managed by specific personnel who may not be designated communications staff. However, with most issues, there is a communications aspect to its management. It is therefore important that the Stakeholder Engagement and Communications team supports other team members who are charged with the management of project issues.

All issues must be recorded in a register so that they can be tracked from inception to closure. An Issues Register is contained within the Consultation Database (TRIM 2013/652-2). A list of personnel who may be contacted for information regarding issues relating to a specific topic can be found in Appendix 2.

The Project Manager Stakeholder Engagement and Communications is part of the quarterly whole-of-project risk review workshop.

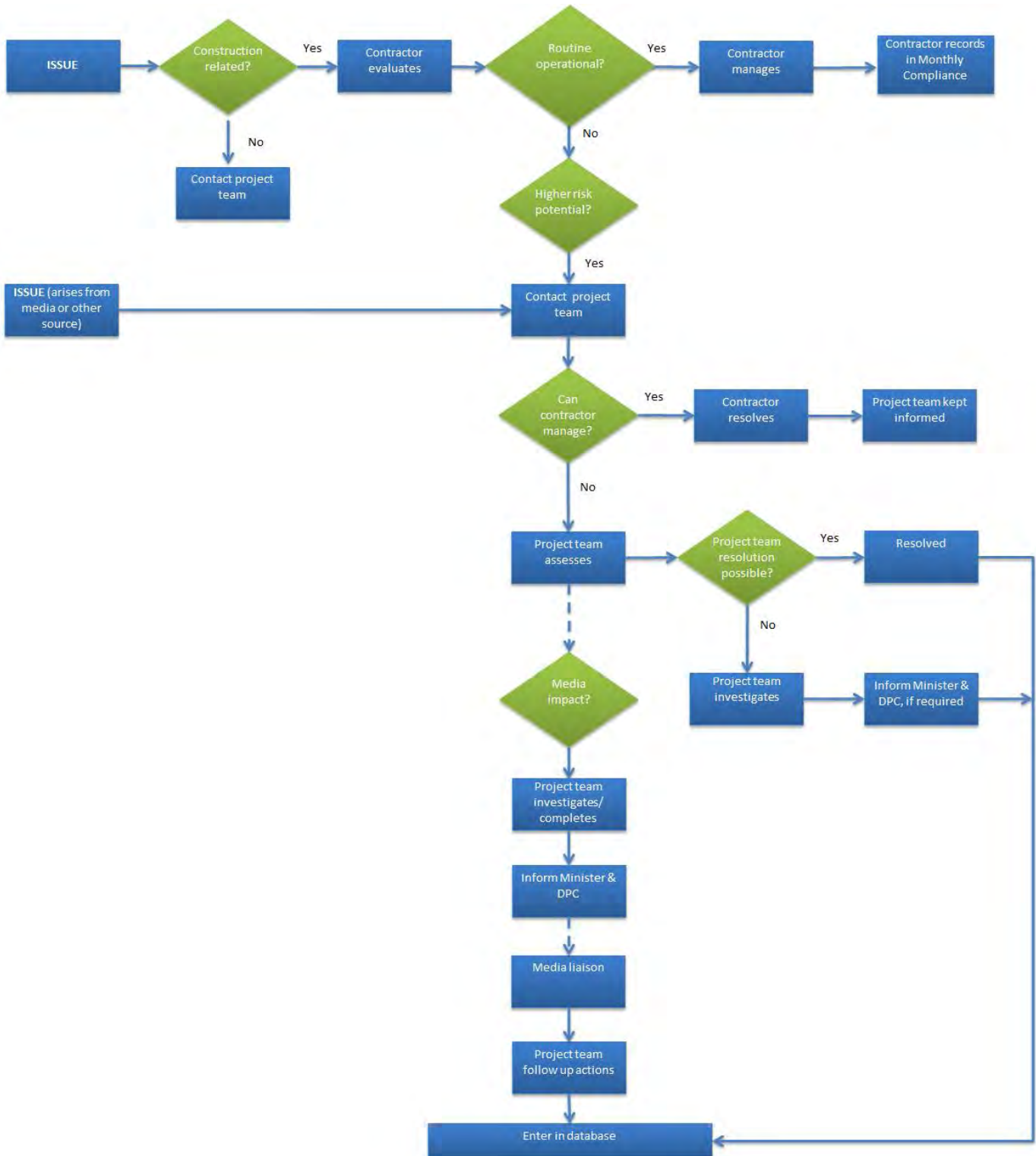
4.8.1 Strategic communications issues management

Issues that are project critical have political implications and major media interest will be managed by the Project Manager Stakeholder Engagement and Communications. They may also require input and involvement of other members of the project team and CPG, and may be escalated up to the Minister for Sport and Recreation and the Department of Premier and Cabinet.

4.8.2 Operational construction issues management

Routine operational site issues associated with construction activities will be identified, managed, recorded and reported to the SP Project Director by the contractor in the majority of instances. If the issue has the potential for wider project and/or political implications it must be escalated to the nPS Stakeholder Engagement and Communications team or designated project team member for further evaluation and management.

The issue management process is illustrated in the following flow chart:



The Communications Planning Group (CPG) will regularly review issues and develop joint strategies for managing and monitoring issues. The CPG will oversee the management of all associated communications activities to ensure that coordinated and consistent information is provided to the community and relevant stakeholders taking into account the potential cumulative effects of simultaneous activities.

4.9 Incident reporting

The State's representative and its appointed contractors are responsible for the reporting of all site incidents related to their delivery, in accordance to their contracted obligations.

Contractors working on PTA and/or MRWA delivery components will report incidents directly to these agencies. They will then be raised, as required at the monthly CPG meeting.

4.10 Emergency response

All contractor work plans will contain Emergency Response and Incident Reporting procedures. Additionally all staff will undergo the appropriate training. Examples of items:

1. Human safety (managed by contractor – report to DSR)
2. Site safety (managed by contractor – report to DSR)
3. Surrounding area safety (managed by contractor – report to DSR)
4. Reputation management (managed by DSR)

4.10.1 Communications management – emergency response

- Issue a 'holding statement' in the first instance when facts are not clear
- Investigate and issue an update statement
- Issue regular updates during the stages of the emergency until the emergency is under control
- Issue a full statement once the incident has been resolved
- Project HSE will undertake a full and comprehensive investigation
- Prepare incident report, ministerial, and FAQs
- Implement corrective actions and communicate to relevant stakeholders

If an issue is the result of a specific incident on site it will follow the incident reporting procedure outlined in 4.8.2.

A dedicated Crisis Communications Plan will be developed with Project Co for use during the design and construction phase.

5.0 Monitoring, reporting and evaluation

Stakeholder management and communication for the nPS project will undergo regular monitoring and evaluation. Monthly reports will be prepared for distribution to the CPG.

Monthly reporting via the CPG will include, where relevant:

- A summary of engagement activities undertaken
- Website metrics
- Issues management (includes consultation database summary)
- Information Line reports
- Ministerials
- Incident reports

Suggested Key Performance Indicators (KPIs):

- The number of enquiries/ complaints and response times
- The number, nature and response times to reported incidents
- Issues management analysis
- Compliance with the Stakeholder Management Plan, including the maintenance of the consultation database, and other governance documents
- Use of the Risk Register
- Stakeholder and community feedback through survey forms from engagement activities
- Ministerial summary report
- Cumulative website metrics report
- Cumulative Information Line report
- Media coverage – quantity channels

6.0 Appendices

1. Issues/risk management contact list
2. Briefing Request Form
3. Site Visit Request Form
4. Event Request Form (to follow)
5. Stakeholder list
6. Calendar of key milestones for communications activity
7. Project Working Groups during preparation of the RFP document
8. Web camera locations
9. Editorial guidelines

Appendix 1 – Issue/risk management contact list

Name	Title	Issue	Contact details
Ronnie Hurst	Project Director, DSR	All project issues	9492 9707 0409 688 436
Steve Humfrey	Principal Project Manager, DSR	All project issues	9492 9819 0408 950 336
Henrietta Farrell	Project Manager Stakeholder Engagement and Communications, DSR	All project issues that have a communications impact	9492 9815 0417 945 898
Stuart Dart	PM Operations, DSR	Stadium operations	9492 768 0400 996 837
John Tondut	Principal Project Director, Strategic Projects	All project issues, SWALSC	6551 2818 0418 954 375
Sandra McLeish	Manager Planning, Strategic Projects	Statutory approvals, legislation, environmental issues, SWALSC	6551 2816 0431 659 921
Bruce Cunningham	Project Director Delivery, Strategic Projects	Any PCS works, contractor issues	6551 2031 0429 084 822
Nadia van Dommelen	Project Director Design Development	Whole project brief	6551 1882 0401 149 581
Natasha Guerinoni	Project Communications Manager, PTA	PTA Communications	9326 2197
David Hynes	Manager Corporate Communications, PTA	Media related PTA issues	9326 2908 0438 919 548
Richard Barrett	Director, Department of Transport	High level strategic Government and transport-related issues	6551 6699 0438 966 008
Miranda Nikolich	Public and Community Relations, MRWA	Design and construction of Swan River Pedestrian Bridge and Victoria Park Drive	0419 041 722
Dean Roberts	Public Affairs Manager, MRWA	Design and construction of Swan River Pedestrian Bridge and Victoria Park Drive	9323 4638 0419 907 230
Chrissie Harwood	Environmental Manager	Environmental issues	9366 7815
Bruce Hawkins	Burswood Park Board	Lease holders on the Peninsula	9361-4475

Appendix 2 - Briefing Request Form



Briefing Request and Approval Form

Request details

Title:	First name:	Last name:		
Date:	Contact number:			
Business/organisation/Govt agency:				
Street/postal address:				
Email address:				
Request registered by	Email <input type="checkbox"/>	Phone <input type="checkbox"/>	Onsite <input type="checkbox"/>	Other <input type="checkbox"/>
If other				
Request received by (name)				

Briefing details

Date:	Time:		
Venue:	Audience:		
Audience size:	Public event:	Yes <input type="checkbox"/>	No <input type="checkbox"/>
Area of interest (if applicable):			
Media attendance	Yes <input type="checkbox"/>	No <input type="checkbox"/>	
If yes, media types			
Audio visual equipment available on site			
Projector <input type="checkbox"/>	Microphone <input type="checkbox"/>	Laptop <input type="checkbox"/>	Other.....

Reason for request: _____

Additional comments: _____

Project Team **Approved** **Denied**

_____ **Signature**

Follow up action _____

Assigned to (name) _____

Appendix 3 - Site Visit Request Form



Site Visit Request Form

Request details

Title:	First name:	Last name:		
Date:	Contact number:			
Business/organisation/Govt agency:				
Street/postal address:				
Email address:				
Request registered by	Email <input type="checkbox"/>	Phone <input type="checkbox"/>	Onsite <input type="checkbox"/>	Other <input type="checkbox"/>
If other				
Request received by (name)				

Site visit details

Date:	Time:
Venue:	Audience:
Audience size:	Public event: Yes <input type="checkbox"/> No <input type="checkbox"/>
Media attendance Yes <input type="checkbox"/> No <input type="checkbox"/>	
If yes, media types	

Reason for request: _____

Additional comments (access issues etc.): _____

Project Team Approved Denied

Contractor Approved Denied

_____ Signature

_____ Signature

Follow up action _____

Assigned to (name) _____

Appendix 4 - Event Request Form (to follow)

Appendix 5 – Stakeholder list

For any contact with these stakeholders, please liaise directly with the 'Primary Internal Contact' in the first instance

The stakeholder list can also be found in TRIM 2012/1036-2/49

Stakeholder Group	Primary Contact	Primary Internal Contact
AFL	Simon Gorr Stadium Development Manager	Ronnie Hurst
West Coast Eagles	Deane Pieters General Manager- Business Strategy and Growth	Ronnie Hurst
Fremantle Dockers	Brad Paatsch General Manager- Strategic Projects	Ronnie Hurst
WA Football Commission	Geoff Glass Director of Facilities & Planning	Ronnie Hurst
WACA	Christina Matthews Chief Executive Officer	Ronnie Hurst
Cricket Australia	Chris Loftus-Hills Event Director	Ronnie Hurst
Perth Glory Football Club	Anthony Radich General Manager	Ronnie Hurst
Football West	Peter Hugg Chief Executive Officer	Ronnie Hurst
Football Federation of Australia	Brett Campbell Events Manager	Ronnie Hurst
Rugby WA	Mark Sinderberry Chief Executive Officer	Ronnie Hurst
Australian Rugby Union	Tony Harris Senior Manager, Event Operations	Ronnie Hurst
WA Rugby League	John Sackson Chief Executive Officer	Ronnie Hurst

Stakeholder Group	Primary Contact	Primary Internal Contact
National Rugby League	Sandra Olsen Head of Media & Communications	Ronnie Hurst
VenuesWest	David Etherton Chief Executive Officer	Ronnie Hurst
Burswood Park Board	Brian Wishart General Manager	Ronnie Hurst & John Tondut
Crown	Joshua Preston Executive General Manager, Legal Services Government	Ronnie Hurst
	Denise Cheir General Manager, Public Relations	Henrietta Farrell
Town of Victoria Park	Anthony Vuleta Chief Executive Officer	Ronnie Hurst
City of Perth	Gary Stevenson Chief Executive Officer	Ronnie Hurst
City of Belmont	Through Strategic Projects & PTA	Bruce Cunningham
Tennis West	Michael Robertson Chief Executive Officer	Steve Humfrey
Department of Planning (General)	Lance Gare	Sandra McLeish
Department of Planning (Burswood District Structure Plan)	Phillip Elliot Senior Planning Officer, Strategic Projects	Steve Humfrey & Sandra McLeish
Department of Regional Development & Lands	Through Strategic Projects	Sandra McLeish
Department of Transport	PTA	
Department of Water	Through Strategic Projects	Bruce Cunningham & Chrissie Harwood
WA Planning Commission	Through Strategic Projects	Sandra McLeish
Department of Aboriginal	Through Strategic Projects	Sandra McLeish

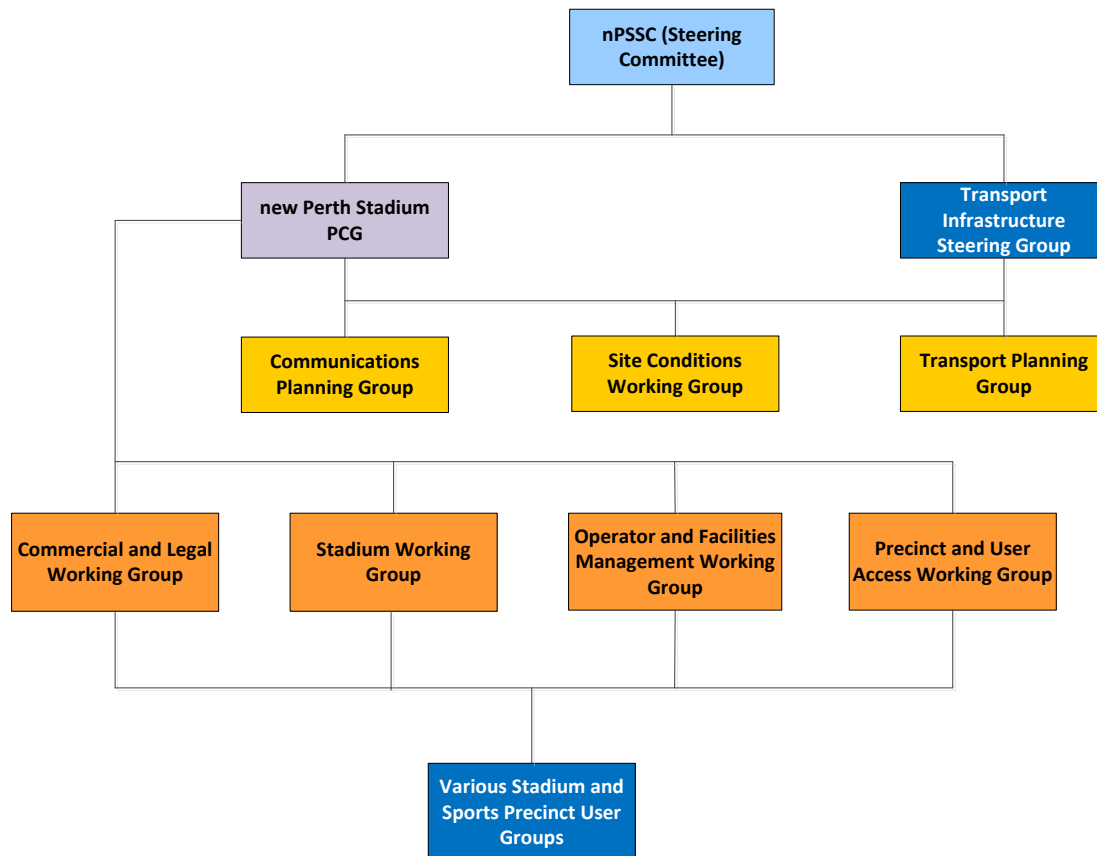
Stakeholder Group	Primary Contact	Primary Internal Contact
Affairs		
Main Roads	Through PTA	
Perth Convention Bureau	Nigel Keen General Manager	Ronnie Hurst
Tourism WA/Eventscorp	Gwyn Dolphin Executive Director	Ronnie Hurst
Perth Racing / WA Turf Club	Steven Wicks Chief Executive Officer	Ronnie Hurst
	Jamie Chadwick General Manager, Marketing and Media	Henrietta Farrell
South West Aboriginal Land and Sea Council	Through Strategic Projects	Sandra McLeish
Swan River Trust	Through Strategic Projects	Sandra McLeish
Water Corporation	Through Strategic Projects	Bruce Cunningham
Western Power	Through Strategic Projects	Bruce Cunningham
DEC	Through Strategic Projects	Sandra McLeish
EPA	Through Strategic Projects	Sandra McLeish
MRA	Susan Gill Communications Director	Henrietta Farrell
MRA (Get the Bigger Picture campaign)	Carolyn Bacher Director, Major Project Awareness	Henrietta Farrell
Mirvac	Paige Walker	Henrietta Farrell
Golden Group	Through Strategic Projects	Sandra McLeish
Trinity College	Ivan Banks Headmaster	Ronnie Hurst
Burswood Residents Association	Via Mirvac	Henrietta Farrell

Stakeholder Group	Primary Contact	Primary Internal Contact
Burswood Peninsula Residents (Town of Vic Park)	Through the Local Government	Ronnie Hurst
East Perth Residents (City of Perth)	Through the Local Government	Ronnie Hurst
East Perth Community Safety Group (City of Perth)	Jan Watt (main contact)	Ronnie Hurst
East Perth Working Group – Bridge and Parking	Jim Meneely (main contact)	Ronnie Hurst
Burswood Water Sports Centre Users & WA Water Sports Association	Glen Coles	Steve Humfrey
Burswood Park Users	Through the Burswood Park Board	
HBF Run for a Reason Event Organisers and Participants	Bob Welsh Compliance Officer, Tri Events	Henrietta Farrell
Events Industry Association	Camille Bradsmith Secretary	Dave Harris
General Public		

Appendix 6 - Calendar of key project milestones for communications purposes

Project milestones can be found in TRIM 2012/1038/25.

Appendix 7 – Project Working Groups during preparation of the RFP document



Source: Strategic Projects

A number of Working Groups have been established to manage and deliver the work outputs required to prepare the RFP documents for review and endorsement by the Project Control Group and the nPSSC. The Working Groups consist of Department of Sport and Recreation (DSR) and Strategic Projects (SP) personnel as well as representatives from the Joint Football Working Group and VenuesWest. The Terms of Reference and list of representatives of each Working Group are outlined in the *Supplement to Procurement Plan – Working Groups and User Groups*.

Project Working Groups meet fortnightly during the project brief preparation stage and will continue to meet throughout the delivery stage of the project.

The Working Groups are:

Stadium Working Group (SWG)

The Stadium Working Group was established in 2013. It is responsible for defining the design and functional output specification for the Stadium and its Plaza, in consultation with relevant User Groups.

As at August 7, 2014

Its primary responsibility was developing all aspects of the Project Brief, Technical Brief and Schedule of Accommodation for inclusion in Volume 2 of the RFP. It will be responsible for the development of the Construction Management Plan, Site Plans, Design Development Plan and a range of other schedules for inclusion in the draft Project Agreement.

This group has already been involved in most aspects of the planning process including the functional brief, master planning and business modelling. It is comprised of the following:

Project Director, Design Development (SP)
Project Manager, Design Development (SP)
Principal Project Manager, Planning (DSR)
Project Manager, Policy and Governance (DSR)
General Manager, Business Strategy and Growth (West Coast Eagles)
General Manager, Strategic Projects (Fremantle FFC)
Project Representative (Office of the Government Architect)
Director, Strategic Projects and Contracts (VenuesWest)
Project Director, Delivery (SP)

Operations and Facilities Management Working Group (OFMWG)

The Operations and FM Working Group is responsible for considering and planning all post construction activities, including:

- services specifications
- technical specifications
- operational requirements

Its membership includes a representative from the Joint Football Working Group, a venue operator and specialist advisors.

Precinct and User Access Working Group (PUAWG)

The Precinct and User Access Working Group will be responsible for defining the output specifications and minimum requirements for the Sports Precinct. It will focus on the requirements for the Precinct's open spaces (both for match-day and non-match day usages), including board walks, access paths, roads and parking, lighting and security, landscaping, outdoor furniture, way finding, as well as access arrangements to and from the Stadium from site arrival points (i.e. public transport depots, car parks, pedestrian).

Its membership includes representatives from the Town of Victoria Park, Burswood Park Board and specialist advisors.

Commercial and Legal Working Group (C&LWG)

The Commercial and Legal Working Group is responsible for the development of the commercial document aspects of the RFP. Its membership is comprised of representatives from Treasury, a venue operator, State Solicitors Office and other legal and specialist advisors.

As at August 7, 2014

Appendix 8 – Web camera locations



As at August 7, 2014

Appendix 9 – Editorial guidelines

The new Perth Stadium Editorial Guidelines (as at 7 January 2014)

Editorial guidelines can be found in TRIM 2013/1552/22

new Perth Stadium	Guidelines
new Perth Stadium	<ul style="list-style-type: none"> ✓ Lower case “n” ✓ Upper case “P” and “S” ✓ If used at the start of a sentence, in most instances it will be “The new Perth Stadium” ✓ Where “new” is at the start of the sentence, use a capital: “New Perth Stadium”
The new Perth Stadium and Sport Precinct	<ul style="list-style-type: none"> ✓ “Perth, Stadium and Sports Precinct” all have capital letters ✓ Use in full in first instance
Stadium	<ul style="list-style-type: none"> ✓ When referencing the new Perth Stadium, “Stadium” should have a capital letter
stadium	<ul style="list-style-type: none"> ✓ When referencing stadiums in general, “stadium” should be in lower case ✓ For example: “The new Perth Stadium is third largest stadium in Australia”
Perth Major Stadium or Burswood Stadium	<ul style="list-style-type: none"> ✗ Should not be used at anytime
New Perth Stadium Project Team	<ul style="list-style-type: none"> ✓ “Project Team” in capitals ✗ No reference to specific departments, i.e. DSR or Treasury, which is used for internal purposes only
The new Perth Stadium Evaluation Panel	<ul style="list-style-type: none"> ✓ “Evaluation Panel” in capital letters
“Corporate hospitality”	<ul style="list-style-type: none"> ✗ Must not be used at any time, reference as “premium product”
“Iconic”	<ul style="list-style-type: none"> ✗ Must not be used at any time to describe the Stadium

Transport	Guidelines
Stadium Station	<ul style="list-style-type: none"> ✗ “Belmont Park Station” should not be used ✓ If a reference to Belmont Park Station is required, the reference should include “now closed” e.g. “The now closed Belmont Park Station will be expanded into a six platform rail station called Stadium Station.”
Six platform Station	<ul style="list-style-type: none"> ✗ No reference to be made to “three island platform station”
Victoria Park Drive modifications	<ul style="list-style-type: none"> ✓ Capitals for “Victoria Park Drive” ✓ “modifications” used to describe the work being completed
Public transport capabilities	<ul style="list-style-type: none"> ✓ “Public transport will be capable of carrying up to 50,000 people, or up to 83% of the stadium capacity, within an hour of an event finishing.” ✗ “It is anticipated that more than 70% of fans will use public transport”
Swan River Pedestrian Bridge	<ul style="list-style-type: none"> ✓ All capitals ✓ “The Bridge” – Bridge should also be in capitals ✓ Location: “Connecting East Perth, adjacent to Nelson Avenue and Gloucester Park with the Burswood

	Peninsula, adjacent to the new Perth Stadium.”
When transport (Swan River Pedestrian Bridge, Victoria Park Drive modifications, Stadium Station works, Western Power underground cable works) is referenced in its own right	<ul style="list-style-type: none"> ✓ Ensure that the works are references as “part of the of new Perth Stadium and Sports Precinct” ✗ Not “new Perth Stadium transport infrastructure project”

Procurement/Contracts	Guidelines
Request for Proposals (RFP)	<ul style="list-style-type: none"> ✓ Always plural – “Proposals” ✓ Add acronym in brackets after first occurrence ✓ Use of acronym after first occurrence
Pre-Construction Site (PCS) works	<ul style="list-style-type: none"> ✓ All capitals (except for works) ✓ Add acronym in brackets after first occurrence ✓ Use of acronym after first occurrence
Design-Build-Partial Finance and Maintenance (DBFM) tender	<ul style="list-style-type: none"> ✓ Add acronym in brackets after first occurrence ✓ Use of acronym after first occurrence
Project Definition Plan (PDP)	<ul style="list-style-type: none"> ✓ Add acronym in brackets after first occurrence ✓ Use of acronym after first occurrence
Ertech Keller Joint Venture (EKJV)	<ul style="list-style-type: none"> ✓ Full name used in first instance ✓ Acronym used after subsequent instances ✓ Can also be referenced as: “Pre-Construction Site (PCS) works Contractor”
DBFM Contractor or Project Co	<ul style="list-style-type: none"> ✓ Used to reference the future contractor who will design, build, partially finance and maintain the new Perth Stadium and Sports Precinct.
Consortium names	<ul style="list-style-type: none"> ✓ Confidem ✓ Evolution Stadium ✓ WESTADIUM ✓ Once a contractor has been selected they will be known as “Project Co”
VenuesWest	<ul style="list-style-type: none"> ✓ one word ✓ V and W in capital letters
Stadium Operator	<ul style="list-style-type: none"> ✓ Capital “S” and “O” ✓ The Stadium Operator will manage the day to day venue operations and Stadium Precinct.

Key Messages
<ul style="list-style-type: none"> ○ <u>Quick Facts:</u> <ul style="list-style-type: none"> ○ “Fans First” approach to design and technology. ○ The new Perth Stadium and Sports Precinct will be operational for the start of the 2018 AFL season. ○ A multi-purpose venue capable of hosting AFL, rugby union and league, football (soccer), cricket and entertainment events. ○ Initial 60,000 seat capacity. ○ Located on the Burswood Peninsula. ○ An integrated public transport solution including rail, bus and pedestrian solutions.
<ul style="list-style-type: none"> ○ <u>Wherever possible limit the use of talking about the Stadium as “AFL stadium”</u> <ul style="list-style-type: none"> ○ Highlight that the Stadium is multi-purpose ○ Consulted with a range of end users ○ Flexible approach to design

- Contacts

- Direct all enquiries back to the nPS website: www.perthstadium.com.au
- Contact details: Email: perthstadium@dsr.wa.gov.au or Phone: +61 (8) 9428 1961