

Bailey Trigg
Project Manager
The APP Group
Via Major Projects only

Attn: Mr Kevin McCarthy, Infrastructure Facility Services, University of Newcastle

13/08/2025

**University of Newcastle City Campus – Student Accommodation (SSD-61618229)
Community Communication Strategy, Condition B10**

Dear Mr Trigg

I refer to the Community Communication Strategy (CCS), Rev A-B, dated May 2025 submitted to the Planning Secretary for information under condition B10 of SSD-61618229. I acknowledge and thank you for your response to the Department's review comments.

I note the CCS:

- must be implemented for a minimum of 12 months following the completion of construction
- has been reviewed by the Applicant and no issues have been raised with the Department;
- contains the information required under condition B10; and
- has been submitted to the Department no later than one month before the commencement of any work.

Accordingly, the Department has filed the CCS, within the Communications and Engagement Plan, Revision A-B, dated May 2025, for our information as per condition B10 of SSD-61618229.

Please note that if there are any inconsistencies between the submitted CCS and the conditions of consent, the conditions will prevail.

Please make the document publicly available on the project website.

If you wish to discuss the matter further, please contact Jake Simpson at jake.simpson@dpie.nsw.gov.au

Yours sincerely

A handwritten signature in dark ink, appearing to read 'D Crinnion'. The signature is written in a cursive style with a large 'D' and a smaller 'Crinnion'.

Dominic Crinnion
Director
Infrastructure Management

As nominee of the Planning Secretary

From: [Bailey Trigg](#)
To: ryan.lennox@dpie.nsw.gov.au; louise.densmore@dpie.nsw.gov.au; compliance@planning.nsw.gov.au
Cc: [Alysha Tse](#); [Mathew Watson](#)
Subject: SSD-61618229 Post Approval Documents
Date: Tuesday, 10 June 2025 5:14:32 PM
Attachments: [SSD-61618229 Instrument of Consent.pdf](#)
[image001.png](#)
[image002.png](#)
[image003.png](#)
[image004.png](#)
[SSD-61618229-A20-Staging.pdf](#)
[SSD-61618229-B9&B10-Community Comms.pdf](#)

Good afternoon Louise and Ryan, I hope you both had a good weekend, apologies for reaching out directly.

In accordance with the attached SSD consent, issued on the 6th of June 2025, we wish to provide the following documents:

- We hereby formally submit the Staging Report to the Planning Secretary. We trust this is to the satisfaction of the Planning Secretary as required by condition A20.
- We hereby formally submit the Community Communication Strategy to the Planning Secretary as required by condition B10.

We are providing these via email in lieu of the appropriate channel in the Major Projects portal being setup. Once the portal has been set up, we will lodge the documents formally. However, given the attached carry a time requirement we wish to commence the timing from now.

Please reach out if there are any issues.

Cheers,

Bailey Trigg
Project Manager



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Awabakal Country | Level 2, 426 King Street, Newcastle NSW 2302



**Learn more about The APP Group
and Bureau Veritas**

The APP Group acknowledges Aboriginal and Torres Strait Islander Peoples as the Traditional Custodians of the Land, Rivers and Sea. We acknowledge and pay our respects to the Elders past, present and emerging of all Nations.



Post Approval

Proponent Details

Personal Details

Title	Mr
First Name	Kevin
Last name	McCarthy
Email	Kevin.McCarthy@newcastle.edu.au
Phone	0249216500
Role/Position	Director, Infrastructure Facility Services
Address	20 CIVIC LANE NEWCASTLE 2300 AUS

Company Details

Applying as a company/business?
Yes

Company Name	THE UNIVERSITY OF NEWCASTLE
ABN	15736576735
Branch Name	

Primary contact

Title	Mr
First Name	Bailey
Last Name	Trigg
Email	bailey.trigg@app.com.au
Phone	0435447069
Role/Position	

Post Approval Details

Project:
UON City Campus Student Accommodation - SSD-61618229-PA-6

Name of Document
Community Communication Strategy

Related matter
Management Plan or Strategy

Type of Document Lodgement
New Document

Description of the document and reason for submission / Overview of changes made to existing documents
We hereby formally submit the Community Communication Strategy to the Planning Secretary as required by condition B10. This was submitted to the department on the 10th of June via email in lieu of the portal being setup, the staging report is now provided for records.

Applicable Conditions

Schedule	Condition
PART B PRIOR TO COMMENCEMENT OF WORKS	B10 - COMMUNITY COMMUNICATION STRATEGY

Consultation through the Major Projects portal

Consultation required as part of the preparation of the document?
No

Attachment of Post Approval application

File Name	Category
SSD-61618229-B9&B10-Community Comms.pdf	Post Approval Document

10 June 2025

Planning Secretary
NSW Department of Planning, Housing and Infrastructure
4 Parramatta Square
12 Darcy Street PARRAMATTA
NSW 2150

Attention: Louise Densmore
Project: City Campus Student Accommodation
Re: SSD-61618229 Condition B9 and B10

Dear Louise,

Reference is made to SSD-61618229 Condition B9 and B10 in relation to the Community Communication Strategy for the development:

B9. A community Communication Strategy must be prepared to provide mechanisms to facilitate communication between the Applicant, Council and the community (including adjoining affected landowners and businesses, and others directly impacted by the development), during the design and construction of the development and for a minimum of 12 months following the completion of construction.

B10. The Community Communication Strategy must:

- (a) identify people to be consulted during the design and construction phases;*
- (b) set out procedures and mechanisms for the regular distribution of accessible information about or relevant to the development;*
- (c) provide for the formation of community-based forums, if required, that focus on key environmental management issues for the development;*
- (d) set out procedures and mechanisms:*
 - (i) through which the community can discuss or provide feedback to the Applicant;*
 - (ii) through which the Applicant will respond to enquiries or feedback from the community; and*
 - (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.*

The Community Communications Strategy must be submitted to the Planning Secretary no later than one month before the commencement of any work and must be implemented for a minimum of 12 months following the completion of construction.

We hereby formally submit the Community Communication Strategy to the Planning Secretary as required by condition B10.

Should you require further clarification, please feel free to contact Mathew Watson of The APP Group (mathew.watson@app.com.au). We look forward to hearing your response on this matter.

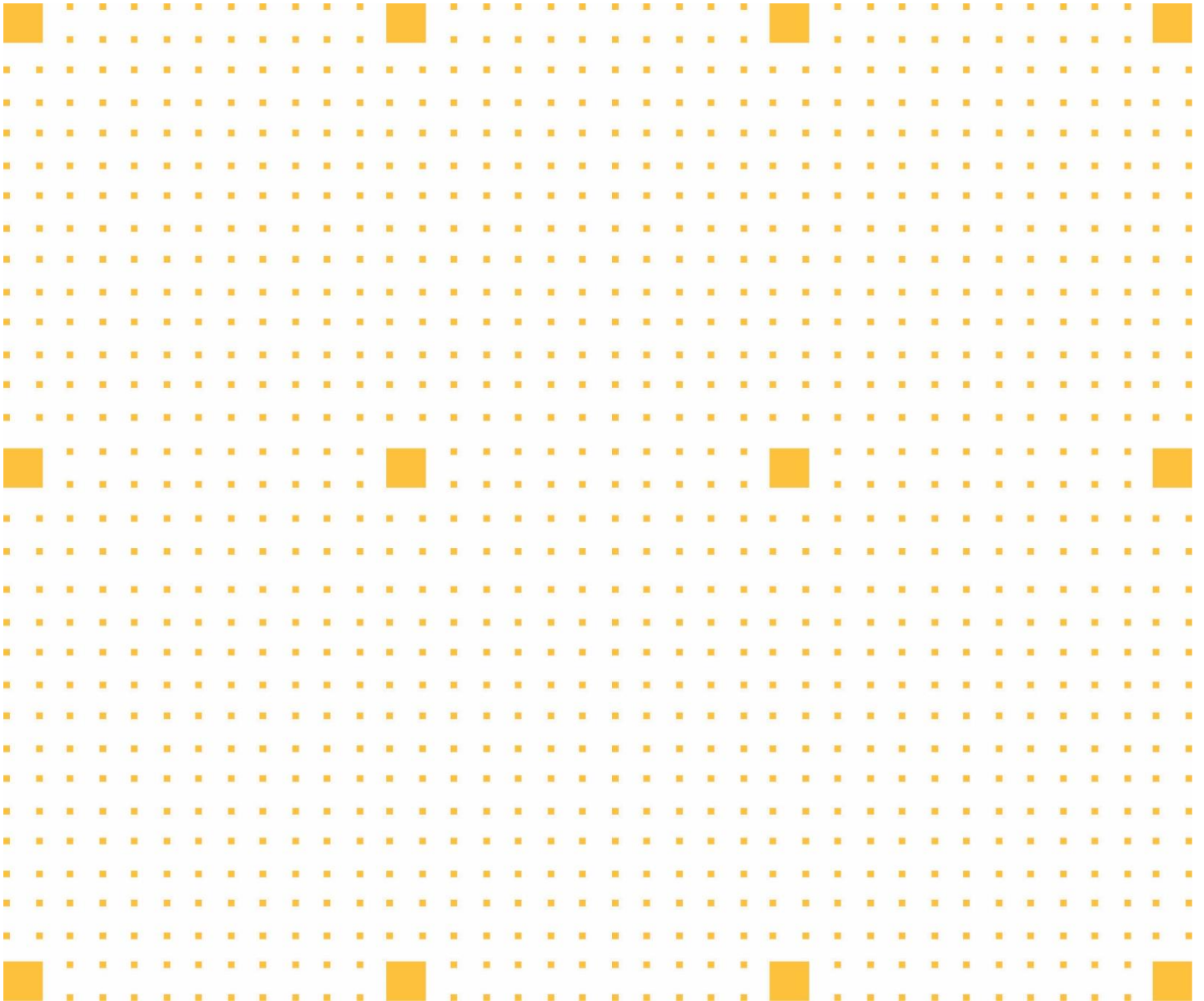
Yours sincerely,



Bailey Trigg
Project Manager

Communications and Engagement Management Plan

Project: SN114 - University of Newcastle Student Accommodation



Communications and Engagement Plan | Rev: A-B May 2025

Rev: A-B May 2025

Uncontrolled Document in Hard Copy

Copies shall not be made without the written permission of Hansen Yuncken Project Manager

Hansen Yuncken acknowledge the Awabakal and Worimi peoples as the Traditional Custodians of the lands and waters of the Newcastle region.

We honour Elders; past, present and emerging whose knowledge and wisdom has and will ensure continuation of cultures and traditional practices.

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1.1 Review and Approval

1.2 Document Control

Communications and Engagement Plan | Rev: A-B May 2025

1.3 Review and Approval Process

Draft/tender issues of this document shall be identified as Revision A, B, C, etc. Upon initial issue (generally Contract Award) this shall be changed to a sequential number commencing at Revision 00.

Multiple copies may be issued to the Client for tendering purposes. Following Contract Award, all copies shall be distributed via the project Document Management System (DMS). On receipt of a revision, the copyholder shall supersede any earlier issues.

Where a revised Plan is populated, there will be a corresponding revision number and summary details noted on the document revision table at the front of this plan.

1.4 Compliance with SSDA conditions

The below table identifies how each aspect of SSDA Condition B10 (Community Communication Strategy) is addressed within this document.

Condition	Section within document
<i>(a) identify people to be consulted during the design and construction phases;</i>	Refer 4.2 External Stakeholder Matrix
<i>(b) set out procedures and mechanisms for the regular distribution of accessible information about or relevant to the development;</i>	Refer 5 Communication Tools and Tactics
<i>(c) provide for the formation of community-based forums, if required, that focus on key environmental management issues for the development;</i>	We note that there has already been significant community consultation for this project. If further consultation is required through targeted community based forums, we anticipate similar community groups would be re-engaged through the tools set out in 5 Communication Tools and Tactics
<i>(d) set out procedures and mechanisms:</i>	
<i>(i) through which the community can discuss or provide feedback to the Applicant;</i>	Refer 6.2 Complaints
<i>(ii) through which the Applicant will respond to enquiries or feedback from the community; and</i>	Refer 6.2 Complaints
<i>(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</i>	Refer 6.2 Complaints

2 Communications Framework

2.1 Purpose of this Plan

This Communication and Engagement Management Plan is designed to promote positive two-way communication with all major stakeholders and ensure it is successfully maintained throughout the design, construction and transition period of the project.

Hansen Yuncken recognises that the Project provides key opportunities for generating positive reinforcement through the proactive management of stakeholder communications.

In coordination with the University of Newcastle, Hansen Yuncken will implement multiple communication tools to engage stakeholders in the design and construction of the City Campus Student Accommodation and establish procedures to effectively manage and respond to issues as they emerge.

This plan documents the major stakeholders, objectives, strategies, tools, channels and communication activities - ultimately, providing a plan of action, set against major Project milestones, to create positive, proactive communication contributing to the overall success of the Project.

In executing this Plan, Hansen Yuncken will aim to connect with its key stakeholders, build lasting relationships and create a foundation of strength for the Project and future operations and partnership in the local community.

2.2 Benefits

The Hansen Yuncken Communication and Engagement Plan will deliver four key benefits to the Project and the many stakeholders involved. They are:

- Management of information divested to stakeholders;
- Keeping stakeholders informed about the Project, its immediate impacts and the future after completion;
- Collation of stakeholder feedback to enable flexibility – by way of a response to be provided or an amendment to the message;
- Build trust with the stakeholder base and therefore gain their collaboration with the Project.

2.3 Project Overview

Design finalisation and construction of the new City Campus Student Accommodation, located at 16 Honeysuckle Drive, Newcastle, NSW, 2300. Which features a 9 storey, 445 bed facility, 150m² of retail space with GFA of 11,475m², End-of-trip facilities, bike parking, back of house amenities and associated landscaping and public domain works.

2.4 Objectives

This Plan ensures that strategies are in place to manage communications, media and stakeholder engagement so as to enable the Design and Construction phase and transition period to be as open and transparent as possible. This will be achieved by ensuring key information is made available to all associated stakeholders.

Hansen Yuncken' vision for this project is:

To apply our understanding, gained through our comprehensive experience and collaboration, to drive the delivery of next generation, fit for purpose, facilities, assuring superior value for all University of Newcastle project stakeholders.

To achieve this, we will collaborate with the Project team to provide:

- Engagement with end users including facility users and occupants
- Engagement with project stakeholders including consultants and contractors
- Notifications and communications with adjacent property occupants and owners advising of the Works;
- Formal notices of road closures and related matters;
- Managing enquiries and complaints regarding the works including but not limited to traffic, dust and noise;
- Liaising with key stakeholders and local authorities regarding the works; and
- Environmental issues related to the works.

In addition, Hansen Yuncken will manage communications through Design Management phase to ensure inclusion, and effective collaboration between all parties:

- Facilitating participation in the Design Development Process in the most strategic and productive manner;
- Establishing engagement processes that maximise interactions while enabling key milestones within the program to be met;
- Defining what can be relied upon in order to expeditiously progress the design and construction of the Works;
- Providing opportunities for Stakeholders and the Users to have direct input into the design development process;
- Enabling testing and validation of design solutions as they develop;
- Allow the Stakeholders to add value by advising on the operational risks and potential flaws in the design, all in the context of the Brief and Technical Specifications;
- Provide opportunity to highlight any design aspects that, in their view, might present a problem in the operation of the facility, or any design enhancement that might improve the performance of the Facility;
- Give opportunity to identify any detailed design aspects that, in their view, might be at variance with a Brief;
- Enable the Novated Design Team the opportunity to raise detailed design questions with the Stakeholders so that any aspects of the design brief, which are unclear to them, can be clarified and resolved;
- Focus on critical design packages to ensure that the critical aspects of the Facility design are comprehensively reviewed and discussed.

3 Communications Structure

3.1 Communications Working Group

Effective integration and collaboration with the Project Team is critical to achieving project objectives.

The establishment of a Communications Working Group (CWG) is central to a collaborative, consistent approach to proactive strengthening and positioning of the Project amongst all key stakeholders. This forum will act as the main communication channel for the University of Newcastle, APP Group, design consultants and Hansen Yuncken communication representatives.

Members of the CWG will be selected with the role of providing representation of key areas of the project to ensure progression and resolution of issues and initiatives within a broader project context.

The purpose of the CWG is to:

- Proactively lead, develop and implement Communications and Stakeholder Engagement approach on the Project;
- Provide the interface between all the key project parties and external representation, as appropriate, to ensure effective, timely and relevant communications;
- Proactively develop and implement programs to manage communication activities and issues arising out of, or in relation to the Project;
- Develop and maintain protocols for internal liaison and general communication between the Project Team;
- Coordinate internal and external stakeholder communications;
- Proactively identify and manage potential reputational issues, with regular briefings to relevant parties;
- Facilitate approvals for site branding and media.

3.2 Roles and Responsibilities

The Hansen Yuncken Project Manager has overall responsibility for the Communications and Stakeholder Engagement Plan, including implementation of the Plan.

The Project Manager will have included in their performance measurement the role of Relationship Manager to ensure key stakeholders receive a positive experience and effective communication. A Project Manager or other delegated member of the team will be appointed as the overall Communication Representative for the Project, who will be charged with assisting in the implementation of the Communications Plan under the guidance of the Project Manager and in consultation with the University of Newcastle.

It is anticipated that over the course of the Project and in collaboration with the University of Newcastle and the CWG that elements of this plan including tools may evolve in response to market forces and strategic opportunity.

3.3 Consultation Principles

Establishing some agreed consultation principles will help shape consultation activities and ensure constructive relationships are built with the project stakeholders. The recommended principles are as follows:

3.3.1 Communication

Communicate regularly on the project's progress. Wherever practical, maximise opportunities for stakeholders to provide feedback. Clearly communicate feedback mechanisms to foster two-way communication.

3.3.2 Transparency

Clearly explain the decision-making process and define the intended outcomes of any consultation. Communicate to stakeholders what they can and cannot influence in the consultation process. Inform stakeholders about how their input will be used and where appropriate, document decisions or outcomes of meetings with stakeholders.

3.3.3 Inclusiveness

Identify stakeholders and wherever possible, involve them in any consultation at an early stage. Seek to understand stakeholder issues or concerns and facilitate stakeholder engagement as appropriate.

4 Project Stakeholders

On commencement of the Project, the CWG will review the stakeholder matrix to understand their likely role and needs throughout the project life cycle. It is acknowledged that the key participants listed below will be expanded and adjusted during the project. All internal stakeholders engaged throughout the project will become associated with the University of Newcastle Student Accommodation "Project Community".

4.1 Internal Stakeholders (Project Community)

The internal stakeholders identified below will have direct involvement in the project and decision making. We note that the key responsibilities identified in this table are with respect to the communications and engagement for the project only and are in addition to the general assumed and contractual responsibilities in delivering the project.

Stakeholder	Key responsibilities and level of engagement
University of Newcastle Project Team	▪ Key decision maker ▪ Approvals for all external communication for the project (including external stakeholder engagement and updates) ▪ Lead stakeholder engagement for completion comms and marketing (i.e. advertising of completed facility for future students, grand opening etc.)
APP Group Project Team	▪ Principal's Authorised Person
Hansen Yuncken Project Team	▪ Lead stakeholder engagement for design finalisation activities and construction progress updates ▪ Collation and distribution of stakeholder engagement feedback to design team for incorporation ▪ Collation of design finalisation data for decision making ▪ Report on progress through construction to inform comms and engagement activities ▪ Propose content and engagement strategies for approval by the University ▪ Facilitate design finalisation presentations at each CC milestone
Architectus	▪ Participate in stakeholder engagement for design finalisation activities
Consultants	▪ Consider feedback from stakeholder engagement in design finalisation
Subcontractors	▪ Provide information to HY to inform comms and stakeholder engagement
Suppliers	▪ Provide information to HY to inform comms and stakeholder engagement

4.2 External Stakeholder Matrix

The below table represents the interest and expectations of stakeholders external to the project community.

Stakeholder	Topic/s of Interest	Level of Interest	Engagement needs/expectations	Level of Influence ¹
University of Newcastle Executive	- Budget - Construction progress/program	High	- Regular project updates to be provided for board/council meetings - Invitation to milestone events on site	Involve
University of Newcastle Invested Stakeholders (e.g. Campus Living, FMs, Marketing, etc.)	- Construction progress/program - Design finalisation activities - Completion marketing	High	- Regular project updates to be provided by HY via APP - User group meetings to inform design finalisation activities, led by HY - Invitation to milestone events on site	Collaborate
University of Newcastle Q Building Users	- Disruption during construction (including noise, dust and vibration) - Availability of parking during construction - Construction progress/program	High	- Introductory meeting with HY project team to provide "face to the name" - Notices of Disruption to be provided as required under the Contract	Consult
University of Newcastle Community (including current students, staff and alumni, etc.)	- Construction progress/program - Completion marketing	Medium	Regular project updates to be provided – information provided by Hansen Yuncken, comms designed and distributed by the University of Newcastle	Inform
Adjoining landowners and surrounding community, including local businesses	- Disruption during construction (including noise, dust and vibration) - Availability of parking during construction	Medium	- Introduction to HY project team – face to face via "door knock" to provide a "face to the name" - Letterbox drop for significant construction events ahead of potential disruptive works or changes to traffic conditions, etc.	Inform

¹ Based on IAP2 Spectrum of Participation. Refer to [Appendix 1: Spectrum of Participation](#).

Stakeholder	Topic/s of Interest	Level of Interest	Engagement needs/expectations	Level of Influence ¹
	Physical/visual design of the building – will it impact their property in terms of views and aesthetics, property values, etc.		Project email address (managed by UON) (citycampus@newcastle.edu.au) for general enquiries or complaints	
Indigenous stakeholders (i.e. working group that has been engaged on the project to date)	- Design considers Country and takes into account feedback from previous consultation. - Construction is delivered with an appreciation for Country - Indigenous Engagement and Participation results for the project	Medium	- Participation in Connecting with Country design meetings - Project updates to be provided with good news stories with respect to Indigenous engagement initiatives – content provided by HY, design and distribution to be completed by UON - Invitation to milestone events on site	Involve
Newcastle City Council	- Compliance with regulatory requirements - Regulatory approvals - Traffic management	Low	Provide information for relevant regulatory approvals	Consult
Hunter Central Coast Development Corporation	Construction progress/program	Medium	- Regular project updates to be provided – information provided by Hansen Yuncken, comms designed and distributed by the University of Newcastle - Invitation to milestone events on site	Inform
CFMEU	- Construction progress/program - Site activities and worker initiatives	High	Provide relevant information as required	Inform
Authorities, including Hunter Water, SafeWork NSW, Environmental Protection Authority, Department of Environment and Heritage, Fire and Rescue NSW, etc.	Regulatory approvals	Low	Provide information for relevant regulatory approvals	Inform
Local media	- Construction progress - Good news stories	Low	- Provide media releases and briefings for project milestones – content to be provided by HY and final release to be completed and distributed by UON - Invitation to milestone events on site	Inform

5 Communication Tools and Tactics

In coordination with the University of Newcastle and the CWG, Hansen Yuncken will establish a range of customised communication channels. Tools will be initiated and targeted to specific audiences and delivered at an appropriate frequency.

Continuity will be a key factor to the delivery of these tools. It is vital that Hansen Yuncken ensures that all communication activities correspond with the project objectives.

The following strategies and recommended tools and tactics are designed to deliver on the aims and objectives of this plan.

Initiative	Details	Frequency of delivery
Aconex	The Aconex web Based communications and document database tool will be accessible to authorised user groups and will be utilised on the project. Aconex will be used as the primary means of storing, transferring and tracking all design and construction documents including correspondence and controlled documents such as drawings, specifications and programs. This web based project collaboration system is used in conjunction with and complements the HYway system, further enhancing communication between disciplines. Project specific communication protocols will be agreed at project commencement.	Continuous
Website	The University of Newcastle website is for use by the general public. At the University's discretion, they may elect to provide a brief overview of the project with a focus on design and construction for community awareness. If required, information will be provided to ensure content is updated on a regular basis to ensure accuracy of project progress.	Continuous
Project update newsletter	To be designed and distributed by UON for relevant external stakeholders (refer Stakeholder Matrix). Content to be provided by Hansen Yuncken with project updates.	Quarterly
Internal Notice	Internal notices will be circulated on an 'as required' basis and will advise of any construction activity, media attention or project information that may affect or impact on daily working practices.	As and when required (email distribution)
Letterbox drops and external project updates	Hansen Yuncken will create leaflets using an approved template to communicate important project updates and upcoming works to the adjoining neighbours and surrounding businesses. At minimum, we will provide 6 monthly general updates, and ad hoc communications as required.	6 monthly + as and when required
Social Media	Social media is a powerful tool for engaging with targeted stakeholders and members of the university community. Social media channels such as LinkedIn, Instagram, Facebook or YouTube may be utilised. Social media will be utilised by Hansen Yuncken to provide general project updates (subject to approval by UON). Relevant tags for proposed social media channels: University of Newcastle: LinkedIn: @University of Newcastle Instagram: @uni_newcastle APP Group:	As required

	LinkedIn: @The APP Group Instagram: @appcorp Hansen Yuncken: LinkedIn: @Hansen Yuncken Instagram: @hansen_yuncken Preferred Hashtags for social media posting: #UniversityOfNewcastle #NewcastleCityCampus	
Fact sheets and public displays	Fact Sheets and public displays are a useful tool for raising awareness among key audiences. They serve the basis for consistent information for presentations, internal communications and briefings. Hansen Yuncken will work with the University of Newcastle in collating the appropriate information for inclusion in any fact sheets or public displays.	As required
Milestones	Hansen Yuncken will facilitate the acknowledgement and celebration of the hard work and commitment of employees/consultants and subcontractors. Events may include: safety achievements/construction achievements, key construction milestones	As and when required
Events and Community Involvement	Hansen Yuncken may engage with the wider community and industry. As the project progresses, initiatives may be established with a variety of groups to develop ownership, respect and build excitement for the new health facilities.	As and when required
Workshops	Hansen Yuncken will arrange workshops for user groups and management teams throughout the life of the project. Workshops will allow teams to discuss project concerns and allow time for individuals to express opinions within a facilitated environment. Hansen Yuncken will arrange workshops for user groups and management teams throughout the life of the project. Workshops will allow teams to discuss project concerns and allow time for individuals to express opinions within a facilitated environment. Workshops will be used for project start up, technical discussions and to review performance against KPI's and charter objectives. Hansen Yuncken will encourage a collaborative team approach and in doing so arrange or participate in project social events.	As and when required
Site "Walk Throughs"	Hansen Yuncken will provide the opportunity for the University of Newcastle to undertake site "Walk Throughs" for key stakeholders throughout the life of the project. Site tour arrangements are to comply with the projects Site Access and Interface protocols, and in particular, all visitors shall: Undertake a site specific Health and Safety induction for visitors; Be escorted by personnel authorised by Hansen Yuncken; Comply with site safety policy and procedures; Wear PPE at all times; Limited site visits to maximum 20 people.	As and when required
Hansen Yuncken Stakeholder Site Tours	As part of its stakeholder engagement, Hansen Yuncken may provide opportunities for stakeholders to undertake site visits throughout the life of the project. This may include industry and educational bodies.	As determined by HY
Branding, Site Signage and Promotional Materials	Rules and guidelines for branding, site signage and promotional materials will be agreed by the CWG.	Continuous

Traffic notifications Construction notices	Hansen Yuncken will work with local authorities, utilities providers and contractors to minimise disruption to neighbouring stakeholders and members of the public. Where required, traffic notifications, construction notices, erect signage as notification of works will be issued.	As required
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5.1 Media Plan

No media communication will be released without the express approval from the University of Newcastle Team or agreed representative. Unsolicited approaches by the media will be directed by Hansen Yuncken personnel to the University of Newcastle Team /agreed representative who will in turn formally notify the relevant personnel.

5.2 Proactive Media and Engagement

The Project will present any number of opportunities for proactive media engagement with members of the community, media, local council and Ministerial and Parliamentary stakeholders. Key milestones will be monitored throughout the course of the project and will be discussed at a monthly CWG meeting.

Any content that is developed to promote the project milestones via social media, or corporate communications channels will be approved by the University of Newcastle prior to publication.

Note: that individual communication or event plans may be required for a specific activity depending on the scale of the media opportunity.

6 Reporting and Evaluation

Hansen Yuncken is committed to building a collaborative culture which respects and encourages innovation. As effective relationships provide the driver for achieving our Project goals for the Project, all staff will have Key Performance Indicators related to stakeholder management in their Performance Development Plans. All stakeholder management reporting is directed to the Project Control Group / Executive Leadership Team.

6.1 Media Monitoring

Hansen Yuncken has the functionality to monitor all media associated with the Project, the University of Newcastle and key consultants and contractors.

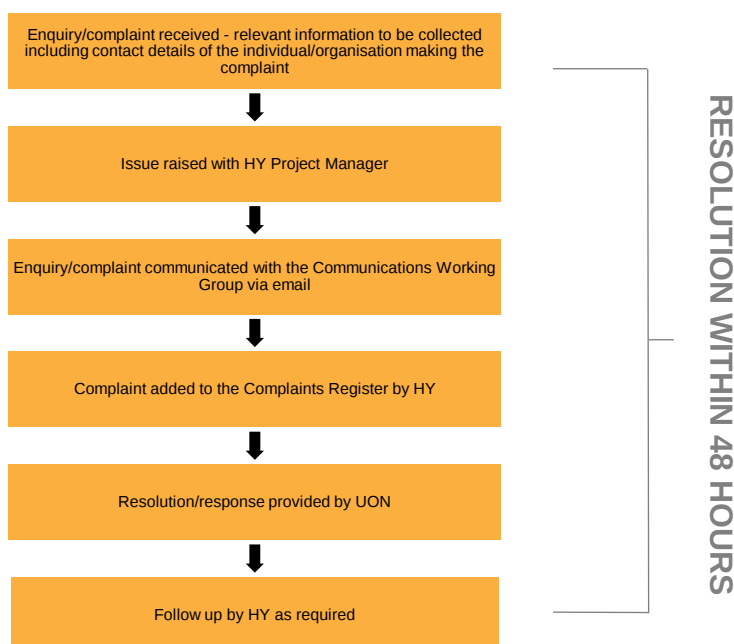
A Hansen Yuncken representative will monitor any print, digital or social media and circulate to the agreed personnel when and if required.

6.2 Complaints

Complaints relating to the Works will be managed in accordance with Hansen Yuncken Enquiries and Complaints Management Process. Any complaints received will be advised as appropriate or form part of the monthly reporting.

HY will maintain a register of all complaints received throughout the life of the project. UON/APP to forward all complaints and feedback received with relation to the project (for example, through the project email address) through to HY for inclusion in the register, which will be reported on through the monthly PCG reports.

Any face to face enquiries or complaints made to a member of the Hansen Yuncken project team will be managed in accordance with the below process:



7 Appendix 1: Spectrum of Participation

This level of influence of each potential external stakeholder has been mapped using the IAP2 Spectrum of Public Participation. The below diagram has been adapted from the IAP2 model.

Source: www.iap2.org

Inform	Consult	Involve	Collaborate	Empower
Participation goal: To provide the stakeholder with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	Participation goal: To obtain stakeholder feedback on analysis, alternatives and/or decisions.	Participation goal: To work directly with the stakeholder throughout the process to ensure that concerns and aspirations are consistently understood and considered.	Participation goal: To partner with the stakeholder in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	Participation goal: To place final decision-making in the hands of the stakeholder.
Promise: We will keep you informed.	Promise: We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback.	Promise: We will work with you to ensure that your concerns and aspirations are directly reflected in action plans.	Promise: We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	Promise: We will implement what you decide.