

Twin Creeks Resort Communication and Engagement Plan for Hotel Resort Development





Table of Contents

1.	Background	3
2.	Document Purpose	4
3.	Communication and Engagement	5
	Construction Liaison	5
	Community Liaison Committee	6
4.	Tools and Activities	7
	Website	7
	Project email	7
	Community information number	7
	24hr construction number	7
	Correspondence with neighbours (project updates and notifications)	7
	Liaison with key stakeholders	8
	Community drop-in event(s)	8
	Hoarding signage	8
	Contact database	8
	Newspaper advertisement(s)	8
5.	Roles and Responsibilities	9
	Communication management	9
	Construction communication and liaison	9
	Complaints management	9
	CLC	9
6.	Monitoring and Review	9
	Project review meetings	9



1. Background

The Twin Creeks Golf and Country Club forms part of the broader Twin Creeks Estate (Twin Creeks) and is situated on some 850 acres of land at Luddenham in Western Sydney. Established in the mid-2000's as a private residential and golf estate, Twin Creeks incorporates an 18-hole championship golf course and Country Club and is surrounded by up to 286 large, high-quality residential lots ranging from approx. 1,500 to 4,000 sqm. The original plans for Twin Creeks also included plans for a hotel development that is yet to be built.

In July 2015 a consortium of international investors, operating as Twin Creeks Resorts (TCR), acquired a controlling interest in the 18-hole Twin Creeks Golf and Country Club, along with the purchase of lots 221 and 222 from the original developer. TCR has now submitted a Development Application (DA) with Penrith City Council for a new 5-star international resort style hotel, along with an expansion of the existing Golf and Country Club facilities.

Hotel Development

Subject to DA approval, construction of the Resort Hotel is expected to be undertaken in two stages and include:

- An architecturally designed 5-star international resort style hotel with building heights ranging from 4 to 9 storeys to accommodate a XXX rooms; (with the potential for an additional XXX rooms, subject to a future DA):
- additions and extensions to the existing Twin Creeks Golf and Country Club;
- a resort style swimming pool;
- gymnasium;
- multipurpose conference facilities, function centre and ballroom;
- beauty and day spa;
- restaurants and bars;
- 2-levels of basement parking with approximately 400 car spaces, along with underground loading facilities;
- convenience retail; and
- community facilities.

The addition of hotel accommodation and ancillary services is the first step in TCR's long-term vision to establish Twin Creeks as a world-class lifestyle and tourism destination in Western Sydney. Potential future development opportunities also include:

- *A winery;
- *Sporting centre of excellence including golf academy and driving range;
- *Open-air concert amphitheatre; and
- *Short-term villa accommodation.

*Subject to future planning approval



2. Document Purpose

This Communication and Engagement Plan (CEP) has been developed by KJA on behalf TCR. It applies to construction and related activities for the Twin Creeks Resort Hotel and is designed to guide timely communication and facilitate two-way interaction across various stakeholder groups. It also considers TCR's broader vision for Twin Creeks and provides a framework for engaging stakeholders and the community over the long term.

This CEP outlines the tools, activities and procedures to provide information and to engage with the local community, members of the Twin Creeks Golf and Country Club and other key stakeholders.

In particular, the primary objectives of this document are to:

- Provide details of the communication systems to ensure a consistent and coordinated approach to engaging with the community and other stakeholders, and to develop constructive working relationships over the long term;
- Identify the specific tools and activities that will be used to deliver relevant and timely community information relating to construction and future development; and
- Outline the responsibilities, procedures, and mechanisms to record and respond to community and stakeholder queries or comments.



3. Communication and Engagement

TCR acknowledges the high level of community and stakeholder interest in the future of Twin Creeks and is committed to minimising any inconvenience or social impacts on residents, Golf and Country Club members and the broader community during construction of the Resort Hotel. Fundamental to TCR's approach will be to maintain ongoing relationships with the broad range of stakeholder groups and to implement a program of consistent communication and engagement.

In addition to existing communication channels, including direct liaison through the Twin Creeks Community Association (CA), a dedicated program of stakeholders and community engagement is proposed via the following.

Construction liaison

A Community Liaison Officer (CLO) or similar role will be a mandatory requirement for the successful construction contractor for the Resort Hotel development. The CLO will provide a direct point of contact and will be an important means in which to engage with interested community members to identify issues and address questions or concerns that may arise as a result of construction works.

The primary role of the CLO will be to:

- Establish a direct interface between the construction team and the Twin Creeks community for all construction related activities.
- Develop a calendar of upcoming works and keep the community and other stakeholders informed of the progress of construction and provide regular updates.
- Attend drop-in events and meetings with the community and other stakeholders for matters relating to construction works, as required.
- Maintain a register of all community/stakeholder queries and respond to any enquiries or complaints received that relate to construction works as required.
- Provide monthly reports and keep the Twin Creeks Management team informed of any emerging issues in relation to stakeholder and community engagement.
- Draft regular construction notices for any activities that have the potential to impact the community; and provide at least 7 days notice before commencing work.

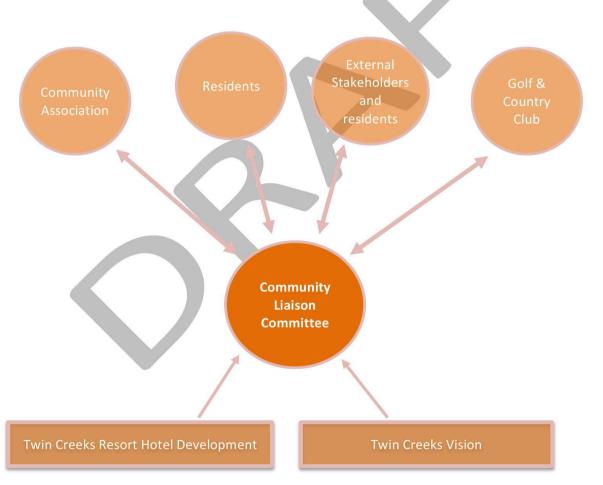


Community Liaison Committee

A Community Liaison Committee (CLC) will be established to facilitate and maintain regular dialogue between different stakeholder groups and enable input and feedback on construction impacts of the Twin Creeks Resort Hotel and TCR's long-term vision. The CLC will also assist in disseminating information amongst the broader community and be a means by which members of the CLC can raise issues, or areas of interest in relation to the construction program and future development.

Membership of the CLC will be invited through an Expressions of Interest (EOI) process and is expected to comprise 10 - 12 representatives from different stakeholder groups to ensure a balanced representation of interests. This includes nominees from the Twin Creeks community, CA, and Golf and Country Club membership. Invitations will also be extended to representatives of residents/landowners from Luddenham Road, business groups, Penrith City Council and other relevant government departments or authorities.

The CLC will be governed by a Terms of Reference and meet at regular intervals or key project milestones.





4. Tools and Activities

Effective two way-communication will play an important role in interacting with stakeholders, provide information and help to identify and address issues or concerns that may arise.

General project communication relating to the Resort Hotel development will be integrated into existing communication channels and will include information relating to the status of the project, as well as project updates and feedback mechanisms. In addition, the following tools and activities will be used as the basis for a dedicated program of public communication to ensure a coordinated approach, across each stage of the Resort Hotel development.

Website

www.twincreeksgolf.com.au

The Twin Creeks website will be the primary tool for providing general information, access to relevant documents and up-to-date project information. The website will include a dedicated news/construction page and provide;

- General information about the Resort Hotel and TCR's Vision for Twin Creeks;
- Project notices;
- Electronic link to relevant documents and plans;
- Details of community information line, and
- The project email address for enquires or complaints.

Project email

info@Twincreeks.com.au

A project email will be set up for community and stakeholder enquiries and will provide a twoway channel of communication. The email address will be listed on the construction page of the website, site signage and on all other printed collateral.

Community information number

The existing Twin Creeks telephone contact number will be maintained as a convenient tool for general queries to be received or to register any public enquiries or feedback about the Twin Creeks Resort development. The service will operate during normal business hours with specific construction calls or enquiries forwarded to the construction contractor for follow-up action or response.

24hr construction number

A 24-hour contact number will be established and maintained by the successful contractor and will be the primary means of responding to immediate issues or construction related enquiries. The number will be provided to Twin Creeks residents and other key stakeholders and will be included on the project signboards and all other collateral.

Correspondence with neighbours (project updates and notifications)

Project notifications and updates will be distributed directly to resident via electronic communication through the Twin Creeks residents' web portal, and/or distributed via letterbox drop. Project updates and notices will also be uploaded onto the Twin Creeks website and will be included in regular communication with Golf and Country Club members.



Notices will be distributed to advise of upcoming works and/or at key project milestones. Content will typically contain the following:

- Project overview, status and work completed since the previous update;
- Description of the works to be undertaken;
- Likely impacts (e.g. noise, vibrations, etc.) and mitigation measures; and
- Contact details for the construction contractor, along with website and email address.

Liaison with key stakeholders

Correspondence and liaison with key stakeholder groups, including government and business organisations in relation to the Twin Creeks resort development will be undertaken by the Twin Creeks management team and will coincide with key project milestone.

Community drop-in event(s)

Community drop-in events will be used as an important engagement tool to update the community on upcoming construction works and will be scheduled at key milestones as required. It is envisaged that drop-in events will be scheduled outside of business hours, such as on a weeknight or Saturday to encourage the widest possible attendance.

Community drop-in events will be coordinated through TCR Management and attended by relevant members of the construction team to enable interested parties to view project information on display boards and speak directly with the project team to find out more about the status of work.

Hoarding signage

Signage will be installed on hoardings surrounding the site compound to provide general information, along with contact details, such the construction number, email, and website address.

Contact database

A contact database will be maintained throughout the life of the construction works. The database will be used to capture details of interested community members and stakeholders, who make contact with the project team for interested parties who wish to subscribe to future project updates via email.

The contact database will also be used as a Construction Complaints Management System to record and report on construction related queries and complaints. Enquiries and complaints received will be recorded in the contact database and include details of when the enquiry was received, name, contact details, nature of enquiry or feedback, the action(s) required or undertaken, the status of the concern or enquiry and whether a follow-up response is required and how the enquiry or complaints has been closed out.

Newspaper advertisement(s)

A newspaper advertisement will be prepared and placed in local media to coincide with the start of construction or at key project milestones (as required). Information will include:

- the status of the project;
- specific construction information i.e. description of the works; and
- contact details such the construction number, email, and website address.



5. Roles and Responsibilities

Communication management

Overall responsibility for communication management relating to future development at Twin Creeks will be managed by Twin Creeks' onsite management team, who will have primary responsibility for general liaison with the Twin Creeks community, CA, Golf and Country Club members and other stakeholders.

Construction communication and liaison

Construction related communication and liaison, including project notices, updates, hours of work and duration will be the responsibility of the construction contractor. This includes management of the 24-hour construction number and distribution of collateral via letterbox drop.

Uploading of communication via electronic means or via existing channels will be coordinated by Twin Creeks' onsite management team in conjunction with the construction contractor.

Complaints management

The successful construction contractor will be responsible for recording complaints or enquiries in the contact database and providing reports to Twin Creeks' onsite management team.

CLC

Management of the CLC including administrative functions, TOR's invitations, agendas and meeting notes will be managed by TCR's Onsite management team.

6. Monitoring and Review

Project review meetings

Regular project review meeting comprising of key members of the construction team and Twin Creeks onsite management team will be established as part of TCR's overall project management approach. Meetings will be conducted at regular intervals as required to review and monitor the project's progress in terms of community engagement activities including all feedback, comments and complaints received and the action(s) undertaken. Additional items to be reviewed will include:

- Community and stakeholder issues which may have emerged;
- Future updates on construction works and calendar of communication activities;
- Any outstanding issues or complaints that require resolution; and
- Recommendation for any additional communication activities that may be required.



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