

Stakeholder Communications Strategy

Project Wattle

1. Purpose

This Stakeholder Communications Strategy (the **Strategy**) has been prepared by the Department of Enterprise, Investment and Trade (DEIT) Project Team, led by Commercial Transactions. The Strategy provides a communications and stakeholder engagement framework for the Rosehill Racecourse and Horsley Park Redevelopment unsolicited proposal (USP) lodged by the Australian Turf Club (ATC) (**The Project**).

The Project is currently at Stage 1 of the USP process.

2. Communication Objectives

The objectives of this Strategy are to:

- Develop clear and consistent messaging that enables appropriate levels of information to be shared with relevant stakeholders as required.
- Identify the Project's communication and engagement risks, and appropriate mitigations.
- Define clear responsibilities, governance, and protocols for communications and engagement activities.

3. USP Media Holding Lines

Department of Enterprise Investment and Trade holding line (USPs):

The Department of Enterprise, Investment and Trade does not comment on any Stage 1 Unsolicited Proposals.

Background

All unsolicited proposals are assessed against set criteria, which are published in the NSW Government's Unsolicited Proposals: Guide for Submissions and Assessment (2022) and can be found at <https://www.nsw.gov.au/unsolicited-proposals>.

4. Media Plan

Media enquiries related to the proposal as a USP or the USP process will be received and responded to by the DEIT Media Team.

Media enquiries related to the planning system generally or to the Sydney Metro West project will be referred to Department of Planning Housing and Infrastructure (DPHI) and Sydney Metro, respectively.

NOTE: All media responses to be referred to The Cabinet Office for a coordinated whole of government response.

5. Media contacts

The key media contacts across the project are:

Department	Name	Role	Email
DEIT	Darren Hadland	Associate Director Issues Management	Phone: _____

6. Media Protocols

All media enquiries and responses related to The Project to be shared with the Department of Enterprise, Investment and Trade and the Premier's Department via the contacts above.

Where appropriate, the relevant government agency is responsible for handling media enquiries directed to them. The media team(s) will seek approval of any proposed responses on matters before sharing with DEIT and The Cabinet Office.

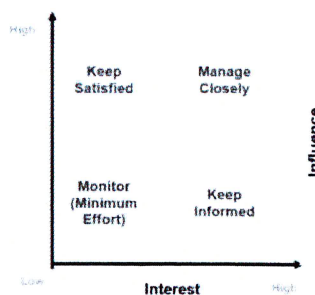
Project team and key leadership team to be notified of any sensitive media issues involving the Project.

Note: The Department and Government does not comment on the negotiation process in Stage 1 of an Unsolicited Proposal.

7. Stakeholder Engagement

The following table is a comprehensive stakeholder matrix that outlines the key stakeholder groups, their interests, the relationship holder, and the targeted engagement approach for each of the groups during the Project.

Each of these stakeholder groups have been prioritised utilising an Influence Interest Matrix, categorising stakeholders based on their influence or power and interest in a project to inform the most appropriate stakeholder engagement approach.



STAKEHOLDER/ AUDIENCE	PRIORITY	INTERESTS	RESPONSIBLE	ENGAGEMENT APPROACH
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NSW Government stakeholders

The Hon. Chris Minns MP, NSW Premier	Keep satisfied	<ul style="list-style-type: none"> Oversight of the project 	DEIT Project team	<ul style="list-style-type: none"> Briefings for escalation Updates provided as required
The Hon. Anoulack Chanthivong MP, NSW Minister for Industry and Trade	Keep informed	<ul style="list-style-type: none"> Ministerial portfolio has oversight of the USP process 	DEIT Project Team	<ul style="list-style-type: none"> Updates provided via routine CT reporting and/or as requested
Steering Committee including: DEIT NSW Treasury INSW DPHI TfNSW TCO	Manage Closely	<ul style="list-style-type: none"> Project governance; Strategic alignment of the project with Government objectives; Implementation oversight 	DEIT Project Team and Assessment Panel	<ul style="list-style-type: none"> Via Steering Committee meetings and communications
Assessment Panel	Manage Closely	<ul style="list-style-type: none"> Evaluation of proposal and informing the Steering Committee's recommendation to NSW Government 	DEIT Project Team	<ul style="list-style-type: none"> Via Assessment Panel meetings and communications
Deputy Secretary, Investment NSW	Keep informed	<ul style="list-style-type: none"> Oversight of progress and key updates 	DEIT Project team	<ul style="list-style-type: none"> Meetings at significant milestones as required Monthly updates via routine CT reporting
Communications, DEIT	Keep informed	<ul style="list-style-type: none"> Provide advice on media engagement 	DEIT Project team	<ul style="list-style-type: none"> Meetings as required
Subject Matter Expert (SME) Agencies	Monitor (to be engaged with as needed)	<ul style="list-style-type: none"> Inputs provided against specific aspects of the proposal to inform the assessment 	DEIT project team	<ul style="list-style-type: none"> Specific inputs requested by the Assessment Panel via Project team
Secretary, DEIT	Manage Closely	<ul style="list-style-type: none"> Oversight of progress and key updates 	DEIT Project Team	<ul style="list-style-type: none"> Meetings as required and briefings as requested

External stakeholders

<ul style="list-style-type: none"> Australian Turf Club (ATC) 	Manage Closely	<ul style="list-style-type: none"> Proponent for the proposed redevelopment of Rosehill Racecourse and Horsley Park 	Proposal Manager	<ul style="list-style-type: none"> Via communication with the Proposal Manager Note probity advisor may need to attend meetings
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8. Communication and stakeholder risk analysis

The key communications risks, as well as their method of mitigation and likelihood have been identified below.

Risk	Mitigation	Consequence	Likelihood
<p>Proponent expectations are mismanaged Proponent becomes dissatisfied if the proposal does not proceed or is delayed. Government's reputation may be damaged if expectations are raised, and the Proposal is not accepted.</p>	<ul style="list-style-type: none"> Have the Proposal Manager brief the Proponent on the USP process, the threshold requirements that need to be satisfied for a proposal to proceed across the three stages, and responsibilities of the Proponent and NSW Government. Provide a realistic estimate of timeframes if appropriate. [ongoing] Advise the Proponent that the submission of a USP does not guarantee that it will be accepted. [ongoing] Advise Proponent that the unsolicited proposals process is independent of other statutory process, including the planning and environment process. Advise that progression of the Proposal should not be taken as explicit or tacit support of required planning approvals. [ongoing] Ensure probity advisor is present at any meetings between the Proponent and Ministers. [ongoing] 	High	Unlikely
<p>Proponent puts out a media release without seeking Government's approval The Proponent may authorise a media release that has not been approved by Government. The release contains inaccurate information about what NSW Government has committed to, generating negative media attention.</p>	<ul style="list-style-type: none"> Advise Proponent not to publish media releases without DEIT and TCO reviewing in the first instance. [ongoing] Ensure the proponent is aware of its obligations under Stage 1 of the USP process. [ongoing] 	High	Unlikely

Commented [JL1]: Ask Vinnie about whether we tell proponent not to release any media articles

Commented [JL2R2]: There is no clause about proponent being able to release any media during Stage 1 and instead based on good faith.

9. Key contacts

The key internal stakeholder roles across the project are described below.

Name	Role	Email
Jonathan Lewis	Project Team	