

BARANGAROO SOUTH: PUBLIC DOMAIN COMMUNITY COMMUNICATION STRATEGY



Document revision record

Date	Author	Revision	Amendment
25/09/2018	Darren Tan	01	Creation of document from broader engagement strategy to satisfy condition C2 of the development consent for SSD 7944.
05/10/2018	Darren Tan	02	Addition of stakeholders, review of plan prior to issuing.
01/11/2018	Annabel Dyson	03	Amendment of terminology.

Document revision record

To ensure the Community Communication Strategy remains relevant and accurate, this document will be continuously reviewed throughout the delivery of the Public Domain. Any changes made to this document must be reviewed and approved by a senior member of the Lendlease project team and appropriate client representative.

This document will be distributed to all members of the Lendlease Public Domain Building project team. Any revisions made will be communicated to the project team accordingly.



1. Introduction

1.1 Purpose of this plan

The purpose of this plan is to establish a single framework for how Lendlease will consult and engage with the community about the construction of the Barangaroo South Public Domain, specifically focusing on Watermans Cove. This plan should be considered a summarised version of the overarching Barangaroo South Community and Stakeholder Engagement Strategy (March 2018), specifically for the purposes of satisfying condition C2 of the development consent for SSD 7944.

This Plan:

- Identifies the communications tools that will be used to engage with the local community and notify them about construction activities related to the Public Domain of Barangaroo South.
- Details how complaints related to the Public Domain construction will be managed.
- Confirms the resources responsible for the delivery, management and monitoring of community consultation and engagement activities related to the Public Domain construction.

1.2 Plan objectives

The primary objective of this plan is to define proactive, comprehensive and inclusive processes and measures for engaging with the community and stakeholders during construction of the Public Domain which will be met through:

- Open, transparent and two-way communication with stakeholders and the community.
- Proactive and continued engagement with stakeholders and the community to understand their issues, drivers and aspirations; making every effort to ensure they are accurately informed and involved where practical.
- Developing and implementing a process of measurement, review and reflection which delivers continuous improvement in the way we collaborate and engage with stakeholders and the community.

1.3 Our approach

Lendlease is committed to an inclusive, transparent and proactive community engagement process with appropriate resources to effectively manage engagement with the community during construction of the Public Domain. The following principles will govern our engagement with the community:

Proactive Development

- We will ensure communication and engagements are tailored to provide the right information, to the right people, at the right time.
- We will lead and curate the public narrative, pre-empting emerging issues and correcting erroneous information with speed and effectiveness before it escalates.

An inclusive approach

- We will provide the community with accurate and quality information that enables them to make informed decisions and to contribute in a meaningful way.
- We will make relevant information about the project readily available and provide opportunities for two-way feedback.

Transparent processes

- We will adopt engagement processes that are open, transparent and genuine in order to develop trust and build strong long-term relationships with stakeholders and the community.
- We will demonstrate a willingness to listen, consider concerns and be clear about the purpose of the engagement so that participants are aware of what they can and cannot influence.

2. Stakeholder and issues analysis

2.1 Project stakeholders

There is a broad range of community stakeholders associated with this project. A comprehensive list of stakeholders who share an interest in the project has been identified.



Table 1 lists site neighbours, precinct players and local community with whom Lendlease will continue to engage with where appropriate throughout construction of the Public Domain of Barangaroo South.

Table 1 Stakeholder analysis

Stakeholder(s)	Interest	Level of interest
Barangaroo International Towers Sydney (ITS) tenants – Susquehanna, Aqualand, Baker McKenzie, Pernod Ricard, ICBC, Contrarius, T&S Investments, Goldland, Sunglow, HSBC, Servcorp, Hannover Re, Origin Energy, Opus, Cathay Pacific, ML Design, ACS, Coverforce, Romeciti Capital, Nikko, Ferrier Hodgson, Nanshan Group, Hicksons, Decode Global, AGC Capital, Enel Green Power, Forex, Marsh & McLennan, PwC, Nearmap, Morningstar, Westpac, KPMG, Lendlease, Gilbert & Tobin, Swiss Re, GBCA, Bangarra Dance Theatre	<ul style="list-style-type: none"> ▪ Construction impacts ▪ Accessibility for staff ▪ Traffic impacts ▪ Car park accessibility ▪ Potential environmental impacts 	High
Barangaroo International Towers Sydney building management (Towers One, Two and Three)	<ul style="list-style-type: none"> ▪ Construction impacts ▪ Accessibility for staff ▪ Traffic impacts ▪ Car park accessibility ▪ Potential environmental impacts 	High
Barangaroo retailers / businesses – Nola Smokehouse, 12-Micron, Cirrus, Lotus, Love.Fish, Muum Maam, Anason, Banksii, Zushi, Phomo, Born by Tapavino, Spiced by Billu's, Ume Burger, Belles Hot Chicken, Barangaroo House, The Rabbit Hole, Micro, Shortstop, Dukes Coffee	<ul style="list-style-type: none"> ▪ Construction impacts ▪ Accessibility for staff ▪ Traffic impacts ▪ Car park accessibility ▪ Potential environmental impacts 	High
Barangaroo residents – Anadara and Alexander	<ul style="list-style-type: none"> ▪ Construction impacts ▪ Traffic impacts ▪ Car park accessibility ▪ Potential environmental impacts 	High
Local residents – Pyrmont Bay, Darling Island, Balmain East	<ul style="list-style-type: none"> ▪ Construction impacts ▪ Potential environmental impacts 	High
Local residents – 38 Hickson Road residents	<ul style="list-style-type: none"> ▪ Construction impacts ▪ Traffic impacts ▪ Car park accessibility ▪ Potential environmental impacts 	High



Local residents – Kent St: Stamford on Kent, Stamford Marke, The Georgia and Highgate apartments in particular	<ul style="list-style-type: none"> ▪ Construction impacts ▪ Traffic impacts ▪ Potential environmental impacts 	High
Precinct neighbours – Crown Sydney Hotel Resort, Barangaroo Central, Sydney Metro, Walsh Bay Arts precinct	<ul style="list-style-type: none"> ▪ Construction impacts ▪ Traffic impacts ▪ Site logistics & materials handling ▪ Potential environmental impacts 	High
Authorities – Barangaroo Delivery Authority, City of Sydney, NSW Environment Protection Authority, Department of Planning and Environment, TfNSW, RMS, Port Authority of NSW (Harbour master), Sydney Ferries	<ul style="list-style-type: none"> ▪ Construction impacts ▪ Potential environmental impacts ▪ Traffic/Waterway impacts ▪ Site logistics & materials handling 	High
Commercial neighbours in the nearby vicinity – Grafton Bond, 30 The Bond, AON Tower, Sussex Hotel, Lotus Botanica, Good Vibes Coffee, Napoleon on Kent Apartments	<ul style="list-style-type: none"> ▪ Construction impacts ▪ Traffic impacts ▪ Potential environmental impacts 	Medium
Local residents – Millers Point and Walsh Bay communities	<ul style="list-style-type: none"> ▪ Construction impacts ▪ Traffic impacts ▪ Potential environmental impacts ▪ 	Medium
General Public and Road users	<ul style="list-style-type: none"> ▪ Construction impacts ▪ Traffic impacts ▪ Potential environmental impacts 	Medium

2.2 Key construction issues and mitigation measures

It is acknowledged that the stakeholder groups will have varying levels of interest in the project. Lendlease has identified a series of construction related issues that are likely to be of interest to these stakeholders during the project. The issues and our responses are detailed in table 2.

Table 2 Issues identification

Construction issues	Response
Complaints raised about construction will be effectively managed	<ul style="list-style-type: none"> – The project Community Information line and email address will be managed by the centralised Community Development Team responsible for all of the Barangaroo South development. – All complaints will be managed and responded to in accordance with this plan.
Concern for pedestrians and other access during construction	<ul style="list-style-type: none"> – Pedestrian and other access will be maintained wherever possible and in accordance with the conditions of consent. – When changes to pedestrian and other access is required, appropriate warning and way-finding signage will be in place.



Concern for traffic congestion	– We will operate within the conditions of consent and approved traffic management plans to ensure there are no unreasonable impacts on vehicle users, roads, or waterways.
Concern for environmental impact	– We will implement appropriate environmental controls on site. – We will conduct the appropriate monitoring to comply with all legislative requirements. – The project will adhere to a Construction Environmental Management Plan.

3. Engagement tools

As described in table 3, a broad range of communication activities and tools will be used to engage and consult with the community and key stakeholders during construction of the Public Domain.

Table 3 Communication Tools

1300 Community Enquiry Line	A key channel for the community to raise issues, ask questions and speak directly to a member of the Community Development team. A 24 hour service will also be provided during construction to ensure any issues occurring outside of business hours are addressed in a prompt and timely manner. This phone number will be promoted in various collateral sent to stakeholders.
Project websites	The websites will be the central portal to all information about the project. It is the one-stop-shop for everything the community and stakeholders will need to know about the development including electronic copies of all newsletters, notifications, press releases and links to other relevant websites. The following URLs are currently operating: www.barangarootsouth.com.au and www.barangaroo.com .
Project email address	Managed by the Community Development team. The email address currently in use is barangarootsouth@lendlease.com . This email address will be promoted in various collateral sent to stakeholders.
Project notifications	To provide ongoing construction updates to project neighbours via letter box drops. Notifications will be issued to provide suitable prior notice for: <ul style="list-style-type: none"> – Commencement of work on site – Changed traffic conditions/ pedestrian access – Any approved and planned out of hours work – High noise generating activities – Key stages of work that are likely to be of interest to the neighbouring community <p>Notifications will include details about:</p> <ul style="list-style-type: none"> – What work is being carried out – The hours of work – The measures in place to reduce the impact (where appropriate) – How to contact the Community Development team (Community Information Line, email address, project website)
Project newsletters	To provide information to the public on the Barangaroo South precinct, including construction milestones and other initiatives delivered by Lendlease. These newsletters will be produced around key initiatives or milestones achieved by the project and delivered via letterbox drop and email to registered parties.
Email updates	To provide ongoing updates to registered stakeholders via email. These updates would include the electronic distribution of project notifications to registered parties and on an as needed basis to communicate certain activities such as road closures, that do not need to be distributed via notification.
Community Information Sessions	Used to proactively update the community about the status of the project and provide an opportunity for the community to ask the project team questions. The information sessions will be delivered on an as needed basis. Lendlease will also



	support the Barangaroo Delivery Authority's intent to hold regular broader Barangaroo community information sessions.
Business Construction Liaison Group	A regular meeting with nominated key business stakeholder representatives where there is an opportunity for two-way dialogue between the community and project team. The group is governed by a Terms of Reference agreed by the group. This will be re-established at the appropriate time and will include discussions and updates on other Lendlease projects across Barangaroo South as well.
One-to-one briefings	To discuss concerns raised by key stakeholders face-to-face and provide more detailed information and assurance about the project
Site signage/ hoardings	To inform the visitors about the overall project. The relevant contact numbers will be displayed on the hoardings where appropriate.
Multilingual support	Pathways to access information in different languages will be provided where required, utilising the Government's Translating and Interpreting Service.
Induction training for all subcontractors	Induction training will be provided for all subcontractors including a focus on customer service training and stakeholder and community development protocols.

4. Community Development protocols

This section details the communication protocols and procedures that Lendlease and its subcontractors will employ during the construction of the Public Domain. There is a centralised community development function across the Barangaroo South project to ensure there is a consistent, coordinated and proactive approach to the management of stakeholders.

4.1 Community contact (including complaints management)

Community contact is defined as any communication with an external stakeholder or community member that results in a transfer of, or request for information. Contacts may be received through the community information line, face-to-face contact with the project team or a site worker, email, letter, online community engagement tools or meetings. A contact may be a complaint, an enquiry, a comment or a compliment.

All community contacts (including complaints) related to any part of the Barangaroo South project, including the Public Domain, will be managed by the centralised project Community Development team. In the instance that a person on site is approached by a community member, a 'record of contact' form will be completed to capture the community member's contact details and nature of their contact. This completed form will then be provided to the Community Development team to follow up and action accordingly.

All negative contacts, with external stakeholders or community members will be recorded on the community consultation database, Salesforce, that is used across the Barangaroo South precinct. Lendlease will also record this information in the Authority's Consultation Manager database. The following information will be captured on these databases:

- Stakeholder's name and contact details (unless requested by stakeholder to be anonymous)
- Date and time of contact
- Description of issues raised
- Nature of the contact
- Action required and timing, particularly if any commitments have been made around timeframes;
- Person responsible for the action
- How the contact was resolved, where appropriate

Contact response targets are as follows:

- Same day acknowledgement of contacts
- 48-hour response target for all routine business and community enquiries where possible.
- 72-hour response target for complex or policy-related enquiries where possible.

These timeframes are consistent with the broader Community and Stakeholder Engagement Strategy (March 2018) developed for the Barangaroo South precinct. These response targets may be extended where more detailed information is required, provided the stakeholder is advised of the reason for delay.

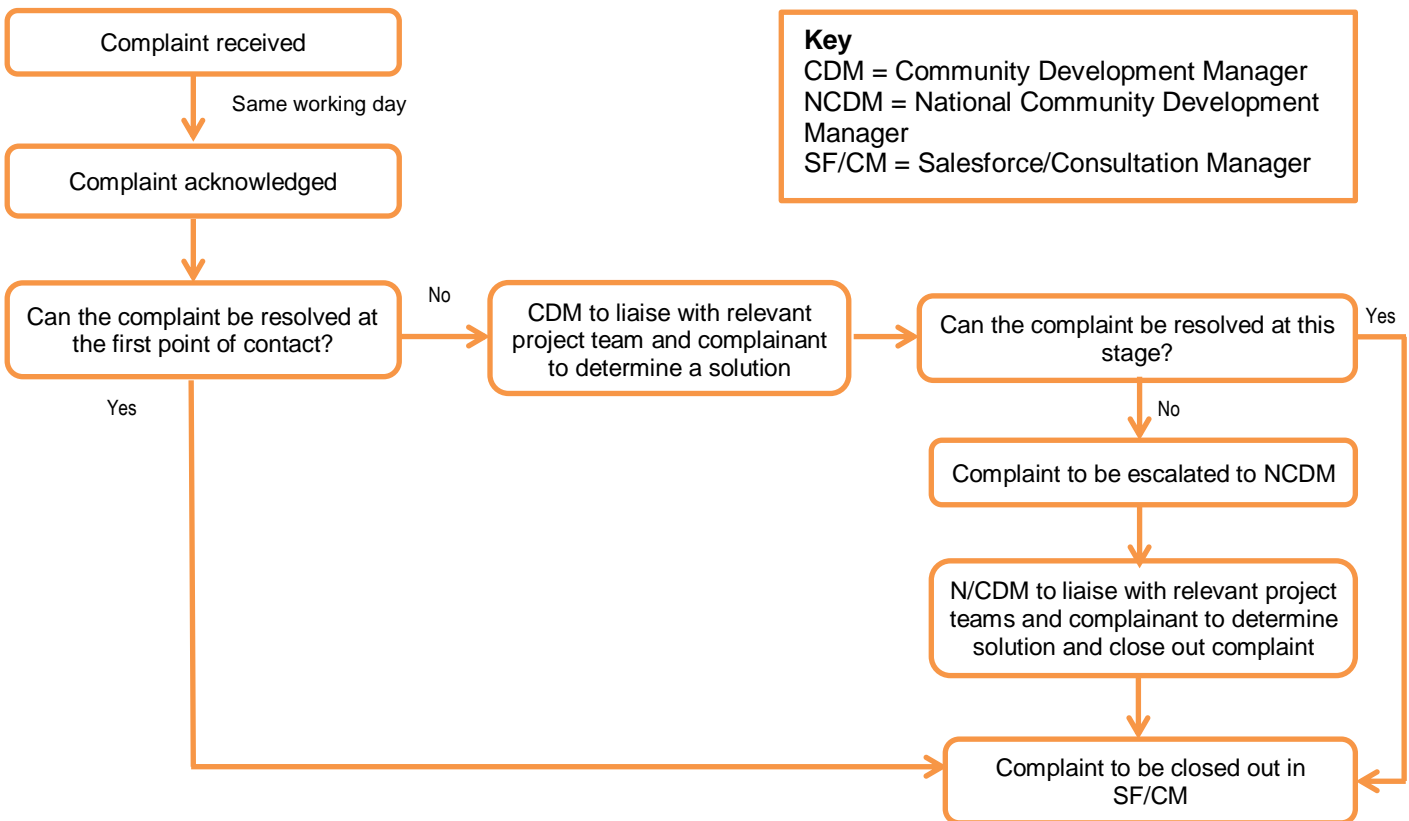
A complaint is defined as any communication received from a stakeholder or community member that expresses dissatisfaction with any aspect the project, its delivery or ongoing management. Management of



issues is of critical importance for developing and maintaining meaningful relationships with stakeholders and community members.

Figure 1 represents the construction complaints procedure. It details the system to be followed when receiving a contact from an external stakeholder. It is anticipated that these contacts will generally relate to individual residents or community groups, however there may be occurrences when they relate to other stakeholders or organisations.

Figure 1 Construction complaints management procedure



This procedure is supported by a complaints classification matrix that identifies and defines three categories of complaints, detailed as follows. All complaints raised will be reported via monthly reports and shared with the Authority on a weekly basis or as otherwise requested.

The matrix assists in identifying issues that may escalate and offer mitigation measures. Lendlease recognises the need to be flexible in the classification of key issues to ensure the team, including the Authority, respond appropriately to each issue as it arises. Similarly, these classifications will be identified based upon both the complaint and the stakeholder member involved.

Table 4 Complaints categorisation matrix

Classification	Description	Action
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High (issue cannot be resolved by the project team)	<ul style="list-style-type: none"> – Involves negative media coverage – Involves political and/or government agencies – Relates to safety or security 	<ul style="list-style-type: none"> – Immediate report to the Project Director and External Affairs as appropriate – Immediately inform the appropriate Authority representative
Medium (issue cannot be immediately resolved)	<ul style="list-style-type: none"> – Involves an individual or group expressing negative sentiments towards the project with the threat of further action. – The stakeholder raising the issue is not satisfied with the response provided. 	<ul style="list-style-type: none"> – Community Development Team engages with the broader project team to investigate further, determine a suitable outcome and respond appropriately or otherwise escalates to internal resources for an appropriate resolution – Inform the Authority where appropriate
Low (issue can be responded to immediately)	<ul style="list-style-type: none"> – Involves an individual or group expressing negative sentiments towards the project. – There is no threat of further action 	<ul style="list-style-type: none"> – Community Development Team liaises with the broader project team where required and responds appropriately

5. Community Development resources

A dedicated Community Development Team exists for the project to manage engagement and consultation activities related to the construction of Barangaroo South. This team is also responsible for managing and responding to any complaints related to all elements of the Barangaroo South project.

6. Monitoring and evaluation

Lendlease promotes a culture of continuous improvement, constantly striving for better outcomes for the project, our reputation, the community and our stakeholders. Throughout construction of Barangaroo South, we will encourage feedback from the community and other key stakeholders about how our approach to engagement can be improved.

This plan will be reviewed and revised where required to ensure it is accurately aligned to the broader Barangaroo South Community and Stakeholder Engagement Strategy objectives.