

# BARANGAROO SOUTH: C1 BUILDING COMMUNITY COMMUNICATION STRATEGY



## Document revision record

Date	Author	Revision	Amendment
27/07/2017	Katherine Bushell	01	
11/10/2017	Katherine Bushell	02	Incorporated feedback from BDA – Page 3, Table 1 Stakeholder Analysis.
15/05/2018	Darren Tan	03	Review upon receipt of draft conditions – to satisfy condition C2: Addition of new stakeholders, including retail
07/06/2018	Darren Tan	04	Post Development Application approval review to be in line with Development Consent.
13/06/2018	Darren Tan	05	Addition of comments following BDA review.

## Document revision record

To ensure the Community Consultation Strategy remains relevant and accurate, this document will be continuously reviewed throughout the delivery of the C1 Building. 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 C1 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 C1 Building. This plan should be considered a summarised version of the overarching Barangaroo South Community and Stakeholder Engagement Strategy (June 2016), specifically for the purposes of satisfying the SEARs of SSD 8529.

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 C1 Building, Barangaroo South.
- Details how complaints related to the C1 Building construction will be managed.
- Confirms the resources responsible for the delivery, management and monitoring of community consultation and engagement activities related to the C1 Building 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 C1 Building 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 C1 Building. 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 Barangaroo South and their interests in the impacts of the project.

Table 1 Stakeholder analysis

Stakeholder (s)	Interest	Level of interest
Local residents – Kent St. apartments, Millers Point, Walsh Bay	<ul style="list-style-type: none"> <li>▪ Construction impacts</li> <li>▪ Traffic impacts</li> <li>▪ Potential environmental impacts</li> </ul>	High
38 Hickson Road residents	<ul style="list-style-type: none"> <li>▪ Construction impacts</li> <li>▪ Traffic impacts</li> <li>▪ Car park accessibility</li> <li>▪ Potential environmental impacts</li> </ul>	High
Barangaroo International Towers Sydney (ITS) and International House Sydney (IHS) tenants – Westpac, KPMG, Lendlease, Gilbert & Tobin, PwC, HSBC, Marsh & McLennan, ServCorp, Swiss Re, Accenture, Nearmaps, Morningstar	<ul style="list-style-type: none"> <li>▪ Construction impacts</li> <li>▪ Accessibility for staff</li> <li>▪ Traffic impacts</li> <li>▪ Potential environmental impacts</li> </ul>	High
Barangaroo retailers / businesses – Sushi Hon, Bing’s Bao and Beer, Blown Lux, Shirt Bar, Guardian Early Learning Centre, Fitness First, Somedays, The Standard Store, Flight Centre	<ul style="list-style-type: none"> <li>▪ Construction impacts</li> <li>▪ Accessibility for staff</li> <li>▪ Traffic impacts</li> <li>▪ Potential environmental impacts</li> </ul>	
Barangaroo residents – Anadara and Alexander	<ul style="list-style-type: none"> <li>▪ Construction impacts</li> <li>▪ Traffic impacts</li> <li>▪ Potential environmental impacts</li> </ul>	High
Commercial neighbours in the immediate 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"> <li>▪ Construction impacts</li> <li>▪ Traffic impacts</li> <li>▪ Potential environmental impacts</li> </ul>	High
Precinct neighbours – Crown Sydney Hotel Resort, Barangaroo Central, Sydney Metro	<ul style="list-style-type: none"> <li>▪ Construction impacts</li> <li>▪ Traffic impacts</li> <li>▪ Site logistics &amp; materials handling</li> <li>▪ Potential environmental impacts</li> </ul>	High
Authorities – City of Sydney, Sydney buses, EPA, Department of Planning, TfNSW, RMS, Taxi Council NSW	<ul style="list-style-type: none"> <li>▪ Construction impacts</li> <li>▪ Potential environmental impacts</li> <li>▪ Traffic impacts</li> </ul>	High
General Public and Road users	<ul style="list-style-type: none"> <li>▪ Traffic impacts</li> <li>▪ Reduction in car spaces</li> </ul>	High



- Pedestrian diversions around structure

## 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 construction. 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"> <li>– 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</li> <li>– All complaints will be managed and responded to in accordance with this plan</li> </ul>
Concern for pedestrians and other access during construction	<ul style="list-style-type: none"> <li>– Pedestrian and other access will be maintained wherever possible and in accordance with the conditions of consent</li> <li>– When changes to pedestrian and other access is required, appropriate warning and way-finding signage will be in place</li> </ul>
Concern for traffic congestion	<ul style="list-style-type: none"> <li>– We will operate within the conditions of consent and approved traffic management plan to ensure there is no unreasonable impact on vehicle users</li> </ul>
Concern for environmental impact	<ul style="list-style-type: none"> <li>– We will implement appropriate environmental controls on site</li> <li>– We will conduct the appropriate monitoring to comply with all legislative requirements</li> </ul>

## 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 C1 Building.

Table 3 Communication Tools

1300 Community Enquiry Line	<p>A key channel for the community to raise issues, ask questions and speak directly to a member of the Community Development team.</p> <p>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</p>
Project websites	<p>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: <a href="http://www.barangaroosouth.com.au">www.barangaroosouth.com.au</a> and <a href="http://www.barangaroo.com">www.barangaroo.com</a>.</p>
Project email address	<p>Managed by the Community Development team. The email address currently in use is <a href="mailto:barangaroosouth@lendlease.com">barangaroosouth@lendlease.com</a>.</p>
Project notifications	<p>To provide ongoing construction updates to project neighbours via letter box drops. Notifications will be issued to provide suitable prior notice for:</p> <ul style="list-style-type: none"> <li>– Commencement of work on site</li> <li>– Changed traffic conditions/ pedestrian access</li> <li>– Planned out of hours work</li> <li>– High noise generating activities</li> <li>– Key stages of work that are likely to be of interest to the neighbouring community</li> </ul> <p>Notifications will include details about:</p> <ul style="list-style-type: none"> <li>– What work is being carried out</li> <li>– The hours of work</li> <li>– The measures in place to reduce the impact (where appropriate)</li> </ul>



	– 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 BDA'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 C1 Building. 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 C1 Building, 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 contact 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 BDA'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.

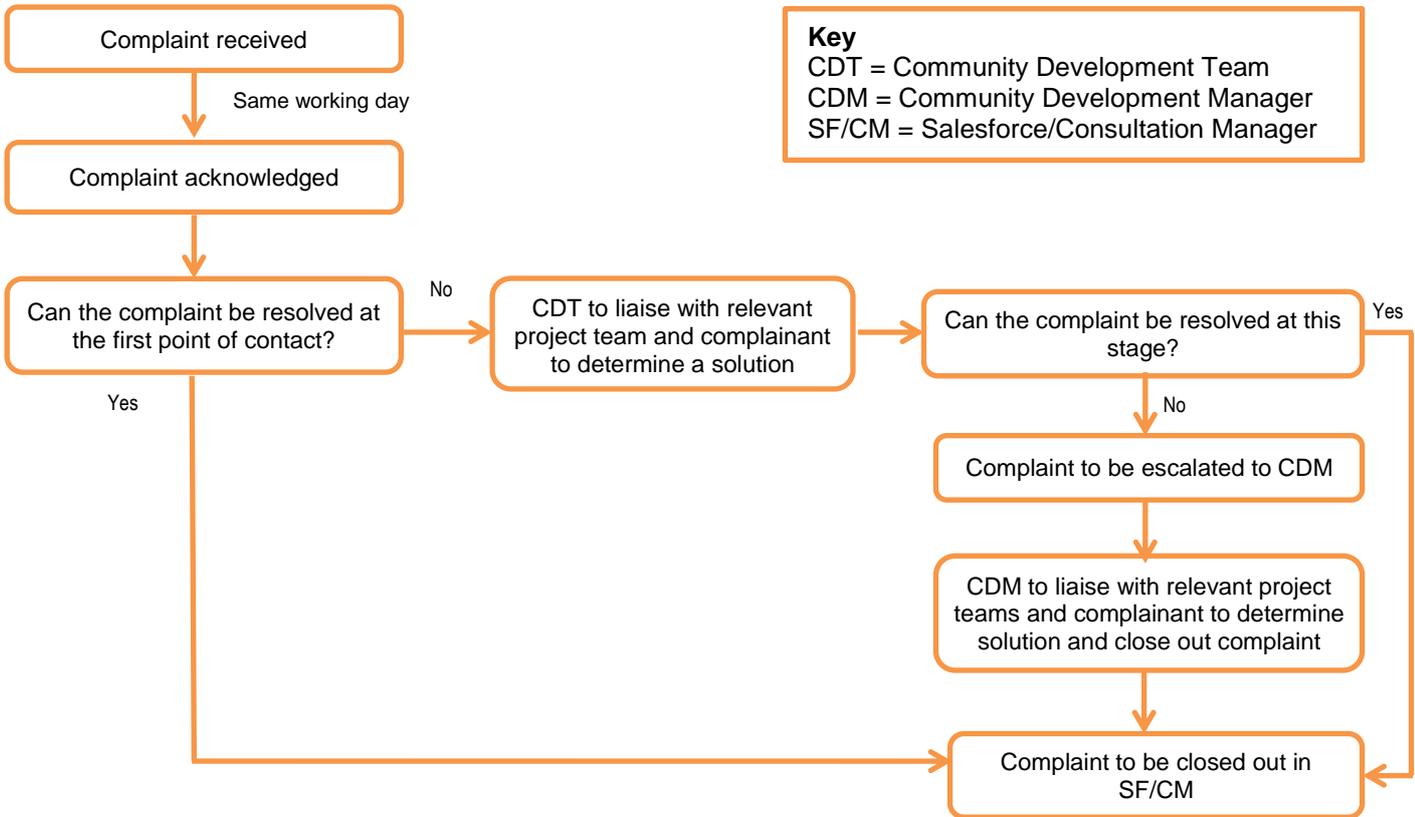
These timeframes are consistent with the broader Community and Stakeholder Engagement Strategy (June 2016) developed for the Barangaroo South precinct. These response targets may be extended where more detailed information is required, provided the stakeholder is advised of the reason for delay.

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



**Key**  
 CDT = Community Development Team  
 CDM = Community Development Manager  
 SF/CM = Salesforce/Consultation Manager

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 Barangaroo Delivery Authority on a weekly basis.

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 Barangaroo Delivery 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
High (issue cannot be resolved by the project team)	<ul style="list-style-type: none"> <li>– Involves negative media coverage</li> <li>– Involves political and/or government agencies</li> <li>– Relates to safety or security</li> </ul>	<ul style="list-style-type: none"> <li>– Immediate report to the Project Director and External Affairs as appropriate</li> <li>– Immediately inform the appropriate BDA representative</li> </ul>
Medium (issue cannot be immediately resolved)	<ul style="list-style-type: none"> <li>– Involves an individual or group expressing negative sentiments towards the project with the threat of further action.</li> <li>– The stakeholder raising the issue is not satisfied with the response provided.</li> </ul>	<ul style="list-style-type: none"> <li>– 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</li> <li>– Inform BDA where appropriate</li> </ul>
Low	<ul style="list-style-type: none"> <li>– Involves an individual or group expressing negative sentiments towards the project.</li> </ul>	<ul style="list-style-type: none"> <li>– Community Development Team liaises with the broader project</li> </ul>



(issue can be responded to immediately)	– There is no threat of further action	team where required and responds appropriately
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**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.