

# AQUALAND CENTRAL BARANGAROO DEVELOPMENT

## Community Communication Strategy

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Prepared by **Falkiner & Associates** for **Aqualand**.

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### Acknowledging Country

*Falkiner & Associates acknowledges the Traditional Custodians of the bamal (earth) and badu (waters) throughout Australia. We offer our respects to Elders past and present.*

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# 1. INTRODUCTION

## 1.1 Purpose

This Community Communication Strategy (CCS) outlines a framework for communication and engagement regarding the Central Barangaroo development (the Project). The CCS builds on the extensive community and stakeholder consultation undertaken and documented in the Engagement Reports submitted as part of the Barangaroo Concept Plan Modification 9 (Mod 9) application and Early Works Phase 1 and Phase 2 State Significant Development Applications (SSDA)s.

The CCS has been developed to support ongoing communication as construction commences on the Project, to enable timely information sharing, meaningful consultation, prompt feedback handling, and effective dispute resolution, in compliance with the Consent Conditions.

## 1.2 Project Background

Aqualand has a Project Development Agreement with the NSW Government (Infrastructure NSW) to deliver the Central Barangaroo development - a world-class living and lifestyle precinct at the heart of Barangaroo, and the final part of the Barangaroo waterfront transformation.

Consent has been granted for the following planning applications:

- Approval of Mod 9 in February 2025, enabling residential, retail, hospitality and public space
- Approval of Early Works Phase 1 (SSD-39587022) in January 2025 for archaeological investigations and Hickson Road interface works
- Approval of Early Works Phase 2 (SSD-46922214) in December 2025 for bulk excavation, perimeter retention walls, civil works, remediation, archaeological investigations, and hydrostatic slab.

Aqualand anticipates commencing the Early Works in 2026. These enabling works are expected to take approximately two years, and followed by the first stage of Central Barangaroo's mixed-use development, subject to Detailed Development Application approvals.

## 1.3 Consent Conditions

This CCS has been prepared to satisfy the relevant Consent Conditions for the Barangaroo Concept Plan and the two Early Works SSDAs; and the sections within this CCS that satisfy the Conditions are noted in Tables 1-3.

For the purposes of this document, a Community Consultation Strategy (as required in SSD-39587022) is deemed to be the same as a Construction Communication Plan (as required in SSD-46922214). Aqualand also acknowledges the requirement of other Barangaroo Concept Plan Consent Conditions and Statement of Commitments and the SSDAs to consult with various government agencies and Council in relation to specific matters on the redevelopment.

**Table 1: Barangaroo Concept Plan (MP 06\_0162)**

| Statement of Commitments | Description                                                                                                                                                                                                                                                                                                                                                                                                         | Where it is addressed in CCS |
|--------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|
| C103.                    | Ongoing consultation with Government agencies including the City of Sydney Council (Strategic Planning Department, Community Services and Programs Unit, and Recreation and Community Services Unit), Department of Housing NSW, NSW Maritime, Railcorp, Sydney Ports, NCOSS, Private landowners, and community stakeholders will take place according to established planning and development approval procedures. | Noted.                       |
| C105.                    | Further consultation and information sessions will be held as necessary to communicate the redevelopment process and to ensure all stakeholders have the opportunity to keep up to date on the progress of the redevelopment.                                                                                                                                                                                       | Section 4.                   |

**Table 2: Early Works Phase 1 (SSD-39587022)**

| Condition | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Where it is addressed in CCS |
|-----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|
| C3.       | <p>At least 48 hours before the commencement of construction until the completion of all works under this consent, or such other time as agreed by the Planning Secretary, the Applicant must:</p> <ul style="list-style-type: none"> <li>(a) make the following information and documents (as they are obtained or approved) publicly available on its website: <ul style="list-style-type: none"> <li>(i) the documents referred to in condition A2 of this consent;</li> <li>(ii) all current statutory approvals for the Development;</li> <li>(iii) all approved strategies, plans and programs required under the conditions of this consent;</li> <li>(iv) regular reporting on the environmental performance of the Development in accordance with the reporting arrangements in any plans or programs approved under the conditions of this consent;</li> </ul> </li> </ul> |                              |

| Condition    | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Where it is addressed in CCS |
|--------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|
| C3. (cont'd) | <ul style="list-style-type: none"> <li>(v) a comprehensive summary of the monitoring results of the Development, reported in accordance with the specifications a summary of the current stage and progress of the Development;</li> <li>(vi) a summary of the current stage and progress of the Development;</li> <li>(vii) contact details to enquire about the Development or to make a complaint;</li> <li>(viii) a complaints register, updated monthly;</li> <li>(ix) audit reports prepared as part of any independent environmental audit of the Development and the Applicant's response to the recommendations in any audit report;</li> <li>(x) any other matter required by the Planning Secretary; and</li> <li>(b) keep such information up to date, to the satisfaction of the Planning Secretary.</li> <li>(c) address any other matter relating to compliance with the terms of this consent or requested by the Planning Secretary.</li> </ul> | Section 5.                   |
| C11.         | Before the commencement of construction, the Applicant must prepare a Community Communication Strategy (CCS) for the Development to provide mechanisms to facilitate communication between the Applicant, the relevant 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.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Noted.                       |
| C12.         | The CCS for the Development must:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                              |
|              | a) identify people to be consulted during the design and construction phases;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Section 3.                   |
|              | b) set out procedures and mechanisms for the regular distribution of accessible information about or relevant to the Development;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Section 4.                   |
|              | c) provide for the formation of community-based forums, if required, that focus on key environmental management issues for the Development;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Section 4.                   |

| Condition | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Where it is addressed in CCS                   |
|-----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|
|           | d) set out procedures and mechanisms: <ul style="list-style-type: none"> <li>• through which the community can discuss or provide feedback to the Applicant;</li> <li>• through which the Applicant will respond to enquiries or feedback from the community; and</li> <li>• 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.</li> </ul> | Section 4.<br><br>Section 5.<br><br>Section 6. |
| C13.      | The CCS must be submitted to the Planning Secretary for approval no later than one month before the commencement of construction.                                                                                                                                                                                                                                                                                                                                               | Noted.                                         |
| C14.      | Construction must not commence until the CCS has been approved by the Planning Secretary, or within another timeframe agreed with the Planning Secretary.                                                                                                                                                                                                                                                                                                                       | Noted.                                         |

**Table 3: Early Works Phase 2 (SSD-46922214)**

| Condition | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Where it is addressed in CCS                                                                          |
|-----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|
| C15.      | Prior to the commencement of work, the Applicant must submit to the Certifier a Construction Communication Plan for the development detailing the following: <ul style="list-style-type: none"> <li>a) mechanisms to provide details and timing of proposed construction activities to affected stakeholders, including changed traffic and access conditions;</li> <li>b) a toll free number and email address for enquiries and complaints;</li> <li>c) a complaints handling procedure regarding construction works; and</li> <li>d) any ongoing consultation activities to be carried out through the construction process.</li> </ul> | This CCS document is the CCP.<br><br>Section 3.<br><br>Section 2.<br><br>Section 5.<br><br>Section 4. |
|           | The final Construction Communication Plan must be submitted to the Planning Secretary for information prior to the commencement of any work.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Noted.                                                                                                |

## 2. COMMUNICATION APPROACH

### 2.1 Introduction

The CCS is underpinned by the principles of openness, transparency and trust, and supports Aqualand to provide timely, transparent and co-ordinated communications with the community and stakeholders.

Aqualand is committed to being a good neighbour and keeping the community and stakeholders informed throughout the Project delivery program.

### 2.2 Communication Objectives

The CCS objectives are to:

- Build positive relationships with neighbours and the broader community
- Provide clear, timely, and accessible information on construction activities, timelines, impacts, and mitigation measures
- Minimise any construction disruption through proactive, open and accessible communication
- Enable meaningful community and stakeholder input and feedback
- Address enquiries, complaints, and issues promptly and fairly
- Use appropriate channels for communication, including digital and in person
- Ensure compliance with Consent Conditions and best-practice engagement
- Protect the reputation of Aqualand and the NSW Government.

### 2.3 Main Contact Points

Aqualand has established three main contact points for the community and stakeholders:

- Project dedicated phone number - 1800 726 707
- Project website - <https://www.aqualand.com.au/projects/central-barangaroo/>
- Community email - [barangaroo@aqualand.com.au](mailto:barangaroo@aqualand.com.au)

Further information on these contact points is provided in Section 4.1.

### 2.4 Roles & Responsibilities

The roles and responsibilities of the key personnel involved in implementing the CCS are noted below in Table 4.

**Table 4: CCS Roles and Responsibilities**

| Role                                | Responsibilities                                                                 |
|-------------------------------------|----------------------------------------------------------------------------------|
| Project Director                    | Overall Project responsibility                                                   |
| Construction Manager                | On-site construction management / issue resolution                               |
| Senior Project Manager              | On-site delivery                                                                 |
| Senior Development Manager          | Project development activities                                                   |
| Engagement & Communications Manager | Day-to-day enquiries; CCS implementation – proactive and reactive communications |

## 2.5 Training & Induction Protocol

The CCS Roles noted in Section 2.4 will be provided with this CCS and required to familiarise themselves with the content, in particular the protocols and procedures.

In addition, Project contractors who work on site will be advised of the following responsibilities as part of their site induction:

- Behave professionally and respectfully in any interactions with the public
- Refer all stakeholder or community enquiries or complaints to the Project Director or Construction Manager for response.

## 2.6 Crisis Communication

Communication regarding a major incident or issue on the Project that is deemed a Crisis, will be managed in accordance with Aqualand's Crisis Communication Plan and emergency response procedures.

## 3. STAKEHOLDER MAP & ANALYSIS

### 3.1 Stakeholder & Community Groups to be Consulted

Aqualand has established relationships with multiple members of the community and stakeholders through consultation and liaison about the Project over many years. The Stakeholder Matrix in Table 5 outlines the groups that will be consulted during the construction phase of the Project, based on this prior engagement, site proximity, and level of interest/impact as informed by the IAP2 Public Participation Spectrum.

**Table 5: Stakeholder Matrix**

| Stakeholder                                                                                                                                                                                                                                                                                                         | Key Topics of Interest                                                                                                                                        | Engagement Tools / Channels                                                                                                                                                                       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Local Community</b>                                                                                                                                                                                                                                                                                              |                                                                                                                                                               |                                                                                                                                                                                                   |
| Local residents Millers Point, Barangaroo South, Walsh Bay including: <ul style="list-style-type: none"> <li>• High St, Millers Point</li> <li>• Argyle Place</li> <li>• Kent St, Millers Point</li> <li>• One Sydney Harbour</li> <li>• Crown Sydney</li> <li>• The Bond apartments</li> </ul>                     | Construction noise/vibration; traffic/parking; pedestrian access (Hickson Road footpath); dust/air quality; working hours; timelines; remediation/archaeology | 1800 hotline; dedicated email; project website; email registration form; project updates/fact sheets; notification letters; targeted briefings/meetings; forums (online/in person); site signage. |
| Community action/resident groups, including: <ul style="list-style-type: none"> <li>• Millers Point Residents Action Group</li> <li>• Walsh Bay Precinct Management Association</li> </ul>                                                                                                                          | Amenity preservation; traffic/parking; environmental impacts; project status/timelines.                                                                       | 1800 hotline; dedicated email; project website; email registration form; project updates/fact sheets; notification letters; targeted briefings/meetings; forums (online/in person).               |
| Immediate neighbouring businesses/retailers Walsh Bay, Millers Point, Barangaroo South, including: <ul style="list-style-type: none"> <li>• Lendlease (Millers Point) Pty Ltd</li> <li>• Crown Sydney</li> <li>• Cutaway event hirers</li> <li>• The Langham</li> <li>• Palisades</li> <li>• Lord Nelson</li> </ul> | Business disruption; access for deliveries/customers; noise/dust impacts; traffic management; future potential business and customer opportunities.           | 1800 hotline; dedicated email; project website; email registration form; project updates/fact sheets; notification letters; targeted briefings/meetings; forums (online/in person); site signage. |

| Stakeholder                                                                                                                                                            | Key Topics of Interest                                                                                               | Engagement Tools / Channels                                                                                                        |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|
| Other interest groups including:<br>• Bicycle NSW                                                                                                                      | Traffic management; cycling and pedestrian access and changes.                                                       | 1800 hotline; dedicated email; project website; email registration form; project updates/fact sheets; targeted briefings/meetings. |
| First Nations stakeholders:<br>• Metropolitan Local Aboriginal Land Council                                                                                            | Connection to Country; project status/timelines.                                                                     | 1800 hotline; dedicated email; project website; email registration form; targeted briefings/meetings.                              |
| General public                                                                                                                                                         | Project status/timelines; pedestrian access and changes.                                                             | 1800 hotline; dedicated email; project website; email registration form; site signage; social media; media.                        |
| <b>Industry and Business Groups</b>                                                                                                                                    |                                                                                                                      |                                                                                                                                    |
| Local business/chamber groups including:<br>• Business Sydney<br>• Tourism Transport Forum<br>• Urban Taskforce<br>• Property Council (NSW)<br>• Committee for Sydney  | Economic impacts, job creation, tourism impacts; traffic/access for visitors to Barangaroo.                          | Targeted briefings/meetings; social media; media.                                                                                  |
| Media print and online, including:<br>• Daily Telegraph<br>• Sydney Morning Herald<br>• The Australian<br>• The Australian Financial Review<br>• TV ABC, 7, 9, 10, Sky | Project progress; public interest matters; visual .                                                                  | Project website; email registration form; media releases; social media.                                                            |
| <b>Government Elected Officials</b>                                                                                                                                    |                                                                                                                      |                                                                                                                                    |
| City of Sydney Council:<br>• Mayor Clover Moore<br>• Councillors                                                                                                       | Project status/timelines; public domain interfaces, environmental compliance; community concerns; traffic management | Formal briefings/meetings and written updates as required.                                                                         |

| Stakeholder                                                                                                                                                                                                                               | Key Topics of Interest                                                  | Engagement Tools / Channels                                                                                      |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|
| NSW State MPs: <ul style="list-style-type: none"> <li>Minister for Lands and Property and Minister for Jobs and Tourism, The Hon Stephen Kamper, MP</li> <li>Minister for Planning and Public Spaces, The Hon. Paul Scully, MP</li> </ul> | Project progress; compliance with consent conditions.                   | Formal briefings/meetings and written updates as required.                                                       |
| Local MP <ul style="list-style-type: none"> <li>Alex Greenwich, State Member for Sydney</li> </ul>                                                                                                                                        | Constituent concerns; project progress; economic and job benefits.      | Formal briefings/meetings and written updates as required; share notification letters and any community updates. |
| <b>Government Departments and Utilities</b>                                                                                                                                                                                               |                                                                         |                                                                                                                  |
| Infrastructure NSW (Landowner and Government partner)                                                                                                                                                                                     | All                                                                     | Formal meetings/briefings as per Project Delivery Agreement; project updates; media releases.                    |
| Department of Planning, Housing & Infrastructure (DPHI)                                                                                                                                                                                   | Compliance with consent, environmental management; reporting.           | Formal meetings and technical briefings as required, submissions/notifications as required.                      |
| Heritage NSW                                                                                                                                                                                                                              | Archaeological investigations; heritage impacts.                        | Formal meetings and technical briefings as required, submissions/notifications as required.                      |
| Sydney Water                                                                                                                                                                                                                              | Impacts on SPS1129 pumping station; groundwater/stormwater.             | Formal meetings and technical briefings as required, submissions/notifications as required.                      |
| Transport for NSW (TfNSW)                                                                                                                                                                                                                 | Traffic and pedestrian management; work zones; pedestrian/cycle access. | Formal meetings and technical briefings as required, submissions/notifications as required.                      |

| Stakeholder             | Key Topics of Interest                                                                                                                      | Engagement Tools / Channels                                                                 |
|-------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|
| Sydney Metro            | Interface with metro rail corridor ; coordination, traffic and pedestrian management, compliance with consent and BMIA (via INSW).          | Formal meetings and technical briefings as required, submissions/notifications as required. |
| Ausgrid                 | Utility interfaces and protection.                                                                                                          | Formal meetings and technical briefings as required, submissions/notifications as required. |
| Placemaking NSW         | Precinct interfaces and future public domain manager/owner.                                                                                 | Formal meetings and technical briefings as required, submissions/notifications as required. |
| City of Sydney officers | Stormwater works, Hickson Road interface, hoardings and works zones, traffic and pedestrian impacts, protection of trees and public domain. | Formal meetings and technical briefings as required, submissions/notifications as required. |

## 3.2 Stakeholder Contact Management

Stakeholder information will be maintained in registers to record contacts, issues, complaints and other details (see Section 5.4).

## 4. COMMUNICATION METHODS & TOOLS

### 4.1 Multiple Methods & Tools

A range of communication methods and tools, detailed in Table 6, will be used to deliver clear, accessible, and timely information to stakeholders, while facilitating two-way communication. Each tool is designed to suit different stakeholder preferences and ensure broad reach and accessibility across all stakeholder categories.

**Table 6: Communication Methods and Tools**

| Tool                                | Description                                                                                                                                                                                                                                                                                                                                         | Timeframe    |
|-------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| Project Dedicated Hotline and Email | A 1800 hotline (1800 726 707) and email address (barangaroo@aqualand.com.au) are already in place to provide direct contact points for enquiries, feedback, or complaints. Both channels ensure prompt acknowledgement and response in line with committed timeframes.                                                                              | Ongoing.     |
| Project Website                     | The Aqualand Central Barangaroo website serves as the central hub for Project information. A QR code linking directly to the website will be included on all printed materials and site signage to encourage easy digital access to project information and updates.                                                                                | Ongoing.     |
| Email Subscription                  | Stakeholders can subscribe to receive email alerts for new content on the Project website.                                                                                                                                                                                                                                                          | Ongoing.     |
| Community Updates and Fact Sheets   | Regular community updates and fact sheets will be produced to summarise progress, upcoming works, and impact-mitigation measures. These will be distributed via email subscription, letterbox drops to affected areas, and available on the Project website. The materials will be clear, concise, and include QR code link to the Project website. | As required. |
| Works Notifications                 | Works notifications will be distributed to inform local community of current and upcoming work with the potential to impact them. Notifications will be issued for activities such as construction commencement, milestones, large deliveries or traffic impacts, out of hours work et al.                                                          | As required. |

| Tool                                             | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Timeframe    |
|--------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| Targeted Meetings / Briefings and Correspondence | One-on-one or small group meetings/briefings will be offered to a range of key stakeholders, such as government agencies and elected officials. These provide opportunities for detailed discussion of specific interests and technical matters.                                                                                                                                                                                                                                                                                                   | As required. |
| Community Forums                                 | <p>Community forums will be held during construction if significant issues arise or multiple stakeholders request the same complex information.</p> <p>Invitations will be issued one week prior via letterbox drop, email to Project subscribers, and a notice on the Project website.</p> <p>Project representatives will attend to answer questions. Participants will be directed to established channels (hotline, email, or online form) for follow-up. Forums are not intended for registering formal complaints or compliance matters.</p> | If required. |
| On-Site Signage and Hoardings                    | Project signage and hoardings will display information about the Project and include the QR code linking to the website, and the contact phone number. The hoardings will be updated over the life of the Project to reflect current activities.                                                                                                                                                                                                                                                                                                   | Ongoing.     |
| Social media LinkedIn account                    | Updates about significant Project milestones will be included in news stories on the Aqualand corporate LinkedIn profile.                                                                                                                                                                                                                                                                                                                                                                                                                          | As required. |
| Media stories                                    | Updates about significant Project milestones will be included in Aqualand media releases that will be published on the Aqualand website. These will also be communicated to those who have registered for Project update emails.                                                                                                                                                                                                                                                                                                                   | As required. |
| Project FAQs                                     | Project FAQs will be updated to reflect project status, with common FAQs published on the Project website.                                                                                                                                                                                                                                                                                                                                                                                                                                         | As required. |
| Stakeholder Registers                            | Comprehensive records of all contacts, feedback, complaints and issues will be maintained (see Section 4.2) and inform regular reporting (see Section 7.2).                                                                                                                                                                                                                                                                                                                                                                                        | Ongoing      |

## 4.2 Mechanisms for Community Discussion & Feedback

As noted in Section 4.1, a range of accessible and responsive channels will be implemented, which will encourage open discussion and feedback from the community. These include:

- Dedicated project hotline (1800 726 707) available 24/7 to provide an ongoing opportunity to ask questions or provide feedback.
- The Project email ([barangaroo@aqualand.com.au](mailto:barangaroo@aqualand.com.au)) allows written enquiries, feedback, or complaints to be submitted at any time.
- 1:1 targeted briefings / meetings and Community Forums will be arranged as required to provide information and seek feedback on particular topics or development activities.

## 5. ENQUIRY & COMPLAINT PROCEDURES

### 5.1 Enquiry Handling Process

All enquiries will be handled in a professional and responsive manner, as follows:

- The dedicated Project hotline (1800 726 707) will be monitored 24/7 by a call centre. During construction hours (7am–6pm Monday to Friday and 7am–5pm on Saturday, excluding public holidays), calls will be logged and shared with the Engagement & Communications Manager.
- Outside these hours, the call centre will advise the Project Director of any emergency (e.g. fire), with other enquiries logged and shared with the Engagement & Communications Manager before the next business day 7am.
- The Project mailbox will be checked daily by the Project Team during weekday business hours (9am–5pm Monday to Friday, excluding public holidays). An automatic response will acknowledge receipt of email enquiries.
- In person enquiries are likely to arise at meetings/briefings or at or around the site. The Project Team will respond immediately using pre-approved FAQs and ensure that the interaction is recorded in the Stakeholder Contact Register (see Appendix C).
- Where a query is unable to be answered using the FAQs, the response will be provided at a later date in accordance with the timeframes in Section 5.3.

### 5.2 Complaint Handling Process

Complaints will be managed systematically to ensure fair and efficient resolution:

- A complaint may be submitted via phone, email or in person.
- Each complaint will be logged by the Project Team receiver (or the Engagement & Communications Manager) in the Complaints Register (see Appendix D) with details to include the date received, complainant contact information (if provided and with consent), and a precise description of the issue.
- An investigation of the complaint will follow, which may involve site inspections, consultation with relevant experts, review of monitoring data, and reference to approved management plans.
- Responses will be prepared and delivered in accordance with the timeframes outlined in Section 5.3.

The Engagement & Communications Manager will monitor the status of complaints to ensure that they are actioned in a timely manner, and any emerging issues are identified and raised by with the Project Team and added to the Issues Register (see Appendix E).

### 5.3 Contact Response Times

Aqualand is committed to prompt responses and resolution of enquiries or complaints.

Timeframes will apply to maintain responsiveness, as noted in Table 7.

**Table 7: Response Timeframes**

| Contact Type | Method                                                                         | Acknowledge                           | Resolve                                                                                     |
|--------------|--------------------------------------------------------------------------------|---------------------------------------|---------------------------------------------------------------------------------------------|
| Enquiry      | <ul style="list-style-type: none"> <li>• In person</li> <li>• Phone</li> </ul> | Immediate                             | Endeavour to resolve within 2 business days.                                                |
|              | <ul style="list-style-type: none"> <li>• Email</li> </ul>                      | Within 2 hours of receipt (Mon – Fri) | Endeavour to resolve within 2 business days.                                                |
| Complaint    | <ul style="list-style-type: none"> <li>• In person</li> <li>• Phone</li> </ul> | Immediate                             | Endeavour to resolve within 1 business days. Keep complainant updated if this can't be met. |
|              | <ul style="list-style-type: none"> <li>• Email</li> </ul>                      | Within 2 hours of receipt (Mon – Fri) | Endeavour to resolve within 1 business days. Keep complainant updated if this can't be met. |

## 5.4 Stakeholder Registers

All feedback, enquiries, and complaints received through any channel will be centrally logged in registers (contact or feedback in Appendix C; complaints in Appendix D; issues in Appendix E) to ensure consistent tracking, analysis of trends, and reporting.

## 6. DISPUTE RESOLUTION

### 6.1 Dispute Resolution Process

Aqualand is committed to resolving issues quickly, fairly, and at the earliest possible stage, with escalation options available where required (including independent mediation). This approach helps to ensure that concerns are addressed effectively, while maintaining positive community and stakeholder relationships.

The process for dispute resolution is outlined below:

- The Engagement & Communications Manager will firstly seek to resolve any complaint or issue before it becomes a dispute:
  - A meeting will be convened between the Engagement & Communications Manager, one or more members of the Project Team, and the complainant.
- Where the matter cannot be resolved, it will be treated as a dispute and escalated in the following order:
  - Site Manager – if not resolved then -
  - Project Director – if not resolved then -
  - Aqualand senior executive.

## 7. MONITORING, REPORTING & REVIEW

### 7.1 Monitoring & Evaluation

Community and stakeholder engagement will be monitored to enable trends and any potential issues to be identified early, and to evaluate the CCS for continuous improvement. The metrics used for this purpose are provided in Table 8.

**Table 8: Communication Metrics**

| Tool or Channel          | Metric                                                                                                                                                                                |
|--------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Enquiries and complaints | >95% enquiries or complaints receive an initial response within target timeframes<br>>95% are resolved and closed out within target timeframes.                                       |
| Project Website Updates  | >95% - Project website publishes updated information on the same business day that information is shared through Works Notifications, Media Releases or Community briefings/meetings. |
| Quality of communication | Digital survey (e.g. survey monkey) at least annually<br>>50% stakeholders surveyed are happy with the quality of communication.                                                      |

### 7.2 Monthly Reporting

The Engagement & Communication Manager will prepare monthly reports for the Project Director, comprising the following

- List and description of engagement activities undertaken in the prior period
- Summary of key issues raised by the community and stakeholders
- Summary of:
  - Number of enquiries, feedback, complaints and disputes
  - Enquiry source – in person, phone, email, letter
  - Response times, resolution times, metric measures per Table 8
  - Planned communication for the upcoming period.

### 7.3 Strategy Review & Updates

The CCS will be reviewed:

- Six months after construction commencement.
- Following significant feedback trends or Project changes.
- Annually or as directed by the Planning Secretary.

## APPENDIX A: NOTIFICATION TEMPLATE

### **Notification - sample only**

AQL Logo

[Date]

Dear [Resident/Neighbour/Business],

#### **Notification of Upcoming Construction Activities – Central Barangaroo Early Works**

Aqualand is scheduled to commence [specific activity, e.g., bulk excavation in the northern section] from [start date].

These works are expected to continue for approximately [duration] and may involve [potential impacts, e.g., increased truck movements and noise during approved hours].

Mitigation measures include [e.g., noise monitoring, dust suppression, traffic controls, and restricted hours].

Works will comply with approved management plans and consent conditions.

If you have any questions or concerns, please contact the Project Team on 1800 726 707 or [barangaroo@aqualand.com.au](mailto:barangaroo@aqualand.com.au).

We appreciate your understanding as we progress these important enabling works.

Yours sincerely,

Project Team  
Central Barangaroo, Aqualand

## APPENDIX B:

### FAQS TEMPLATE

#### **FAQs – sample only**

Q. What will be delivered at Central Barangaroo?

- Central Barangaroo will be the vibrant heart of Barangaroo, a world-class destination in its own right.
- It will be a lively 18-hours a day precinct with restaurants and bars, retail, hospitality, residential apartments, and cultural and community facilities. These will be set amongst civic spaces and connections, generous public parks and outdoor areas.
- Aqualand's living and lifestyle precinct will complement the workplace, residential, and retail uses in Barangaroo South, the integrated resort offering at Crown Sydney, and the natural parkland of Barangaroo Reserve.

Q. What early works are you doing?

- The early works will prepare the site for construction of the new living and lifestyle precinct. They include archaeological investigations; remediation works; basement excavation and basement perimeter retention walls, civil works and a hydrostatic slab.
- We also need to deliver underground infrastructure works beneath the development and park sites.

Q. How long will the early works take?

- We anticipate the work will take around 2 years.
- The first steps will involve an archaeological investigation in the immediate site area, and remediation and excavation work; and once those are completed, The perimeter retaining walls will be constructed concurrently with the excavation.

Q. What are you doing about construction impacts like noise?

- We recognise that these are important considerations for our neighbours and the workers and visitors to Barangaroo.
- We will adhere to the construction & environmental management plan, comply with the planning consent conditions, and regularly inform the local community of what is happening on site.

Q. How can I get in touch if I have questions or want more information?

- Call us on 1800 726 707.
- Email us at [barangaroo@aqualand.com.au](mailto:barangaroo@aqualand.com.au).
- Read about Central Barangaroo on the Project website and register to receive Project updates - <https://www.aqualand.com.au/projects/central-barangaroo/>

APPENDIX C:

STAKEHOLDER CONTACT REGISTER TEMPLATE

This register will record all community and stakeholder contacts and feedback (excluding complaints).

| Date   | Stakeholder | Name   | Email   | Phone   | Contact method | Topics of interest and feedback |
|--------|-------------|--------|---------|---------|----------------|---------------------------------|
| [Date] | [Category]  | [Name] | [Email] | [phone] | [Insert]       | [Insert topics]                 |

## APPENDIX D: COMPLAINTS REGISTER TEMPLATE

This register will be used to record and track any community and stakeholder complaints.

| Date Received | Complainant<br>(Name/Anonymous) | Contact Details | Issue<br>Description | Actions Taken | Resolution<br>Date | Status      | Follow-Up |
|---------------|---------------------------------|-----------------|----------------------|---------------|--------------------|-------------|-----------|
| [Date]        | [Name]                          | [Details]       | [Description]        | [Actions]     | [Date]             | Open/Closed | [Yes/No]  |

## APPENDIX E:

### ISSUES REGISTER TEMPLATE

This register will be used to track emerging issues, feedback trends, or recurring concerns identified through complaints, enquiries, monitoring, or proactive engagement.

| Date Raised | Issue ID | Source (e.g., Complaint, Enquiry, Monitoring) | Description of Issue | Affected Stakeholder  | Actions Taken / Mitigation | Responsible Person | Status (Open/Closed) | Resolution Date | Notes / Follow-Up |
|-------------|----------|-----------------------------------------------|----------------------|-----------------------|----------------------------|--------------------|----------------------|-----------------|-------------------|
| [Date]      | [ID]     | [Source]                                      | [Full description]   | [Category/s impacted] | [Actions implemented]      | [Name/Role]        | [Status]             | [Date]          | [Insert details]  |

