

Community Communication Strategy

Project Details

Project Name:	The Cutaway Cultural Facility, Barangaroo
Project Number:	200290
Project Location:	Barangaroo
Client:	Infrastructure NSW
Name of principal contractor:	FDC Construction (NSW) Pty Ltd
Company address:	22 - 24 Junction Street, Forest Lodge, NSW 2037
ABN:	72 608 609 427
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1. Project and Document Introduction

1.1. Purpose of the CCS & introduction

This Community Communication Strategy (CCS) has been developed to provide a framework for communications and engagement activities for the Barangaroo Cutaway project (the Project), which is being delivered by FDC Construction P/L (FDC) on behalf of Infrastructure NSW (INSW).

FDC understands there is an expectation from residents, community, NSW State and Commonwealth government authorities that construction work will be carried out in a responsible manner, focused on minimising impacts on the local neighbourhood and broader community wherever reasonably possible.

By informing and engaging with the local community throughout the Project, FDC will provide information and timely updates about what work is being carried out, why it is needed and how it will be performed. We understand that keeping the community informed wherever possible generally helps generate goodwill and should enable FDC to complete the contract work with minimal delays arising from stakeholder concerns or opposition.

FDC works closely with INSW regarding community engagement with an understanding that there are multiple projects active in the Barangaroo precinct – and that, if left uncoordinated between projects, community engagement would be fragmented and piecemeal. FDC will accordingly coordinate with INSW, and other projects as directed.

1.2. Objectives and aim of this CCS

The aim of this CCS is to provide an overall strategy and plan of how the Community and key Stakeholders are to be engaged throughout the lifecycle of the Project.

The objectives of this document are to:

- Provide background information on the Project and its associated stakeholder and communications management considerations
- Outline the key strategies we employ to ensure community concerns are heard and acted upon wherever possible
- Outline key strategies we employ to mitigate construction impacts on key Stakeholders and the nearby Community
- Be a live document that is updated regularly as stakeholder, environmental and social issues and needs change throughout the Project
- Comply with requirements set out in the Infrastructure NSW Communications and Engagement Standard Requirement.

This CCS includes:

- How we manage an effective enquiries and complaints handling system
- Identification of key stakeholders to ensure there is comprehensive consideration and response to stakeholder concerns
- Strategies to keep stakeholders informed about work activities to help ensure the successful delivery of the Project.

1.3. Conditions of Approval

- a) FDC acknowledges the Conditions of Consent listed on the Development Consent for SSD 47498458, under Section 4.8 of the Environmental Planning & Assessment Act 1979.
- b) Appendix A shows a compliance matrix with regards Community and Stakeholder Engagement scope against the Conditions of Approval.

1.4. Document Maintenance

- a) This Plan will be reviewed and regularly updated. Typically, it will be reviewed for any needed changes every six (6) months. When changes occur, the document's revision history log will reflect an updated version number as well as the date, the owner making the change, and change description will be recorded in the revision history log of the document. This CCS shall also be reviewed if:
- There is a significant change in the project scope
 - There are significant and relevant changes in applicable legislation during the lifetime of this Plan
 - There is a major omission or non-conformance identified by the INSW or relevant regulatory agencies.

2. Project Context and Construction Activities

2.1. About the Project

- a) The Cutaway is a unique cultural venue that sits below the eastern end of Barangaroo Reserve. It is situated on Sydney's waterfront and on the doorstep of the new Metro at Barangaroo. The Cutaway features a large sandstone wall. When the Cutaway opened as a large concrete shell, it was always envisaged the space would require fitting out to improve function, operations and visitor experience.

The bespoke fit-out design will resolve current limitations and restrictions on use, including lack of acoustic enclosures, on-site amenities and smaller venue spaces. The fit-out works will turn the Cutaway into one of Sydney's premier cultural facilities and an outstanding venue for events, exhibitions, festivals, and installations.

Key features of the fit-out design, which spans three levels include:

- New event and gallery spaces
- Enclosure of the open ceiling voids with soundproof, glass skylights
- Dedicated First Nations education space
- Improved acoustics
- Improved entry and forecourt
- On site-amenities
- Offices for staff
- Back of house facilities (including commercial kitchen).

2.2. Location

- a) Location of the Cutaway

The Cutaway sits below the eastern end of Barangaroo Reserve, featuring an artificial hill that recreates the headland of antiquity. It is situated on Sydney's waterfront and on the doorstep of the new Metro at Barangaroo. The forecourt of the Cutaway is adjacent to Nawi Cove.

The Cutaway's formal street address is 1 Merriman Street, Barangaroo 2000

- b) Population in the Surrounding Suburbs

The area surrounding the Cutaway site comprises two suburbs, Barangaroo and Millers Point. Barangaroo is broadly the western foreshore area of Sydney's CBD bounded by Millers Point to the east and Sydney to the south and southeast. Millers Point is to the immediate east of Barangaroo, bounded Dawes Point to the northeast, The Rocks to the east and Sydney to the south and south east. Figures 5.1.1 and 5.1.2 show maps of the suburb areas.

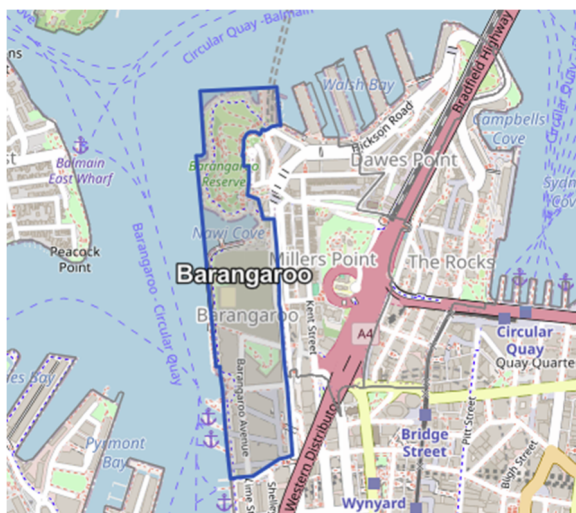


Fig. 2.2.1 – Barangaroo Suburb Map



Fig. 2.2.2 – Millers Point Suburb map

The Barangaroo and Millers Point population (2021 Census) was a combined 1953 with a median age of 43.

Of particular note in this community:

- The population is highly educated with approximately double the number of degree-qualified persons in the area compared to the NSW average
- Employment rates are high against the state average and correspondingly unemployment rates are low
- Car ownership is low at around 0.9 cars per household versus the NSW average of 1.6 cars per household
- The Aboriginal and Torres Strait Islander population is very small
- Persons born in China or who are of Chinese heritage are a strong contingent within the community
- While not strongly skewed, the number of males exceed that of females in the area reversing the state average.

The following table provides further detail on the population statistics from the 2021 Census.

	Barangaroo	Millers Point	NSW Average
People	216	1737	
Male	51.9%	52.3%	49.3%
Female	48.1%	47.7%	50.7%
Median Age	40	43	39
Indigenous Status			
Aboriginal and/or Torres Strait Islander	0	0.2%	3.4%
Non-Indigenous	83.2%	94.3%	91.7%
Indigenous status not stated	15.5%	5.2%	4.8%
Families	61	467	
Average children per family	1.3	1.5	
Private dwellings	239	1323	
Average persons per household	1.8	1.9	
Median weekly income	\$4591	\$3160	

	Barangaroo	Millers Point	NSW Average
Average number of motor vehicles per household	1.0	0.9	
Education			
Bachelor's degree level and above (persons aged 15 and above)	52.6%	56.0%	27.8%
Employment			
Working full-time	67.2%	65.7%	55.2%
Working part-time	22.7%	23.4%	29.7%
Unemployed	3.9%	3.3%	4.9%
Cultural diversity			
Country of birth			
Australia	33.6%	49.2%	65.4%
England		6.9%	2.9%
China	13.2%	4.3%	3.1%
New Zealand		3.3%	1.5%
India		2.8%	2.6%
United States of America	4.5%	2.8%	0.4%
Languages used at home (other than English)			
Mandarin	10.5%	5.3%	2.7%
Cantonese	6.4%	2.2%	1.2%
Housing			
Rented	62.5%	60.4%	30.6%
Vehicles per household	0.87	0.83	1.61

c) Stakeholders within 200m radius from the site

Nearly 200 properties are within the 200m radius of the site ranging from medium businesses to residents in multistorey apartments.



Fig. 2.2.1 – Millers Point Suburb map

Appendix C has a detailed list of the properties within a 200 metre radius of site.

2.3. Project Stages

Milestone	Indicative Date/s	Communication Required
Project Commencement	3 rd of May 2024	Publication
Infrastructure Shutdown (loss of power to Precinct)	25 th of January 2025	Publication
One full tree completion	August 2025	Tour/ Event and Press Release
Construction Completion of main areas	November 2025	Publication
Project Opening to public	2026	

2.4. Roles and responsibilities

2.4.1. Team structure and responsibilities

INSW

Manage strategic communications and work with the contractor to ensure impacts are managed and the community is kept informed of the work.

Manage community engagement for a one-year period after completion of the works.

FDC

Carry out communications activities in accordance with project Conditions of Approval Consent and INSW requirements set out in Preliminaries 5.18, and as detailed in this document.

2.4.2. INSW Key Personnel

Role	Organisation
Executive Director Projects NSW, INSW	INSW
Senior Development Manager	INSW
Project Manager	INSW
Director, Communications and Engagement	INSW
Communications and Engagement Manager	INSW
Senior Communications Officer	INSW
Media Manager	INSW
Manager, Project Performance	INSW

2.4.3. FDC Key Personnel

Role	Organisation	Representative
General Manger	FDC	Ben Dircks
Construction Manager	FDC	Emma Thomy
Senior Project Manager	FDC	Peter Colak
Project Managers	FDC	Andrew Bartolac Hilton Palmer
Services Manager	FDC	Ray Abraham
HSEQ Coordinator	FDC	Taylor Bertram Jorge Oancea

Role	Organisation	Representative
Community Manager	FDC (Ineco)	Kate Guyatt
Communications & PQMR	FDC	Emily Slabbert
Indigenous Liaison	FDC	Luke Sainthill
Commercial Manager	FDC	Marcel Chan
Site Managers	FDC	Chris Tapia Luke Trochei
Project Coordinators	FDC	Jack Kibby Justin Mearns
Contracts Administrators	FDC	Bronson Ronan Stephanie Manduca

2.4.4. Coordination with INSW

- a) FDC will commence fortnightly Community Management Control Meetings which will be the formal face of the coordination between FDC and INSW. These meetings are detailed in Section 2.5 below.
- a) Monthly reporting of Stakeholder engagements and Community activities and outcomes will be included in the monthly Project report
- b) However, open, honest, and regular engagement between the FDC Community team and the INSW Community will be the key to successful Community outcome
- c) FDC recognises that INSW is managing multiple projects within the Barangaroo Precinct, and that coordination and flexibility are critical to success

2.4.5. Interface Coordination

- a) FDC will participate in Interface Management and coordination with
 - City of Sydney Council
 - Other Barangaroo Precinct projects
- b) FDC coordinate interface meetings and activities with Utilities providers as required.

2.5. Meetings

- a) The following meetings are scheduled for the purpose of ongoing communication and coordination between INSW, FDC and any other relevant stakeholders.

Meeting Type	Objectives	Frequency	Attendees	Deliverables
Community Management Control Meeting (Communications Working Group)	Exchange of information, coordination of communications and engagement activities between FDC & INSW to ensure a consistent approach is delivered to	Initially fortnightly reverting to monthly on agreement	FDC Project Manager FDC Community Manager INSW Communications	Complaint's log Meeting minutes

Meeting Type	Objectives	Frequency	Attendees	Deliverables
	key stakeholders and the community. Report on: Current and upcoming work, likely impacts and proposed strategies Risks & planned/implemented mitigations Current and emerging issues and opportunities Complaints received and actions taken to resolve them		and Engagement Manager	
City of Sydney Council	Exchange of information, coordination of communications and engagement activities between FDC & INSW in combination with Council to ensure a consistent approach is delivered to the community. Report on: Current and upcoming work, likely impacts and proposed strategies Current and emerging issues and opportunities Complaints received and actions taken to resolve them Road Occupancy and other licencing status and progress (Relationship with Council led by INSW – rather than a separate meeting, this requirement is to be fulfilled as an included section into ongoing INSW meeting series with City of Sydney)	As required	INSW Project Manager INSW Community Manager City of Sydney representative/s	Meeting minutes
Other Barangaroo Project Interface meetings	Coordination of matters that affect the Community including traffic, parking, noise, vibration, dust, notifications, community engagement.	As required	FDC Project Manager FDC Community Manager INSW Community Manager	Meeting minutes

3. Stakeholders, issues and mitigations

- a) Our approach to engagement is guided by the IAP2 Public Participation Spectrum which is designed to assist with the selection of the level of participation that defines the public's role in any community engagement program.

3.1. Identified Stakeholders

- a) A detailed list of identified Stakeholders and Stakeholder Groups is provided in Appendix B. This is a "living" list and will be updated throughout the Project. All Stakeholders will be documented in Consultation Manager including names, addresses, company, emails, phone, nature of interest, et al. Interactions with Stakeholders are separately documented in Consultation Manager.

3.2. Issues and mitigations

Risk	Mitigation
Community concerns with noise, air quality, parking and traffic management issues	- Keep neighbourhoods informed and updated early through regular communications - Adherence to 2-hour respite period from high noise emission appliances, plant and/or machinery - Adoption of high standards of environmental management - Ensure that FDC team vehicles are parked legally and within Project policies at all times
The public is unable to access the Cutaway ground lift during construction	- Forward planning and clear comms on website, socials and local notification to ensure 'no-surprises' to visitors - Provide accessibility map on website, letterbox drop

3.3. Meetings with Stakeholders

- a) When Stakeholder and Partnership Meetings are scheduled with Stakeholders and Stakeholder groups, FDC will provide INSW three (3) days' notice of the meeting providing reasoning and strategy for the meeting.
- b) INSW may choose to attend or not according to the nature of the meeting, the history of engagement with that Stakeholder, and the associated risk to reputation.

3.4. Stakeholder Database

- FDC Community Team will record all interactions with the Community and Stakeholders into the INSW instance of **Consultation Manager (CM)**.
- INSW have arranged for FDC Community Manager to have adequate access rights to CM to carry out appropriate actions.
- Consultation Manager will be updated within 48 hours of receiving a complaint.

4. FDC Team-Internal Communications

4.1. Site inductions

- a) Educating the project team on communication requirements and activities will have a positive impact on the reputation of the Project. Induction and training will be compulsory for all direct and

indirect employees, sub-contractors, and suppliers on the Project and, in addition to safety, PPE requirements and environmental management, will include details on:

- Community awareness and sensitivities
 - Complaints and enquiries management
 - Media and government protocols
 - Incident management and incident reporting procedures
 - Photography and the use of images
 - Expected staff behaviour
 - Acceptable and unacceptable parking
- b) Site inductions for all project personnel include media and government protocols to ensure everyone is fully aware of requirements when approached by a person outside the Project. When a member of the project team is approached by the public, media or any government representative, the following protocols will be observed:
- Advise person they are not authorised to provide comment on the Project (for example, “I’m sorry but I’m not the right person to talk to about this. You will need to talk to Infrastructure NSW’s media team.”)
 - Provide Project Contact Card
 - Take the person’s name, contact details and questions, if possible
 - Explain a project representative will be in contact shortly
 - Pass details immediately onto FDC’s Supervisor and/or FDC’s Project Manager and to FDC’s Community Manager.

4.2. Toolboxes and pre-start briefings

- a) Toolboxes and pre-start briefings are used as a reminder of project responsibilities, communications requirements and expected behaviours. When communication requirements are updated or to address community and stakeholder issues, site inductions are revised and training through weekly toolboxes is carried out to update the project team.

5. Communication Strategies & Tools

FDC works closely with INSW regarding community engagement, understanding that there are multiple projects active in the Barangaroo precinct – and that, if left uncoordinated between projects, community engagement would be fragmented and piecemeal. FDC will accordingly coordinate with INSW and other projects as directed.

5.1. Communications Tools and Channels

5.1.1. Project Line

For receiving enquiries and complaints relating to this project; **1800 679 121** (during office hours 8:30am-4:30pm AEST Monday-Friday); answered by INSW reception or their message bank and sent to FDC for actioning

5.1.2. Project Email

- a) For receiving and responding to enquiries and complaints relating to this project
- INSW inbox managed by Senior Communications Officer
barangaroo.info@infrastructure.nsw.gov.au
 - All construction related enquiry and complaint emails is forwarded onto FDC Community email address for the Community Manager to respond directly
 - FDC Community Cutaway_Barangaroo@fdcbuilding.com.au has been maintained since project startup

5.1.3. QR code

- a) All communication materials (including notifications, hoarding etc.) feature a standardised QR code/s that directs digital traffic to the project website for information and for the Project team's contact details for enquiries and complaints.

5.1.4. Notifications

- a) Formal notifications are issued to keep the Community and Stakeholders updated on planned works and progress.
- b) Notifications include scope and location of proposed work/activity; hours of work; duration of activity; type of equipment to be used' anticipated impacts (and for Out of Hours work, why the activity is required then); and project's phone/email details for more information
- c) Notifications are issued a minimum of 7 days prior to commencement of works detailed in the notification
- d) Notifications are
 - i. letterboxed to approximately 200m radius of site (approximately 200 properties)
 - ii. emailed to the Cutaway email distribution list, and
 - iii. supplied in WCAG-compliant PDF format to INSW for posting to the Barangaroo website.
- e) Triggers for notifications include:
 - o Commencement of construction
 - o Significant milestones
 - o Changes to scope
 - o Weekend and night work
 - o Changes to traffic conditions, pedestrian routes, cycle ways, delivery zones, bus stops and public transport routes
 - o Disruption of residential or business access
 - o Changing or disrupting of utility services
 - o Investigation activities
 - o Or any other activity that may impact the community, businesses or key stakeholders.
- f) Outside of the above triggers, notifications are issued monthly or on another periodic basis as agreed with INSW.
- a. FDC Community Manager submits draft notifications to INSW for approval a minimum 5 business days prior to the planned notification date. The Community Manager issues written notifications to stakeholders and the community at least 7 calendar days before commencing the stated activities that have the potential to impact Stakeholders and the Community.
- g) FDC Community Manager is responsible for producing and overseeing the distribution of notifications. All printed notifications, delivery dates and contacts with stakeholders will be entered into the CMS database.

5.1.5. Project Updates (E-newsletters)

- a) Outside of the Notification requirement, Project Updates may be issued to inform the Community and Stakeholders about Project progress. Project Updates may be issued when there is a gap in proactive communication, such as if Notifications only need to be issued every 2-3 months. Project updates will include good news stories, project milestones, works completed, upcoming works and other news.
- b) Project Updates may be letterboxed and/or emailed to the Email Distribution List

5.1.6. Stakeholder database and Email Distribution List

- a) FDC have been progressively establishing a stakeholder database including an Email Distribution List in Consultation Manager. An online form has been prepared where people can register for further contact information for communication of any issues. FDC will seek to leverage and update INSW's existing stakeholder database in Consultation Manager knowing that community engagement in the Barangaroo precinct has both been established for multiple years, and will need to continue after the conclusion of the Cutaway Project.

5.1.7. Website updates

- a) FDC supplies proposed website updates to INSW for:
 - i. [The Cutaway project](#)
 - ii. [Community and neighbours noticeboard](#)

5.1.8. Social Media

- a) FDC supplies proposed social media updates to INSW for development and approval by PMNSW for:
 - i. Barangaroo Facebook page
 - ii. Barangaroo Instagram page
 - iii. YouTube account.
- b) FDC will supply proposed social media updates to INSW:
 - i. INSW LinkedIn and website
 - ii. NSW Government social media channels – Instagram and LinkedIn.

5.1.9. External media releases by FDC

- a) All media releases specific to FDC for FDC's website, social media page or external media release, and similarly for FDC's subcontractors, will be submitted to INSW for review allowing 10 working days for approval.

5.1.10. Branding

- a) All communication materials (including notifications, hoarding etc.) follows the NSW Government Brand guidelines

5.1.11. Hoarding and signage

- a) The hoarding artwork design was created by INSW for endorsement by PMNSW and City of Sydney (where hoarding is on City of Sydney land) and includes project details, NSW government logo, QR Code and imagery.
- b) FDC is responsible for the print and installing the hoarding artwork.
- c) FDC is responsible for the maintenance of the artwork. As and where graffiti and advertising materials are illegally posted, the following will be observed:

Classification	Timeframe
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Inspections of Hoardings	Daily
Offensive or highly visible graffiti	Removed within 24 hours
Advertising materials including bill posters	Removed within 24 hours
Non-highly visible but non-offensive graffiti	Removed within 1 week

- d) An alternative access map will be displayed on hoarding and noticeboards to assist manage access during close of the ground level Cutaway lift.

5.1.12. Community engagement events

- a) In partnership with INSW, FDC will explore possible community engagement throughout the project and stakeholder reviews.

5.1.13. Local media

- a) FDC would assist INSW in preparing media releases if necessary for community events and project milestones as agreed. All communications with local media would be directed to INSW.

5.1.14. Fact sheet

- a) Preparation of a fact sheet on general issues which may be of concern to the community in relation to the project including:
- i. The public is unable to access the Cutaway during construction. There will be no ground level lift access for visitors to Barangaroo
 - ii. Parking arrangements during construction
 - iii. Deliveries and removal of hazardous materials
 - iv. Noise
 - v. Dust
 - vi. Pedestrian and bicycle access changes
 - vii. Traffic management and road safety
 - viii. Trees and Vegetation
 - ix. Open space / permeability

5.1.15. Project signs

- a) Project signs are displayed around the site hoardings and will include information about the project start and completion dates and project contact information, contact phone numbers and project milestone information. All artworks will be submitted to INSW for approval prior to production and installation.
- b) Signage for traffic and access changes including;
- i. making changes to pedestrian and cycle routes
 - ii. changing traffic conditions
 - iii. disrupting access to public transport modes will adhere to the requirements of a) above and will be erected seven (7) days prior to the planned changes. This will allow for any community feedback to be received and considered prior to planned works.

5.2. Key Messages to the Community

The following key messages about the project are assumed and are to be reflected in project related communications.

5.2.1. Main points

- It was always envisaged that the Cutaway would require fitting out to improve function, operations and visitor experience. While the Cutaway is a popular venue for a range of large-scale events, the use of this space has been restricted by its open-air nature, the impact of noise on nearby residents and insufficient back-of-house facilities and amenities.
- The fit-out works will turn the Cutaway into one of Sydney's premier cultural facilities and an outstanding venue for events, exhibitions, festivals, and installations.
- The Cutaway is a unique, expansive, below-ground concrete space but this project will elevate this venue to a global level, allowing for a wider range of opportunities for its future use.
- The Cutaway offers a unique opportunity for a significant cultural destination in the heart of Sydney due to its accessible location, natural attributes and ability to provide a large dynamic space for public and private use.
The Cutaway will be a multi-purpose cultural facility suitable for a range of cultural, artistic and commercial functions, including First Nations programming. It will be able to host a range of events including markets, functions, art shows and concerts. There will also be a gallery space (hosting smaller, temporary exhibitions and events) and a dedicated First Nations education space.
- We will be creating jobs and attracting more visitors and tourists into the precinct.
- The screen that displays the Wellama short film artwork at the Cutaway entrance will be taken down and placed in storage during construction to prevent any damage. The screen will be reinstated in the same location once work is complete.

5.2.2. Award of contract

- Department of Planning, Housing and Infrastructure approved the SSDA on 22 December 2023.
- FDC Construction is the contractor for the Cutaway fit-out.
- The Cutaway will be closed during the fit-out construction.
- Infrastructure NSW will work closely with FDC to develop the construction program and minimise the impact of construction on neighbouring properties and businesses with particular consideration of traffic, parking, and noise impacts.

5.2.3. Costs

- All enquiries regarding cost will be forwarded to Infrastructure NSW for response

5.2.4. Location

- This project will capitalise on the Government's investment in the adjacent Barangaroo Metro Station, that improves access to the location and reducing the reliance on cars in the surrounding area.
- This super-sized concrete space sits below Barangaroo Reserve at the eastern end, just off Wulugul Walk. The new Barangaroo Metro Station is within steps of the Cutaway.

5.2.5. Community impacts

- The fit-out will resolve current limitations and restrictions on use, including lack of acoustic enclosures, on-site amenities, and smaller venue spaces.

- It will also reduce noise impacts on the local community when the Cutaway is in use. high noise emission appliances, plant and/or machinery are restricted between the hours of 12 - 2pm Monday to Friday.
- As per Department of Planning, Housing, and Infrastructure's Conditions of Consent:
 - 7am and 6pm, Mondays to Fridays
 - 8am and 5pm, Saturdays.
 - No work may be carried out on Sundays or public holidays.
- High noise emission appliances, plant and/or machinery are restricted to the following hours:
 - 9am to 12pm, 2pm to 5pm Monday to Friday; and
 - 9am to 12pm, Saturday.
- During construction there will be no access to the elevator from ground level (Cutaway entrance). A map will be created with accessible and alternate routes for the community and visitors to the Reserve.
- Some work may be noisy. Deliveries of materials may necessitate temporary traffic and parking changes. FDC will seek to always mitigate impacts of the fit-out project to the community.

5.2.6. Design

- The final design by FJC Studio was selected due to its practical, iconic design, and its relationship to traditional custodians and the surrounding environment.
- The design provides a quality design approach to the character and identity of the space, maintaining the long-term scale, flexibility and versatility of the Cutaway while incorporating a strong response to Connecting with Country.
- Key features of the three-level design include:
 - new event and gallery spaces
 - dedicated First Nations education space
 - amenities and staff offices
 - back of house facilities (including commercial kitchen),
 - improved acoustics (enclosure of the existing roof opening/voids)
 - new façade adjacent to Nawi Cove.
- The design shows respect for and connection to the First Nations culture of the site and integrates this in the design, such as:
 - Gunya, a shelter formed from tree branches and bark, and Damun (Port Jackson Fig)
 - Dharawal Salt Water ceremonial markings that reflect the skeletons of fish, with performance linked to Country and to the ecosystems that sustain communities.
- The design continues our commitment to design excellence and high-quality architectural designs and embeds sustainability initiatives consistent with Barangaroo's climate positive principles.

5.2.7. HCT interpretive device

- There were extensive comments on the proposed Harbour Control Tower interpretive device during public exhibition of the Cutaway fit-out. The interpretative structure will go via a separate planning, design and stakeholder engagement process coordinated by Infrastructure NSW.

5.2.8. Wellama

- The screen that displays the Wellama is a 10-minute audio visual artwork at the Cutaway entrance will be taken down and placed in storage during construction to prevent any damage. The screen will be reinstated in the same location once work is complete.

5.2.9. Cultural centre

- The decision to progress with the Cutaway as a flexible multi-purpose space was made by the previous Government after a three-phase investigation and consultation process into potential opportunities for the space.
- Following the completion of the fit-out works, the Cutaway will have the ability to accommodate First Nations cultural events and exhibitions as part of its program, which is consistent with the approach for the development and ongoing curation of Barangaroo.
- Connecting with Country is a strong attribute of the fit-out design. The design responds to the First Nations cultural connections to Country that exist specifically to the Cutaway site and will continue to convey the history of the place and the people, with reference to Gadigal stories – past, present and future.
- Create NSW can answer any questions regarding dedicated First Nations cultural centres.

5.3. Photography and videography

- a) Broadly, Infrastructure NSW is to manage photography, videography, time lapse, and drone footage and permissions to show project progress. Access is to be coordinated by FDC. All photography to be reviewed by FDC Safety team and INSW Safety Director.
- b) Any site photography & videography taken by FDC personnel whether intended for corporate or for private use will be submitted to Infrastructure NSW for approval prior to public use including posting to social media

5.4. Complaints, Enquiries and Compliments Management

5.4.1. Complaints

- a) Complaints, as defined in the Australian and New Zealand Standard Guidelines for complaint management in organisations (AS/NZS 10002:2014), are "*expressions of dissatisfaction made to or about an organisation related to its products, services, staff or the handling of a complaint, where a response or resolution is explicitly or implicitly expected or legally required.*"
- b) Complaints are recorded in Consultation Manager (CM) and are filed as "avoidable" or "unavoidable".

Type	Definition	Examples
Avoidable	Could be prevented	Non-compliance with respite periods Worker parking across resident driveways
Unavoidable	Inevitable, not able to be prevented	High noise works Traffic changes in accordance with project requirements and permits

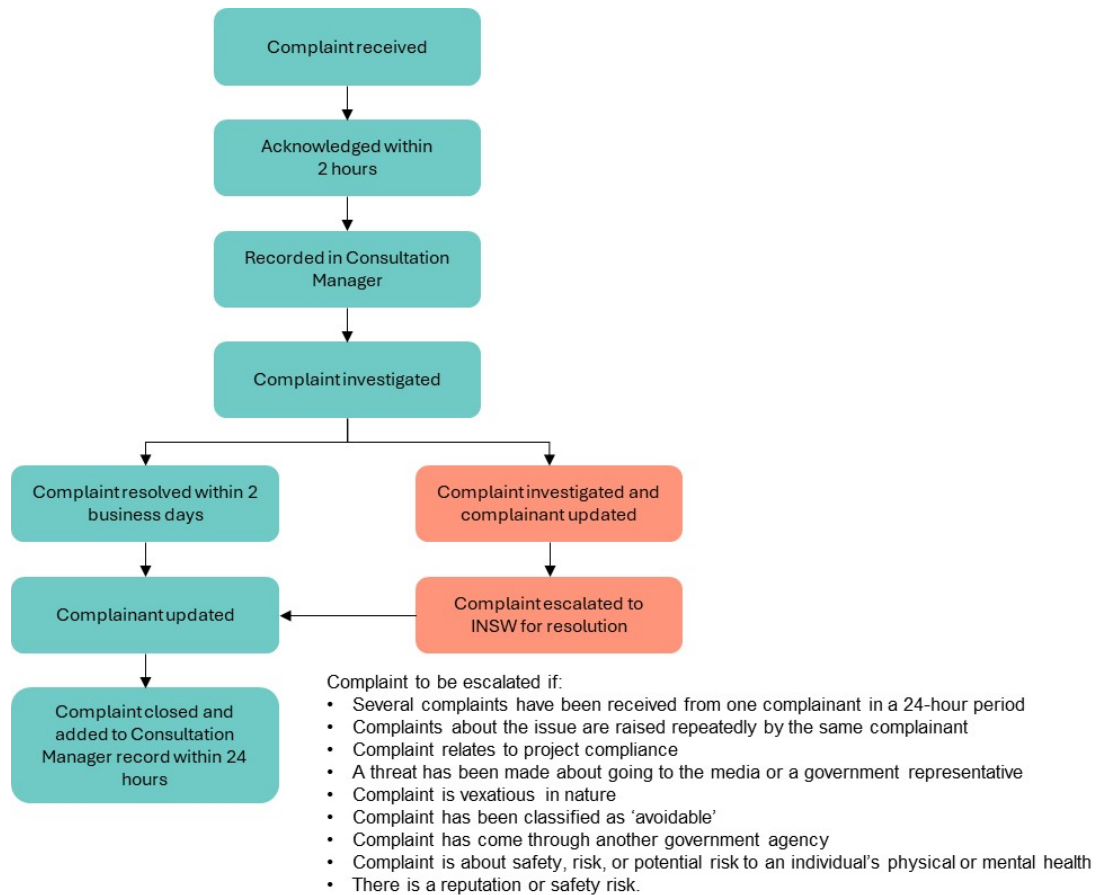
Reports on complaints can be generated from Consultation Manager at will. However, if a consolidated report format is required, Appendix B contains the proposed complaints reporting format.

Target timeframes – FDC is committed to the prompt and reasonable resolution of complaints through fair processes regardless of how a complaint is received. FDC also understands that these timeframes are an INSW expectation for enquiry and complaint response and resolution, where a CCS or other project documentation isn't clear, to ensure complaints are managed promptly.

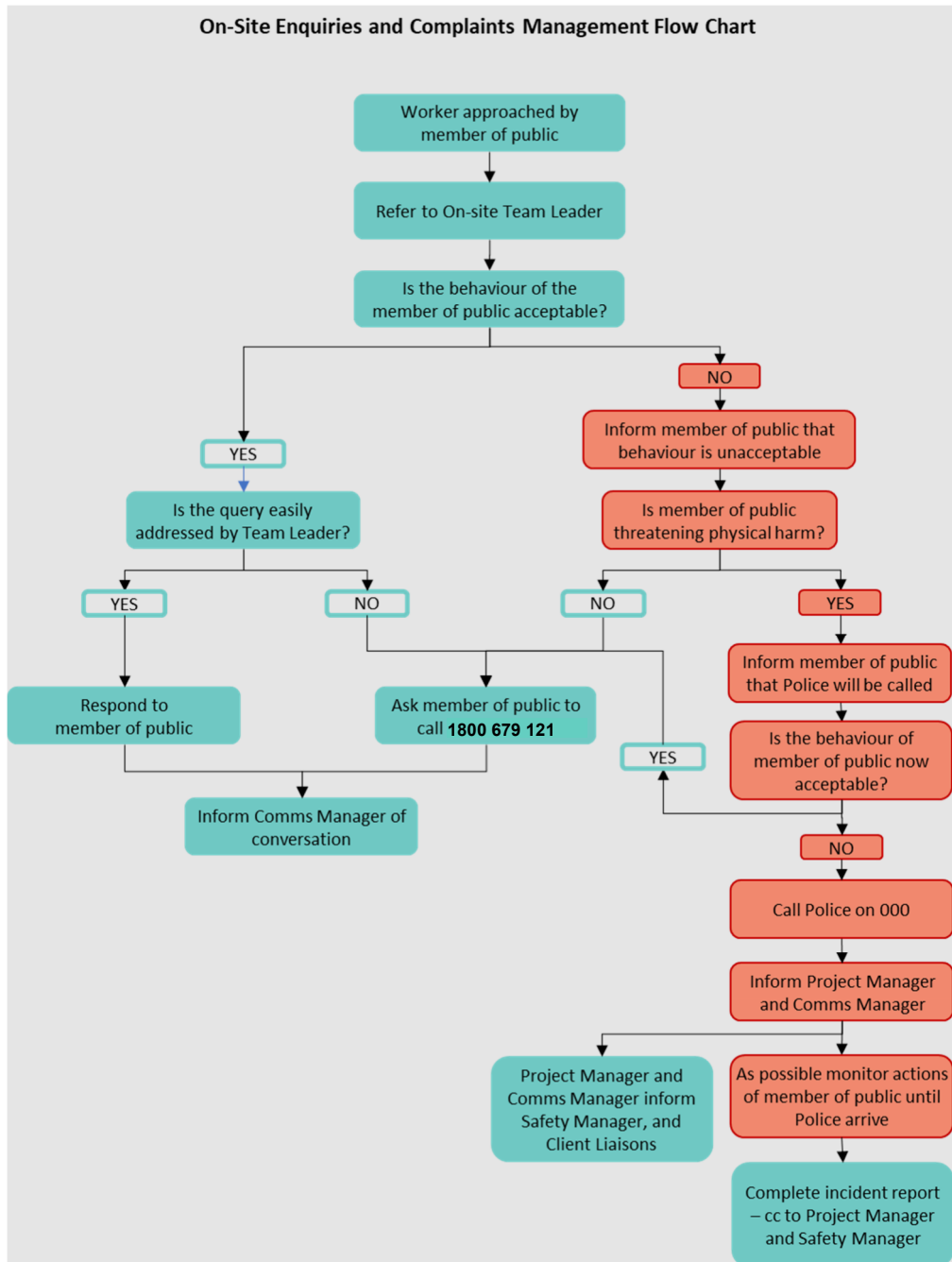
Type	Method	Acknowledgement	Resolution
Complaint	In-person Phone Email Letter SMS	Within 2 hours of receipt (Monday – Friday, Business hours)	Within 2 working days (Keep complainant updated if this can't be met)

Managing Complaints including unresolved complaints escalation process

Standard complaints managing flow chart



- c) Managing Complaints for on-site personnel. On site personnel including Traffic Controllers sometime face hostile and unreasonable conduct from members of the public. The following flow chart details the complaint-handling procedure for on-site personnel. The hand off of the complaint to the FDC Community Manager will trigger the standard complaints procedure detailed above.



- d) Where the complainant is unsatisfied by the resolution offered by FDC, the INSW Communications and Engagement Manager will manage the complaint escalation process. Generally, complaints requesting to change an approved project scope of works and/or works operating within project approvals would not be referred for mediation.

5.4.2. Enquiries

- Enquiries are "*acts of asking for information.*" Unlike complaints, enquiries do not have an underlying sentiment of dissatisfaction.
- Enquiries are recorded in Consultation Manager (CM).
- Target timeframes** – FDC is committed to the prompt and reasonable resolution of enquiries. Trust between the Project and the Community is built in strong part through

open and honest communication including timely response to enquiries. FDC also understands that these timeframes are an INSW expectation to ensure enquiries are managed promptly.

Type	Method	Acknowledgement	Resolution
Enquiry	In-person Phone Email Letter SMS	Within 2 hours of receipt (Monday – Friday, Business hours)	Within 2 working days (Keep complainant updated if this can't be met)

5.4.3. Compliments

- Compliments from Stakeholders are, indeed, rare and valued when received. Anything additional to a Compliment that would require follow up and/or resolution is treated separately as an Enquiry. Thus, in the one interaction, it is possible to receive a Compliment and an Enquiry, or a Compliment and a Complaint.
- Compliments are recorded in Consultation Manager (CM) and flagged in the system specifically as a compliment
- FDCs Community Manager will also alert INSW Community Manager to the nature of the compliment.
- Target timeframes** – FDC is committed to the prompt communication with Stakeholders. Acknowledgement of compliments will follow the timeframes set for Enquiries

Type	Method	Acknowledgement
Enquiry	In-person Phone Email Letter SMS	Within 2 hours of receipt (Monday – Friday, Business hours)

5.5. Communication Protocols

Timing	Type of work	INSW review and approval timeframe	Community notice period
As required	Notification	5 business days	7 days minimum

Timing	Type of work	INSW review and approval timeframe	Community notice period
As required	Sorry We Missed You (or other card to letterbox during door knocking)	3 business days	Not applicable
As required	Media Release proposal	10 business days	Not applicable
On occurrence	External media enquiry	FDC to pass request to INSW within 2 hours	Not applicable
On occurrence	Meetings with Stakeholders	3 business days	Not applicable

- a) FDC and its subcontractors will respond to all community enquiries / complaints and contacts in a professional manner. All community enquiries will be reported to INSW for inclusion for follow up.
- b) All media enquiries will be directed to INSW for handling. Contractors are not to respond to media enquiries in relation to their work on the project.

6. Crisis Communications

6.1. Incidents

- a) FDC will communicate and report all incidents in accordance with the following Incident Notification Flowchart (G014) to INSW.
- b) For incidents where INSW is notified by a member of the public or member of their staff directly, INSW's representative should notify FDC immediately so corrective action can be put in place. The notification to FDC should be made to both the Project Manager and Site Manager per the Incident Notification Flow Chart (G014).

6.2. Crisis communications

- a) **Crisis communication** is defined as the planned and structured sharing of information intended to improve public brand perception in the face of an incident or other negative event.
- b) Where a Crisis is declared by either INSW or FDC due to the incident's impact on Stakeholders or the wider Community or due to the reputational risk driven by the incident the following shall apply:
 - i. **Speed** – speed of readiness for response is key. Communications are to be open and honest, with a tone appropriately authentic yet apologetic.
 - ii. **On-site attendance** – where there is likelihood of the press being in attendance or where the incident involves activity within the public space, FDC Community Manager will notify, as soon as practicable, INSW Community Manager to arrange on-site attendance by both parties.
 - iii. **Press Release readiness** – FDC Community Manager will provide a draft press release regarding the incident as soon as practicable for readiness purposes.
 - iv. **Emails** – as agreed by both parties, regular emails will be forwarded to the Barangaroo Cutaway Email Distribution List on a regular basis to keep Stakeholders and the Community updated on the Crisis
 - v. **Door knocks and letterboxing** – as agreed by both parties, FDC will arrange for door knocking and/or leaflet letterboxing within the affected Community

- vi. **Social Media** – as agreed by both parties, posts to relevant social media locations will be drafted and issued
- vii. **Regular review** – during the Crisis, NSW and FDC Community representatives must meet and communicate regularly to ensure that Communications reflects the rapidly changing nature of the Crisis
- viii. **Post-Crisis actions and analysis** – once the Crisis has been managed NSW and FDC Community representatives will meet to review the effectiveness of Crisis Communications and to plan actions with a focus on restoration of trust in the Project

7. Monitoring and Reporting

7.1. Monitoring and Communication Metrics

- a) Monitoring of Community and Stakeholder engagement will be via the following metrics:

Tool or channel	Metric
Notification	• Date issued • Number letterboxed • Number emailed via Distribution List
Project Update	• Date issued • Number letterboxed • Number emailed via Distribution List
Quality of notifications	• surveys via Microsoft Forms (frequency TBC) • Target >50% stakeholders are happy with quality of notifications
Complaints	• >95% of Complaints receive an initial response within target timeframes (refer 6.1.13.c) • Suitable and agreed resolutions • >95% of Complaints are resolved within target timeframes (refer 6.1.13.c)
Enquiries	• >95% of Complaints receive an initial response within target timeframes (refer 6.1.14.c) • Suitable and agreed resolutions • >95% of Complaints are resolved within target timeframes (refer 6.1.14.c)

7.2. Reporting

- a) Monthly reporting on Community and Stakeholder Engagement forms a section in the monthly project report.
- b) A verbal report will be provided in the fortnightly Community Management Control Meeting.

8. APPENDIX A – Compliance Matrix with Conditions of Approval

Note: only those Conditions of Approval relevant to Community and Stakeholder Management are shown in the matrix

CoA No	CoA Brief description	Responsibility		Notes
		INSW	FDC	
Part A – Administrative Conditions				
A22, A23	Revision of Strategies, Plans and Programs	ü	ü	Regular review of this CCS requires notification to the Department and submission to the Planning Secretary for review and approval
Part B – Prior to Commencement of Construction				
B4 vii	Contact details for project to be on website	ü	ü	Details to be kept updated throughout Project
B4 viii	Complaints register for project to be on website	ü	ü	Complaints register format to be initially agreed and then the content to be updated monthly
B33	Heritage interpretation	ü		Engagement with Metropolitan Local Aboriginal Land Council and other Aboriginal consultants regarding incorporating First Nations’ culture and history into the proposal
B34, B35, B36	Green Travel Plan	ü		Update the Green Travel Plan (GTP) in consultation TfNSW, submit to TfNSW and implement
B43	Community Communication Strategy	ü	ü	FDC to create CCS (this document) and submit to INSW for review prior to submitting to Planning Secretary for approval. INSW to consider how CCS is to be implemented for the 12 months after completion.
B44	Community Communication Strategy		ü	CCS complies with requirements (a), (b), (c), and (d)
B45	Community Communication Strategy	ü		CCS to be submitted to the Planning Secretary once reviewed by INSW
B46	Community Communication Strategy		ü	Construction must not commence until CCS is approved
B47	Community Communication Strategy	ü		INSW to implement how CCS is to be implemented for the 12 months after completion.
B50	Pre-Construction Dilapidation Reports		ü	Creation of offer documentation, and negotiation with adjoining landholders for Pre-Construction Dilapidation inspections and reports
B51	Pre-Construction Dilapidation Reports		ü	Process documentation to demonstrate that all reasonable steps to obtain access if access is denied by the landowner
B53	Pre-Construction Dilapidation Reports		ü	Response to and negotiation with adjoining landowners claiming property damage due to the Project’s operation
B56	Construction Pedestrian and Traffic Management Sub-Plan		ü	Input into plan to ensure that local Community considerations are adequately addressed

CoA No	CoA Brief description	Responsibility		Notes
		INSW	FDC	
B57	Construction Pedestrian and Traffic Management Sub-Plan		ü	Review ongoing compliance with respect to Community outcomes
B58	Construction Pedestrian and Traffic Management Sub-Plan		ü	Provide Project contact details to adjoining small businesses and manage relationships through the Project
B59	Construction Pedestrian and Traffic Management Sub-Plan		ü	Input into plan to ensure that local Community considerations are adequately addressed
B60	Air Quality Management Sub-Plan		ü	Input into plan to ensure that local Community considerations are adequately addressed
B65	Construction Soil and Water Management Plan Sub-Plan		ü	Input into plan to ensure that local Community considerations are adequately addressed particularly regarding sediment control and dust management
B68	Construction Parking		ü	Engagement within the FDC team including sub-Contractors regarding heavy vehicle routes, heavy vehicle parking and construction worker parking – and the impacts on the Community
B69	Compliance		ü	Engagement within the FDC team including sub-Contractors regarding the imperative of compliance with CoA – and the associated impacts on the Community
B76 c, d, i	Hoarding artwork	ü	ü	INSW to design and approve artwork; FDC to produce, install and maintain artwork
Part C – During Construction				
C3	Contact Telephone Number		ü	The 24-hour contact phone will be managed by the FDC Community Manager with the phone attended at all times
C4	Compliance with Management Plans		ü	FDC Community Manager, as part of the Senior Leadership Team, will represent all Community and Stakeholder viewpoints within the team ensuring compliance with plans
C8 – C10	Notification of out-of-hours, excavation and high noise works, notification of Construction Hours		ü	FDC Community Manager to provide timely notification to the affected nearby neighbours and the broader community
C11 – C20, C24, C27	Construction Noise Limits, Vibration, Air Quality, Construction Lighting, Sediment Control, Stockpiles		ü	FDC Community Manager to assist with the review of planned and actual noise levels, vibration, air quality, construction lighting, sediment controls and stockpiles for small and dust management and the associated impact on nearby residents
C33	Construction Traffic		ü	Engagement within the FDC team including sub-Contractors regarding heavy vehicle routes, heavy vehicle parking and construction worker parking – and the impacts on the Community
Part D – Prior to Occupation or Commencement of Use				
Nil				
Part E – Occupation and Ongoing Use				
Nil	(out of FDC scope)			

9. APPENDIX B – Stakeholder Matrix

Stakeholder group	Detail	Interest	Level of IAP2 consultation	Management & Toolset	Relationship owner
NSW State government	- Minister for Lands and Property and Minister for Jobs and Tourism: The Hon Stephen Kamper MP - Minister for Planning and Public Spaces: The Hon. Paul Scully, MP - Local member Alex Greenwich MP	- Budget - Project timeline - Opening and activation - Operation and visitor experience - Design excellence - Constituent concerns	Collaborate	- In-person briefings - Briefing notes - Updates, as requested - Advice and support on matters raised through Parliament - Media event participation	INSW
Local government	City of Sydney (CoS)	- Project progress - Use of local roads and amenity - Future use	Collaborate	- In-person briefings - Updates, as requested	INSW
Government agencies	- Placemaking NSW - Create NSW - Transport for NSW - Government Architect - Department of Planning, Housing and Infrastructure - Port Authority of NSW - Maritime Museum	- Project progress - Future use	Collaborate	Updates, as requested	INSW
Development partners	- Lendlease - Crown - Sydney Metro - Aqualand	- Project progress - Project interface	Collaborate	Project interface meetings (with neighbouring projects) to manage construction fatigue	INSW

Stakeholder group	Detail	Interest	Level of IAP2 consultation	Management & Toolset	Relationship owner
First Nations	- Metro Local Aboriginal Land Council - First Nations Advisor Alison Page	- Connection to Country - Naming conventions	Collaborate, Inform, Consult	- In-person briefings - Updates, as requested	INSW
Cutaway users	- Business Events Sydney - ICMS Australia - Arinex - SXSW Sydney - Create NSW - Biennale of Sydney - International Convention Centre - Sydney Festival	- Project progress - Opening - Future use	Inform, Consult	- In-person briefings - Updates, as requested	INSW
Community – General public	- Active transport users (walkers, cyclists) - Visitors to Barangaroo - Workers in the area (mainly white collar)	- Visit the precinct during or after work hours - Have good/limited awareness of Barangaroo as a specific destination - Respite periods - Pedestrian changes - Project progress	Inform	- QR Code linked to project on hoarding and comms - Wayfinding signage - Adherence to 2-hour respite period - Media announcements (project milestones)	FDC
Community – directly impacted	- General local communities of Barangaroo and Millers Point - Millers Point Resident Action Group - Walsh Bay Precinct Management Association - Fort Street Public School	Traffic management Noise and dust (construction impacts) Respite periods Pedestrian changes Site access - Truck movements/deliveries	Inform, Consult	Hoarding design engagement Accessibility map Adherence to 2-hour respite period Wayfinding signage Site safety protocols in place for vehicle movements	FDC

Stakeholder group	Detail	Interest	Level of IAP2 consultation	Management & Toolset	Relationship owner
		Changed traffic conditions (detours/delays) Worker parking Workforce behaviour Project progress Construction fatigue due to cumulative impacts Operational impacts		Construction traffic parking plan QR Code linked to project on hoarding and comms Notifications, Project Updates, EDMs, emails Website updates on community noticeboard Media announcements (project milestones) Stakeholder briefings Provide noise reporting updates (high level)	
Media, print and online	SMH, Daily Telegraph Australian Financial Review The Australian The Guardian Channels ABC, 7, 9, 10	Design Project milestones Project completion and opening Operation and visitor experience	Inform	Proactive media stories	INSW
Lifestyle digital media	Concrete Playground Broadsheet Sydney Urban List Timeout What's on Sydney (City of Sydney) Sitchu Sydney	Design Project milestones Project completion and opening Operation and visitor experience	Inform	Proactive media stories	INSW

10. APPENDIX C – Properties Within 200m of Site

Apartment	Number	Street
14	14	Argyle Place
	66	Bettington Street
2	68	Bettington Street
1	68	Bettington Street
	35-37	Bettington Street
	2	Dalgety Road
	4	Dalgety Road
	5	Dalgety Road
	6	Dalgety Road
	7	Dalgety Road
	8	Dalgety Road
1	9	Dalgety Road
2	9	Dalgety Road
3	9	Dalgety Road
4	9	Dalgety Road
1	10	Dalgety Road
2	10	Dalgety Road
3	10	Dalgety Road
	11	Dalgety Road
	12	Dalgety Road
	13	Dalgety Road
	14	Dalgety Road
	15	Dalgety Road
1	16	Dalgety Road
2	16	Dalgety Road
3	16	Dalgety Road
4	16	Dalgety Road
5	16	Dalgety Road
	17	Dalgety Road
1	18	Dalgety Road
2	18	Dalgety Road
	19	Dalgety Road
1	20	Dalgety Road
2	20	Dalgety Road
3	20	Dalgety Road
4	20	Dalgety Road
5	20	Dalgety Road
6	20	Dalgety Road
7	20	Dalgety Road
8	20	Dalgety Road
9	20	Dalgety Road
10	20	Dalgety Road
	21	Dalgety Road
	23	Dalgety Road
	25	Dalgety Road
	27	Dalgety Road
	29	Dalgety Road
	31	Dalgety Road
	33	Dalgety Road
	35	Dalgety Road

Apartment	Number	Street
	11	Dalgety Road
	13A	Dalgety Road
	15	Dalgety Road
	15A	Dalgety Road
	17	Dalgety Road
	17A	Dalgety Road
	19	Dalgety Road
	19A	Dalgety Road
	21	Dalgety Road
	21A	Dalgety Road
	23	Dalgety Road
	23A	Dalgety Road
	24A	Dalgety Road
	25	Dalgety Road
	25A	Dalgety Road
	27	Dalgety Road
	27A	Dalgety Road
	29	Dalgety Road
	29A	Dalgety Road
2A	2A/7	Dalgety Road
2B	2B/7	Dalgety Road
	31	Dalgety Road
	31A	Dalgety Road
	33	Dalgety Road
	33A	Dalgety Road
	35	Dalgety Road
	35A	Dalgety Road
3A	7	Dalgety Road
3B	7	Dalgety Road
3C	7	Dalgety Road
4A	7	Dalgety Road
4B	7	Dalgety Road
4C	7	Dalgety Road
	5B	Dalgety Road
1	25A	Hickson Road
2	25A	Hickson Road
3	25A	Hickson Road
4	25A	Hickson Road
5	25A	Hickson Road
6	25A	Hickson Road
7	25A	Hickson Road
8	25A	Hickson Road
9	25A	Hickson Road
10	25A	Hickson Road
11	25A	Hickson Road
12	25A	Hickson Road
13	25A	Hickson Road
	2	High Street
	4	High Street
	6	High Street
	8	High Street
	1B	High Street
	2	High Street

Apartment	Number	Street
	2A	High Street
	4	High Street
	4A	High Street
	6	High Street
	6A	High Street
	8	High Street
	8A	High Street
	19	Kent Street
	1-17	Kent Street
	18	Merriman Street
	20	Merriman Street
	22	Merriman Street
	24	Merriman Street
	26	Merriman Street
	28	Merriman Street
	30	Merriman Street
	32	Merriman Street
	34	Merriman Street
	36	Merriman Street
	38	Merriman Street
	40	Merriman Street
	42	Merriman Street
1	44-48	Merriman Street
2	44-48	Merriman Street
3	44-48	Merriman Street
4	44-48	Merriman Street
5	44-48	Merriman Street
6	44-48	Merriman Street
7	44-48	Merriman Street
8	44-48	Merriman Street
9	44-48	Merriman Street
10	44-48	Merriman Street
11	44-48	Merriman Street
12	44-48	Merriman Street
	24	Munn Street
	26	Munn Street
	5010	Munn Street
	18-20	Munn Street
	2	Rodens Lane
	1A	Rodens Lane
1	1	Towns Place
2	1	Towns Place
68	1	Towns Place
69	1	Towns Place
70	1	Towns Place
71	1	Towns Place
72	1	Towns Place
73	1	Towns Place
74	1	Towns Place
75	1	Towns Place
76	1	Towns Place
77	1	Towns Place
78	1	Towns Place

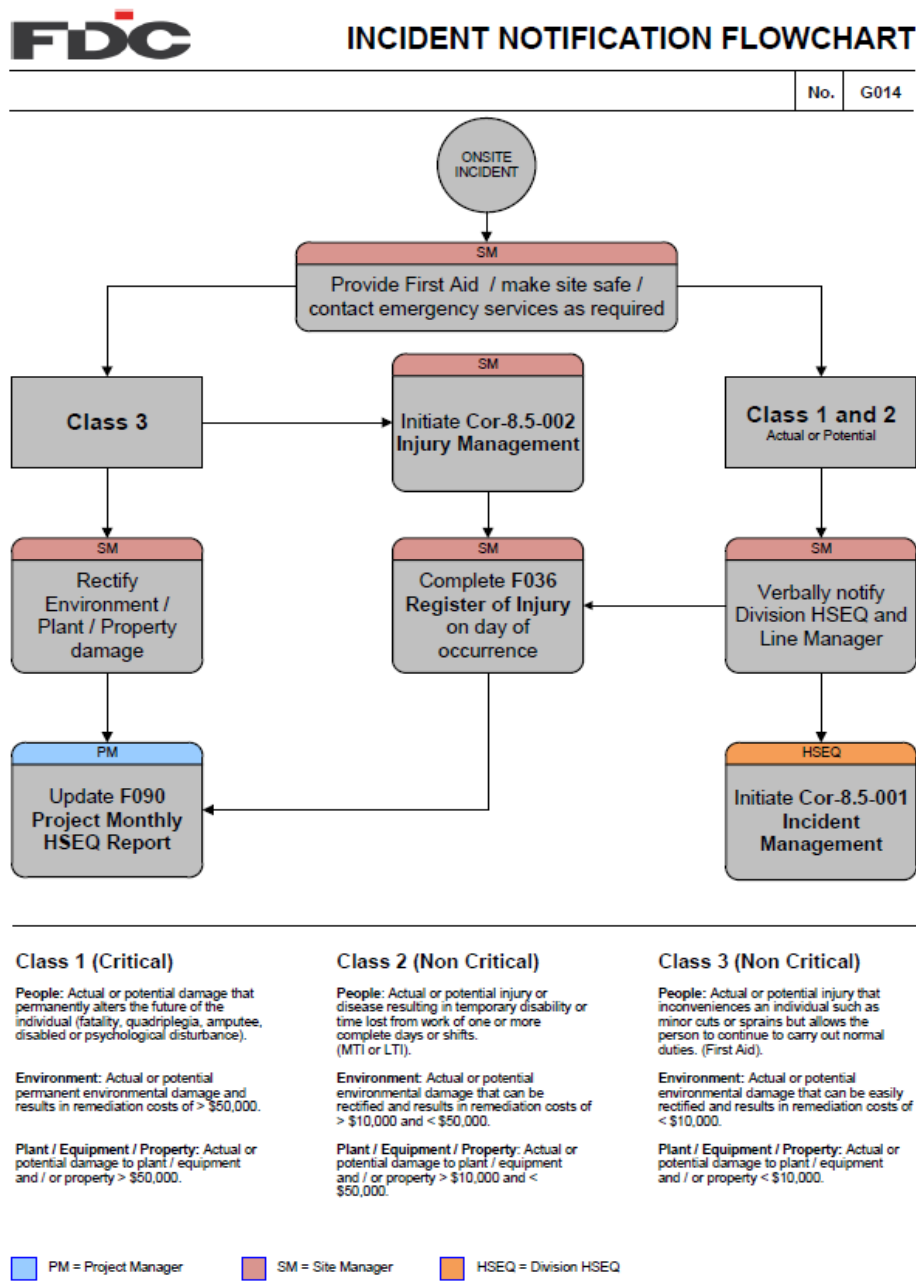
Apartment	Number	Street
1	5	Towns Place
2	5	Towns Place

11. APPENDIX D – Example of Complaint Register

All complaint information will be held in Consultation Manager and reports can be generated at will. However, if and as required for consolidated reporting, the following format is proposed. This will be modified according to agreement.

Complaint Number	Date & time received by INSW	Date & time received by FDC	Method of receipt	Complainant name	Complainant Address	Email	Phone	Date & time of initial response	Response time	Details of complaint	Response to complaint	Complaint type (avoidable/unavoidable)	Is this a recurring complaint?	Date & time closed	Consult'n Manager updated

12. APPENDIX E – Incident Notification Flowchart



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