

Community Communications Strategy

13-23 Gibbons St, Redfern

Client: WH Gibbons Trust

Date: 09 October 2020

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Date	9 October 2020
Version	06

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1 Introduction

1.1 About the project

Wee Hur Pty Ltd is redeveloping a site at 13-23 Gibbons St, Redfern, into dedicated student accommodation. The site has a land area of 1365sqm and is currently occupied by a four- to five-storey brick residential building, which is to be demolished.

The building is expected to provide approximately 419 beds for students over 18 storeys. Due to the size of the project, it is classified as a State Significant Development (SSD).

The objectives of the development are to provide a commercially viable number and mix of student beds to a high-calibre architectural design, incorporating quality and functional communal spaces with a secure environment for its residents.

Wee Hur Redfern Student Housing at 13-23 Gibbons Street Redfern is a landmark project that is creative, sustainable and innovative. Using urban, architectural, landscape and artistic design, the building will enhance the streetscape and the revitalise the urban and social context of the local area, to the benefit of both the resident students and the wider Redfern community. The importance of Redfern to the Indigenous community is acknowledged in the building's design through the integration of Aboriginal heritage and stories in key design elements.

It is expected that demolition works will begin at the site in November 2020, and construction will commence in January 2021, with a view to complete the project in May 2022.

1.2 Communication to date

Elton Consulting, on behalf of Wee Hur, conducted a community consultation program between October and December 2018. The engagement process aimed to:

- » Gather feedback from stakeholders to inform the concept design and assist in finalising the design and documentation phase of the project
- » Proactively identify potential issues and opportunities for consideration
- » Reduce the risk of misinformation
- » Facilitate the planning approvals process
- » Comply with the outlined environmental assessment requirements (SEARS)

The outcome of this community consultation program was submitted to Wee Hur in a report in mid-December, 2018, and was subsequently incorporated into planning application documents.

Since then, Wee Hur has communicated formally with regulatory authorities, and has also continued informal communication with stakeholders in response to their queries.

1.3 Objective of this strategy

This Community Communications Strategy has been developed to achieve the following objectives:

- » Provide timely information to impacted stakeholders and provide a mechanism for feedback
- » Guide community communications for the project in the lead up to, during, and for a minimum of 12 months following the completion of construction
- » Build and maintain good relationships with impacted stakeholders and the surrounding community
- » Manage community expectations and build trust by delivering on commitments

» Address and correct misinformation in the public domain

Provide avenues for the community and stakeholders to discuss or provide feedback during the demolition and construction periods, and for 12 months following the completion of construction. Furthermore, the strategy must meet the requirements as outlined in section C5, C6, C11 of the Development Consent for 13-23 Gibbons Street, Redfern (SP 60485).

Section C5:

A Community Communication Strategy must be prepared to provide mechanisms to facilitate communication between the Applicant, Council and the community (including affected landowners and businesses, and others directly impacted by the development), during the design and construction of the development and for a minimum of 12 months following the completion of construction.

Section C6:

The Community Communication Strategy must:

- a. Identify people to be consulted during the design and construction phases;*
- b. Set out procedures and mechanisms for the regular distribution of accessible information about or relevant to the development*
- c. Provide for the formation of community-based forums, if required, that focus on key environmental management issues for the development*
- d. Set out procedures and mechanisms:*
 - i. through which the community can discuss or provide feedback to the Applicant*
 - ii. through which the Applicant will respond to enquiries or feedback from the community, and*
 - iii. 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.*

The Community Communication Strategy must be submitted to the Certifier and the Planning Secretary no later than one month before the commencement of any work.

The Community Communication Strategy must be implemented for a minimum of 12 months following the completion of construction.

Section C11:

Prior to the commencement of construction works, or as otherwise agreed by the Planning Secretary, the following must be made available for community enquiries and complaints for the duration of construction:

- e. a toll-free 24-hour telephone number(s) on which complaints and enquiries about the carrying out of any works may be registered;*
- f. a postal address to which written complaints and enquiries may be sent; and*
- g. an email address to which electronic complaints and enquiries may be transmitted.*

Section D39:

The Applicant shall ensure that the 24-hour contact telephone number is continually attended by a person with authority over the works for the duration of the development.

1.4 Responsibility for community liaison

WH Gibbons Trust and the appointed construction contractor will share responsibility for community liaison for the construction phase of the project, with WH Gibbons Trust assuming sole responsibility for post-construction liaison in the 12 months following completion.

WH Gibbons Trust's responsibilities include:

- » Providing stakeholders and the local community with email, postal address and 24-hour toll free phone contact number for project-related queries
- » Responding to generic queries associated with the development
- » Providing proactive communication materials to stakeholders at regular intervals
- » Directing construction-specific queries to the appointed construction contractor

The appointed **construction contractor** will be responsible for:

- » The creation of their own, construction-specific community communications plan, including the identification of a community liaison officer
- » Construction notifications related to road closures, remediation, extended duration or out-of-hours work, etc
- » Construction signage and wayfinding
- » Responding to construction-specific queries from stakeholders, including those referred by Wee Hur

Contact details for queries will be clearly displayed on collateral used for community communications (refer to *Section 3 – Engagement tools and timeframes*).

2 Stakeholder analysis

Key stakeholders have already been identified through prior community engagement. These stakeholders include nearby residents, body corporates, and local community groups.

In addition, Wee Hur must plan for engagement with regulatory authorities.

Table 1 Communications approach – community stakeholders

Stakeholder(s)	Likely interest	Interest level	Engagement techniques
1 Margaret St / 'Katia' building	<ul style="list-style-type: none"> » Construction impacts (particularly noise, traffic, dust, vibration, dilapidation) » Availability of a point of contact for issues, queries 	High	<ul style="list-style-type: none"> » Direct contact with strata manager » Response contact details for residents » Notifications: newsletter / e-newsletter
Owner of 118 Regent St	<ul style="list-style-type: none"> » Construction impacts (particularly noise, traffic, dust, vibration, dilapidation) » Availability of a point of contact for issues, queries 	Medium	<ul style="list-style-type: none"> » Direct contact with owner: phone & email » Notifications: newsletter / e-newsletter
Occupants of surrounding / nearby buildings (see appendices for map)	<ul style="list-style-type: none"> » Construction impacts (particularly noise, traffic) » Availability of a point of contact for issues, queries 	Medium	<ul style="list-style-type: none"> » Notifications: newsletter / e-newsletter » Community feedback contact details for residents » Signage
Community groups (including REDWatch, North Eveleigh Info)	<ul style="list-style-type: none"> » Amenity, aesthetics 	Low	<ul style="list-style-type: none"> » Direct contact: phone & email » Notifications: newsletter / e-newsletter

Table 2 Communications approach – regulatory authorities

Stakeholder	Likely interest	Interest level	Engagement techniques
City of Sydney Council (including councillors)	<ul style="list-style-type: none"> » Community concern » Impact on local traffic » Point of contact for queries 	Medium	<ul style="list-style-type: none"> » Direct contact: phone & email » Provide updates for information
Department of Planning, Industry and Environment	<ul style="list-style-type: none"> » Community concern » Point of contact for queries 	Medium	<ul style="list-style-type: none"> » Direct contact: phone & email » Provide updates for information

Stakeholder	Likely interest	Interest level	Engagement techniques
Member for Newtown, Ms Jenny Leong MP	» Community concern » Point of contact for queries	Medium	» Direct contact: phone & email » Share notifications for information
Roads & Maritime Services	» Impact on local traffic, particularly on condition of local roads	Medium	» Direct contact: phone & email
Transport for NSW (including Sydney Trains)	» Impact on local traffic, particularly mass transit scheduling (including delays to bus routes)	Medium	» Direct contact: phone & email

3 Engagement tools and timeframes

Effective communication between the project team (including the construction contractor) and stakeholders enables all parties to achieve positive outcomes in relation to the project.

This section outlines the procedures and mechanisms for the distribution of information to stakeholders.

Table 3 Engagement tools & timeframes

Engagement tool	Who	Why	When
Contact number & email address	» All interested stakeholders	» Provide a point of contact for community & stakeholders to give feedback, raise concerns and register for e-newsletter updates » Respond quickly to issues arising	» Acknowledgement / response within 2 business days of receipt
Newsletter / e-newsletter	» Nearby residents » All other interested stakeholders	» Create wider community awareness of the project » Provide up-to-date project information, including timetabling » Provide updates on past & future project milestones	» Immediately prior to start of works, then minimum of six-monthly » Intermittently, when required to provide important additional & time-sensitive updates associated with project milestones
Direct contact: phone call / email / meeting	» Strata management for 1 Margaret St / 'Katia' building » Owner of 118 Regent St » Roads & Maritime Services » Transport for NSW	» Provide project information, including potential impacts and changes to timetabling	» Immediately prior to start of works, then minimum of six-monthly » Intermittently, when required to provide important additional & time-sensitive updates associated with project milestones
Letterbox drops / doorknocks	» Nearby residents	Proactively advise: » Start of construction » What to expect during construction » Works producing noise / vibration / dust impacts » Hazardous materials removal	» Immediately prior to start of works » At important project milestones

Engagement tool	Who	Why	When
		<ul style="list-style-type: none"> » Major project milestones » Contact details for updates & queries 	
Construction signage	» Nearby residents	<ul style="list-style-type: none"> » Update impending works producing noise / vibration / dust impacts, and hazardous materials removal » Provide a point of contact details for updates & queries 	» At commence of construction (updated as required)

Note: consideration has been given to holding community information drop-in sessions, and the creation of a dedicated website, for community communication. However, given the reasonably small footprint of households impacted by construction works, and the low level of interest indicated by stakeholders engaged to date, these additional techniques have been deemed unnecessary.

4 Action plan

This section outlines a plan for proactive communication with stakeholders identified in Section 2, and referencing the tools and timeframes outlined in Section 3.

4.1 Communications tools and timeframes

Table 4 Proactive communications, per stakeholder group

Stakeholder(s)	Tool	Timeframe	Proposed content / topic
All stakeholders	Newsletter or e-newsletter	Before demolition commencement (October 2020)	<ul style="list-style-type: none"> » Detail about the building, including its design & aesthetic goals, indigenous credentials, materials, etc » Timeline of planned project milestones » Demolition work times » What to expect from the demolition process, including noise, dust or traffic impacts » Measures being adopted to minimise impact of demolition » Identify channels for feedback
		Before construction commencement (January 2021)	<ul style="list-style-type: none"> » Update about the building, including its design & aesthetic goals, indigenous credentials, materials, etc » Update on timeline of planned project milestones » Construction work times » What to expect from the construction process, including noise, dust or traffic impacts » Measures being adopted to minimise impact of construction » Introduce construction contractor and identify channels for feedback
		Six-monthly (until construction is complete)	<ul style="list-style-type: none"> » Update on planned project milestones » Update on response to feedback, to date » Reinforce channels for feedback
		Within 2 weeks of construction completion	<ul style="list-style-type: none"> » How 13-23 Gibbons St will be operated as a student accommodation facility » Reinforce channels for feedback
Strata management for 1 Margaret St / 'Katia' building	Phone / meeting	Before demolition commencement	<ul style="list-style-type: none"> » Timeline of planned project milestones » Demolition work times » Detail about the building, including its design & aesthetic goals, indigenous credentials, materials, etc

Stakeholder(s)	Tool	Timeframe	Proposed content / topic
			<ul style="list-style-type: none"> » What to expect from the demolition process, including noise, vibration, dust, dilapidation or traffic impacts » Measures being adopted to minimise impact of demolition » Identify channels for feedback
		Before construction commencement	<ul style="list-style-type: none"> » Update on timeline of planned project milestones » Construction work times » What to expect from the construction process, including noise, vibration, dust, dilapidation or traffic impacts » Measures being adopted to minimise impact of construction » Introduce construction contractor and reiterate channels for feedback
		Six-monthly	<ul style="list-style-type: none"> » Update on planned project milestones » Update on response to feedback, to date » Reinforce channels for feedback
Owner of 118 Regent St	Phone / email	Before demolition commencement	<ul style="list-style-type: none"> » Timeline of planned project milestones » Demolition work times » What to expect from the demolition process including noise, vibration, dust, dilapidation or traffic impacts » Measures being adopted to minimise impact of demolition » Detail about the building, including its design & aesthetic goals, indigenous credentials, materials, etc » Identify channels for feedback
		Before construction commencement	<ul style="list-style-type: none"> » Update on timeline of planned project milestones » Construction work times » What to expect from the construction process including noise, vibration, dust, dilapidation or traffic impacts » Measures being adopted to minimise impact of construction » Reiterate channels for feedback and introduce construction contractor
		Six-monthly	<ul style="list-style-type: none"> » Update on planned project milestones » Construction work times » Update on response to feedback, to date

Stakeholder(s)	Tool	Timeframe	Proposed content / topic
			» Reinforce channels for feedback
Regulatory authorities	Phone / email	Prior to commencement / as required	» Timeline of planned project milestones » Anticipated impact of construction changes to transport, roads, etc » Measures being adopted to minimise impact of demolition and construction » Identify channels for liaison

4.2 Progress updates

Progress updates would be communicated every six months, at a minimum. However, where changes to construction timetabling will produce a significant impact to neighbouring properties, these changes would be proactively communicated as soon as possible.

4.3 Incoming community contact protocols

Stakeholders would contact Wee Hur via one of three methods:

- » 24-hour toll free phone number
- » Email address
- » Postal address

Details for these channels would be clearly displayed on all collateral associated with community communications.

Acknowledgement of the contact would be made by Wee Hur within 2 business days.

4.4 Dispute resolution

Queries that cannot be resolved within a reasonable timeframe locally by a (yet-to-be-appointed) superintendent, and/or those requiring escalation, will be referred to the senior leadership of Wee Hur. At the time of this document's production, those are:

- » Aliza Teo, Assistant Development Manager: 0410 488 987 or alizateo@weehur.com.sg
- » Peter Scott, Senior Development Manager: 0431 626 982 or peterscott@weehur.com.sg

Stakeholders will also be provided with a postal address to send any complaints

Where issues cannot be satisfactorily resolved for both parties, despite escalation, then independent mediators would be engaged.

5 Administration and record-keeping

Through the construction phase, and for 12 months post-completion, community communications will:

- » Acknowledge, log and respond to incoming queries within 2 working days
- » Keep records of communications or engagement activities undertaken, issues identified, and outcomes achieved
- » Appropriately escalate any issues identified to Wee Hur leadership, where required
- » Appropriately escalate to an independent mediator where issues cannot be resolved by Wee Hur leadership
- » Establish and maintain a stakeholder list for ongoing communications
- » Establish and maintain a separate complaints register

6 Appendices

6.1 Proactive communications area

Proactive communications would be limited to an area bounded by the following:

- » Gibbons Street
- » Boundary Street
- » Regent Street
- » Redfern Street



