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Ref: SSD 9835

Dear Erica

Re: SSD 9835 Sydney Football Stadium Redevelopment – Community Communication Strategy

I refer to SSD 9835 for Sydney Football Stadium Stage 2 (Design, construction and operation), which was approved by the Minister for Planning and Public Spaces on 6 December 2019. Savills has been appointed by the Applicant, Infrastructure NSW, to manage the post approval activities leading up to the commencement of construction.

Condition B19 of the consent states:

No later than two weeks before the commencement of any works, a Community Communication Strategy must be submitted to the Planning Secretary for approval. The CCS must be approved by the Planning Secretary prior to the commencement of any works or within another timeframe agreed with the Planning Secretary. The Community Communication Strategy must provide mechanisms to facilitate communication between the Applicant, the relevant Council and the community (including adjoining affected landowners / occupants, sensitive receivers 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.

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. .*

On behalf of Infrastructure NSW, and in accordance with Condition B19 of SSD 9835, please find enclosed the *Sydney Football Stadium Redevelopment Community*

Communication Strategy (February 2020, Revision 7) prepared by Infrastructure NSW for the Planning Secretary's approval commensurate with the condition requirements (see Attachment A).

Should you have any questions regarding this letter please contact the undersigned on 0412 775 365.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Ballango', written over a horizontal line.

12 February 2020

Stephanie Ballango

Director

Consultant to Infrastructure NSW

SYDNEY FOOTBALL STADIUM REDEVELOPMENT

COMMUNITY COMMUNICATION STRATEGY

Prepared by Infrastructure NSW

February 2020

Revision 9

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Revisions

Rev	Date	Prepared By	Reviewed By	Approved By	Remarks
7	12 Feb 20	K Neasy A/ Director, Communication and Engagement Infrastructure NSW	S Ballango Director Savills – Consultant to Infrastructure NSW	P Hynd Project Director Stadia Infrastructure NSW	
8	19 Feb 20	T Jones Communications, Stakeholder and External Authorities Manager, Building Sydney Football Stadium Redevelopment John Holland	S Ballango Director Savills – Consultant to Infrastructure NSW	K Neasy A/ Director, Communication and Engagement Infrastructure NSW	Respond to DPIE Request for Additional Information dated 17 Feb 20
9	26 Feb 20	S Ballango Director Savills – Consultant to Infrastructure NSW	K Neasy A/ Director, Communication and Engagement Infrastructure NSW	P Hynd Project Director Stadia Infrastructure NSW	Respond to DPIE Request for Additional Information dated 25 Feb 20

1. Introduction

On 24 November 2017, the NSW Government announced the redevelopment of the Sydney Football Stadium (SFS). The redevelopment of the SFS included the demolition of the existing facility and replacement with a modern, globally competitive stadium.

Infrastructure NSW was charged with development and delivery of the redevelopment project, including preparation of staged development applications. The Stage 1 development application for a concept plan of the future construction of the stadium and demolition of the existing stadium was approved by the Minister for Planning on 6 December 2018.

Concurrent with Stage 1 works, the Stage 2 planning process was carried out for the detailed design, construction and operation of the new stadium. The Stage 2 planning approval was issued by the Minister for Planning and Public Spaces on 6 December 2019, and the design and construction of the project was awarded to John Holland

The Stage 2 approval contains conditions of consent which must be met prior to the commencement of construction works. This report meets the requirements of condition B19 of Schedule 2 (Part B) of the consent which is reproduced below:

Community Communication Strategy

B19. No later than two weeks before the commencement of any works, a Community Communication Strategy must be submitted to the Planning Secretary for approval. The CCS must be approved by the Planning Secretary prior to the commencement of any works or within another timeframe agreed with the Planning Secretary. The Community Communication Strategy must provide mechanisms to facilitate communication between the Applicant, the relevant Council and the community (including adjoining affected landowners / occupants, sensitive receivers 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.

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.*

1.1 Communication and engagement objectives

The following objectives have been developed to guide communication and engagement for the redevelopment of the SFS:

- Promote informed dialogue with stakeholders and the community;
- Proactively identify and manage project issues in a transparent way;
- Enhance stakeholder relationships, particularly among neighbours and relevant authorities;
- Manage stakeholder and community expectations;
- Ensure that communication is distributed broadly and on time to keep the wide range of stakeholders well informed; and
- Meet the requirements of the development consent conditions relating to a Community Communication Strategy and a system to manage complaints, feedback and inquiries including dispute resolution.

1.2 Community communication strategy and key project milestones

The Community Communication Strategy has been developed to meet the conditions of consent prescribed by SSD 9835. It will be implemented for the duration of the design and construction of the development and for a minimum of 12 months following the completion of construction as required by Condition B19 of SSD 9835. This Strategy will be updated if required at relevant project milestones such as completion of construction stages, to respond to compliance outcomes or in response to a written request from the Secretary.

The following table outlines project milestones that have occurred from Stage 1 announcement in November 2017 through to 2022.

Timing	Milestone
28 November 2017	Project announcement by NSW Government
29 March 2018	Business Case Summary released and final estimated cost announced
4 April 2018	Request for Secretary's Environmental Assessment Requirements (SEARs) lodged with the Department of Planning and Environment
9 April 2018	Community and stakeholder engagement commenced
3 May 2018	SEARs issued by the Department of Planning and Environment
14 June 2018	Stage 1 DA publicly exhibited
13 July 2018	Design competition released to four participating firms
September 2018	Response to Submissions Report released
October 2018	Stadium operations cease

Timing	Milestone
6 December 2018	Stage 1 planning approval
7 December 2018	Contract awarded for stage one principal contractor
8 January 2019	Site possession and installation of site hoardings
10 January 2019	Stage 2 request for SEARs lodged with the DPE
30 January 2019	Commencement of soft demolition / strip out
8 March 2019	Commencement of structural demolition
10 April 2019	Stage 2 SEARs issued by the DPE
16 April 2019	Stage 2 State Significant Development (SSD) Development Application (DA) consultation commences
30 May 2019	Stage 2 DA for the detailed design, construction and operations lodged with DPE
19 June 2019	Stage 2 EIS on public exhibition until 24 July 2019
30 August 2019	Response to submission published on Department of Planning, Industry and Environment's website
6 December 2019	Stage 2 planning approval
December 2019	John Holland awarded Stage 2 principal contractor
February 2019	Stage one works complete (on track for end of month)
March 2020	Bulk earthworks, retaining walls, enabling and temporary works commence
April 2020	Stadium sub-structure elements commence
June 2020	Structure - basement to concourse level construction commences
September 2020	Above concourse level works (structure – Level 1 to Level commences)
February 2021	Roof, façade, fit-out and remaining elements commence
Late 2022	Stadium opening

Please note, this timeline is indicative and milestone dates are subject to change. Please refer to Staging Plan submitted to the DPIE under separate cover for further details on the proposed staging program.

1.3 Conditions of consent

This strategy has been developed to address the following conditions of consent:

Condition	Detail	Where it is addressed in this strategy
B19	No later than two weeks before commencement of any works, a Community Communication Strategy must be submitted to the Planning Secretary for approval. The CCS must be approved by the Planning Secretary prior to commencement of any works or within another timeframe agreed with the Planning Secretary. The community Communication Strategy must provide mechanisms to facilitate communication between the Applicant, the relevant Council and the community (including adjoining affected landowners / occupants, sensitive receivers 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.	<p>The Strategy is proposed to be submitted to the Planning Secretary in the week beginning 13 January 2020.</p> <p>Mechanisms for communication with all stakeholders are outlined in Section 4 with communication tools nominated for each stakeholder in Section 3.</p> <p>Commitment to timeframe for implementation of the CCS is included in Section 1.2.</p>
	The Community Communication Strategy must:	
	a) identify people to be consulted during of the design and phases	Section 3
	b) set out procedures and mechanisms for the regular distribution of accessible information about or relevant to the development	Section 3 and 4
	c) provide for the formation of community-based forums, if required, that focus on key environmental management issues for the development	Section 4
	d) set out procedures and mechanisms:	
	i. through which the community can discuss or provide feedback to the Applicant	Section 5.1.1
	ii. through which the Applicant will respond to enquiries or feedback from the community	Section 5.1 and 5.2

Condition	Detail	Where it is addressed in this strategy
	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.	Section 5.2.3

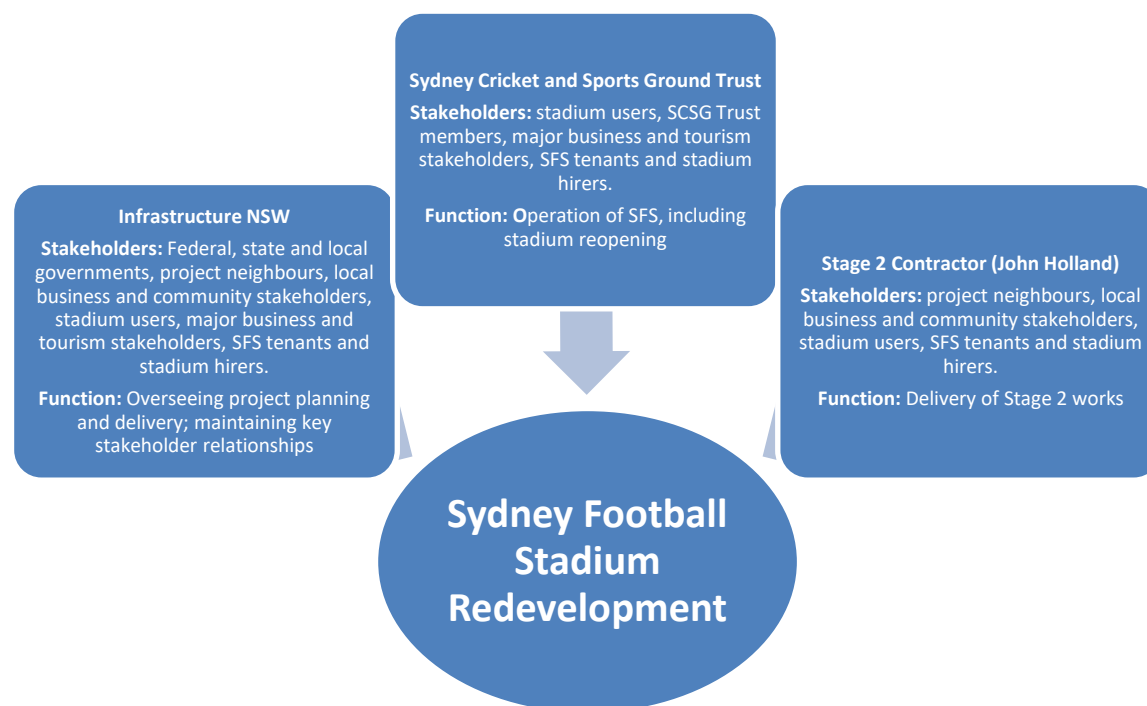
1.4 Roles and responsibilities

Infrastructure NSW has been charged by the NSW Government with development and delivery of the SFS Redevelopment process. The Sydney Cricket and Sports Ground (SCSG) Trust will become the operator of the redeveloped stadium upon its completion. On 7 December 2018, the NSW Government signed a contract with Lend Lease for the demolition of the existing stadium and construction of the new Sydney Football Stadium.

Following negotiations, the NSW Government returned to the market for an alternate builder to deliver the second stage of the project whilst Lendlease continue to oversee the Stage 1 works.

On 6 December 2019 John Holland was awarded the Stage 2 contract for the detailed design and construction of the new stadium.

All parties have a role in project communications and stakeholder engagement as outlined in the diagram below.



2. Issues identification, analysis and management

The following issues have been identified as potential or actual issues that may have already been raised by the community and stakeholders that will require an appropriate communications response to be developed during the Stage 2 construction works.

The nominated potential or existing risks are considered exhaustive for the purposes of the CCS as they have been drawn from the EIS, submissions received during the exhibition of the Stage 2 SSD DA and complaints received during Stage 1 works.

The mitigation strategies reflect the requirements of the consent conditions, and identify the various management plans that are required to be prepared. Those management plans have adopted the mitigation measures identified in the exhibited Environmental Impact Statement, Response to Submissions and drawn from the consent. . The suggested mitigation strategies provided will continue to be reviewed and revised as required during the course of the works.

Potential or existing risk	Stage	Likelihood	Mitigation strategies
Nearby stakeholders experience noise and vibration disruption during the demolition and construction	Design and construction	High	<ul style="list-style-type: none"> Construction Noise and Vibration Management Plan to be prepared by construction contractor. Noise and vibration monitoring on site. Consultation with stakeholders of surrounding receiver buildings (including UTS, Fox Studios and Kira Child Care Centre) when developing the construction schedule taking into account noise sensitive periods. Regular liaison with surrounding community to notify of upcoming noisy works and how they will be managed.
Nearby stakeholder experience potential dust impacts	Design and construction	High	<ul style="list-style-type: none"> Construction Air Quality Management Sub-Plan to be prepared by construction contractor identifying available dust mitigation strategies.
Construction related vehicles impacting on local parking	Design and construction	Moderate	<ul style="list-style-type: none"> Construction Traffic and Pedestrian Management Plan to be prepared by the construction contractor, including a Construction Worker Transportation Strategy (CWTS). The CWTS identifies where workers may park for those that

Potential or existing risk	Stage	Likelihood	Mitigation strategies
			elect to drive to the site (being the EQ car park), and includes strict guidance that no staff should be parking in nearby residential streets. It also identifies available public transport options including light rail, bus and heavy rail and relevant walking and cycling routes, including locations of bicycle parking in the precinct.
Increase of construction traffic	Design and construction	Moderate to high	<ul style="list-style-type: none"> Construction Pedestrian and Traffic Management Plan to be prepared by construction contractor. Have a “no surprises” approach by openly communicating construction traffic arrangements with nearby stakeholders.
Serious emergencies: Onsite disasters or hazards, death of construction workers or public, serious damage to private property etc.	Design and construction	Low	<ul style="list-style-type: none"> Infrastructure NSW and the construction contractor to agree on an emergency management protocol and associated communications protocol.
Increase in bulk and size of the new stadium	Design and construction Operations	High	<ul style="list-style-type: none"> Have a “no surprises” approach so community members are informed of new size and height before construction commences. Make information on the design available to the community
Construction impacting on events held at the SCG	Design and construction	High	<ul style="list-style-type: none"> Undertake works in accordance with the approved hours of works and liaise with SCSGT, Sydney Coordination Office, Transport Management Centre as required. Construction contractor to ensure worksite is secure and safe.
Members unhappy with the temporary and/or permanent solutions proposed for members’ facilities	Design and construction Operations	Moderate to high	<ul style="list-style-type: none"> SCSG Trust to lead ongoing communication with members as temporary and permanent solutions are finalised.

Potential or existing risk	Stage	Likelihood	Mitigation strategies
Clubs and or codes unhappy with relocation of headquarters, training facilities and fixtures	Design and construction	Moderate	<ul style="list-style-type: none"> SCSG Trust to continue working closely with hirers to finalise arrangements for relocated fixtures.
Fans and members unhappy with facilities provided at relocated games	Design and construction	Low to moderate	<ul style="list-style-type: none"> Ongoing communication with fans and members to remind them of the long-term vision and what the project will deliver when complete.
Concerns about the quality of the field of play at the SCG	Design and construction	Low	<ul style="list-style-type: none"> SCSG Trust to maintain pitch to a superior quality throughout the redevelopment period.

3. Stakeholder analysis

To meet obligations set out in the Development Consent (Condition B19(a)), this Section addresses the stakeholders to be consulted with during all project phases. To best understand the stakeholders who are affected or have an interest in the project and determine the most effective way to engage and communicate these groups, the following categories have been developed:

- Federal and State government;
- local government;
- project neighbours;
- stadium users;
- major business and tourism stakeholders; and
- SFS tenants and stadium hirers.

This categorisation will ensure that communication and engagement activities are targeted and guided by a strong purpose. This section provides a break-down of each stakeholder group, including relationship owner, interests and proposed engagement approach

3.1 Federal and State government

Responsibility	Infrastructure NSW
Description	<ul style="list-style-type: none">• The Hon Gladys Berejiklian, MP – NSW Premier• The Hon Dr Dave Sharma, MP – Federal Member for Wentworth• The Hon Tanya Plibersek, MP – Federal Member for Sydney• The Hon Alex Greenwich, NSW Member for Sydney• The Hon John Sidoti, MP – NSW Minister for Sport• Relevant NSW Government departments and agencies (including Department of Planning, Industry and Environment, Centennial Park and Moore Park Trust, Transport for NSW, Roads and Maritime Services, Environmental Protection Authority and DPIE's Environment, Energy and Science Group)
Issues and interests	<ul style="list-style-type: none">• Alignment with Federal and State objectives and plans• Delivering a world-class SFS on time, within budget and to the community's expectations• Ensuring all necessary regulations and conditions are met• Minimising disruption to the local community during construction and operation• Commitment to community consultation
Communication tools	<ul style="list-style-type: none">• Meetings• Briefings

3.2 Local government

Responsibility	Infrastructure NSW
Description	<p>The SFS is in the City of Sydney local government area. The City of Sydney is represented by a Lord Mayor and nine Councillors who are elected for a four-year term. The last election was in September 2016 and the next election is scheduled for September 2020 during the Stadium's Stage 2 construction period. The current Lord Mayor is Councillor Clover Moore and current Deputy Lord Mayor is Councillor Jess Scully. Other current Councillors are Craig Chung, Christine Forster, Robert Kok, Jess Miller, Professor Kerryn Phelps AM, Linda Scott, Professor Philip Thalys and Angela Vithoulkas.</p> <p>Due to the proximity of Randwick, Waverley and Woollahra local government areas, these councils are also key local government stakeholders for the project</p> <p>All councils made a submission to the exhibition of the Stage 2 SSD DA raising various issues. Refer to DPIE website for more detail: https://www.planningportal.nsw.gov.au/major-projects/project/10736/submissions/13111/3251</p>
Issues and interests	<ul style="list-style-type: none">• Minimising disruption to the local community during construction and operation• Commitment to community consultation• Project justification
Communication tool	<ul style="list-style-type: none">• Meetings• Briefings• Community Consultative Committee

3.3 Project neighbours

3.3.1 Residents

Responsibility	Construction contractor, in liaison with Infrastructure NSW
Description	The SFS is surrounded by medium density residential areas in the suburbs of Surry Hills, Paddington and Redfern. The map at Appendix A shows the residents and non-residents defined as project neighbours and noise sensitive receivers.
Issues and interests	<ul style="list-style-type: none">• Increase in bulk and size of the new stadium• Potential noise, dust and vibration disruptions and any impacts on traffic and parking due to road closures and construction vehicles• Operation of the new stadium, particularly noise, traffic and parking disruptions during events• Removal of trees in the precinct and misconceptions around taking land from Moore Park
Communication tools	<ul style="list-style-type: none">• Doorknock• Letterbox drop• Phone/email• Website• Signage• Collateral e.g. Factsheets and flyers• Community pop-up stalls and drop-in information sessions

3.3.2 Non-residents

Responsibility	Construction contractor, in collaboration with Infrastructure NSW
Description	<p>Surrounding the stadium, there are a number of businesses covering a range of sectors such as commerce, business, education and the arts. These include:</p> <ul style="list-style-type: none"> • University of Technology Sydney (Moore Park Road) • Australian Turf Club • Centennial Parklands Equestrian Centre
Description (continued) Description (continued)	<ul style="list-style-type: none"> • Moore Park Golf Club • Gumnut Gardens Early Learning and Long Day Care Centre • Kira Child Care Centre • Bambini's Child Care Centre • Entertainment Quarter + Fox Studios • Sydney Boys High School • Sydney Girls High School • Paddington Public School • Bourke Street Public School • Paddington Town Hall • The Chamber of Commerce • Victoria Barracks COFA (UNSW) • St Francis of Assisi Catholic Church • St Mattias Anglican Church • Paddington Uniting Church • St. Vladimir's Russian Orthodox Church • Kingdom Hall of Jehovah's Witnesses • Surrounding businesses within Surry Hills and Paddington
Issues and interests	<ul style="list-style-type: none"> • Increase in bulk and size of the new stadium • Potential noise, dust and vibration disruptions and any impacts on traffic and parking due to road closures and construction vehicles • Operation of the new stadium, particularly noise, traffic and parking disruptions, during events • Protection of local flora and fauna in Centennial Parklands • Shadowing and visual impacts of the new stadium
Communication tools	<ul style="list-style-type: none"> • Briefings • Meetings • Phone/email
Communication tools (continued)	<ul style="list-style-type: none"> • Website • Signage • Collateral e.g. Factsheets and flyers

3.3.3 Community groups

Responsibility	Construction contractor, in collaboration with Infrastructure NSW
Description	<p>Surrounding the stadium there are a number of local community groups including:</p> <ul style="list-style-type: none">• Centennial Parklands Community Consultative Committee• Centennial Park Residents Association• Moore Park Residents Association• Paddington Society• Paddington & Darlinghurst Community Working Group• Saving Moore Park
Issues and interests	<ul style="list-style-type: none">• Increase in bulk and size of the new stadium• Potential noise, dust and vibration disruptions and any impacts on traffic and parking due to road closures and construction vehicles• Operation of the new stadium, particularly noise, traffic and parking disruptions, during events• Protection of local flora and fauna in Centennial Parklands• Shadowing and visual impacts of the new stadium
Communication tools	<ul style="list-style-type: none">• Briefings• Meetings• Phone/email• Website• Signage• Collateral e.g. Factsheets and flyers

3.4 Stadium users

3.4.1 General patrons and fans

Responsibility	SCSG Trust, in collaboration with the construction contractor and Infrastructure NSW
Description	Each year, nearly two million people attend concerts and sporting events (Cricket, AFL, Rugby Union, Rugby League and Football) at the SCG and SFS. During demolition and construction, SCG patrons will continue to use the facility, whereas SFS patrons will need to attend other stadiums for their usual content.
Issues and interests	<ul style="list-style-type: none">• Access to and within the SCG during construction – safety of patrons• The potential negative effects on viewing experience at the SCG from construction works• Noise, traffic and parking disruptions during events at the SCG• Scheduling – where will current SFS hirers play during construction• Delivery timeline
Communication tools	<ul style="list-style-type: none">• Phone/email• Website• Signage• Collateral e.g. Factsheets and flyers• Community pop-up stalls and drop-in information sessions

3.4.2 SCSG Trust contractors, broadcasters, and emergency services

Responsibility	SCSG Trust, in collaboration with the construction contractor
Description	SCSG Trust contractors (e.g. security, cleaning, catering), broadcasters and emergency services (police, ambulance and fire) will continue to provide essential services for events held at the SCG during construction.
Issues and interests	<ul style="list-style-type: none">• Access to and within the SCG during construction• Design compliance• Delivery timeline
Communication tools	<ul style="list-style-type: none">• Phone/email• Collateral e.g. Factsheets and flyers

3.4.3 SCSG Trust Members

Responsibility	SCSG Trust
Description	<p>There are around 19,000 SCSG Trust members in total at three different levels of membership – SCG Membership, Gold and Platinum. SCG Members receive entry to attend all scheduled matches at the SCG with access to premium seating.</p> <p>Gold and Platinum members receive membership cards to access Gold Membership and Platinum Membership seating and areas (respectively) at all SCG and Sydney Football Stadium sporting events. Gold and Platinum members and their guests also have access to the Stadium Club with facilities including gymnasium, restaurant, outdoor pool area, spa, sauna, tennis and squash.</p> <p>Gold and Platinum members can also use the MP1 car park during events.</p>
Issues and interests	<ul style="list-style-type: none"> • The closure and relocation of members' facilities – what, where and when • Interim solution during construction – what, where and when • Expectation for a quality product and facilities both for the interim and redeveloped solutions – a better member experience • Continued value for money • Delivery timeline
Communication tools	<ul style="list-style-type: none"> • Briefings • Phone/email • Website • Collateral e.g. Factsheets and flyers • Community pop-up stalls and drop-in information sessions

3.5 Major business and tourism stakeholders

Responsibility	Infrastructure NSW, in collaboration with the construction contractor
Description	<p>This category refers to stakeholders who have the capacity to significantly impact public perceptions about the project, given their reach and positions of authority. This includes:</p> <ul style="list-style-type: none"> • Committee for Sydney • Destination NSW • Tourism and Transport Forum • Western Sydney Business Chamber • Western Sydney Leadership Dialogue
Issues and interests	<ul style="list-style-type: none"> • Delivering a world-class SFS on time, within budget and to the community's expectations • Managing Sydney's growth and prosperity • Attracting major international events to Sydney and gaining the associated economic benefits • Promoting Sydney's liveability through quality of entertainment/ events • Supporting Sydney's journey to becoming an even smarter and more responsive city through the use of data and technology • Driving Sydney's productivity and competitiveness through cementing our reputation as a city for world-class events • Enhancing Sydney's appeal to businesses, visitors and newcomers • Delivery timelines • Pedestrian and light rail connections
Communication tools	<ul style="list-style-type: none"> • Meetings • Briefings

3.6 SFS tenants and stadium hirers

3.6.1 National Rugby League

Responsibility	SCSG Trust, in collaboration with the construction contractor and Infrastructure NSW
Description	The National Rugby League (NRL) headquarters are in the Precinct and will remain during the demolition and construction. They also hire the SFS throughout the year to host sporting events.
Issues and interests	<ul style="list-style-type: none">• Relocation of fixtures during the demolition and construction period• Relocation of training facilities during the demolition and construction period• Noise during demolition and construction• Access to building during demolition and construction• Design of the new stadium• Potential project delays• Staff parking impacts
Communication tools	<ul style="list-style-type: none">• Meetings• Briefings• Doorknock• Letterbox drop• Phone/email• Website• Signage

3.6.2 Rugby Australia

Responsibility	SCSG Trust, in collaboration with the construction contractor and Infrastructure NSW
Description	The Rugby Australia headquarters are in the Precinct and will remain during the demolition and construction. They also hire the SFS throughout the year to host sporting events.
Issues and interests	<ul style="list-style-type: none">• Relocation of fixtures during the demolition and construction period• Relocation of training facilities during the demolition and construction period• Noise during demolition and construction• Access to building during demolition and construction• Design of the new stadium• Potential project delays
Communication tools	<ul style="list-style-type: none">• Meetings• Briefings• Doorknock• Letterbox drop• Phone/email• Website• Signage

3.6.3 University of Technology Sydney

Responsibility	SCSG Trust, in collaboration with the construction contractor and Infrastructure NSW
Description	The University of Technology Sydney (UTS) has established research and education facilities within the Rugby Australia headquarters for staff and students.
Issues and interests	<ul style="list-style-type: none"> • Noise during demolition and construction impacting on exam periods • Access to building during demolition and construction • Potential impacts to laboratory equipment • UTS students and staff receive timely and accurate information through UTS' communications channels • Potential project delays • Staff parking impacts • Specifically nominated as a sensitive receiver for the purposes of mitigating and managing Constructing Noise and Vibration activities
Communication tools	<ul style="list-style-type: none"> • Meetings • Briefings • Doorknock • Letterbox drop • Phone/email • Website • Signage

3.6.4 Cricket NSW

Responsibility	SCSG Trust, in collaboration with the construction contractor and Infrastructure NSW
Description	The Cricket NSW headquarters and indoor practice nets were relocated in 2019 during demolition of the stadium. Cricket NSW will continue to hire the outdoor practice nets and the SCG throughout construction.
Issues and interests	<ul style="list-style-type: none">• ICC World Cup T20 (21 Feb – 8 March; 18 Oct – 15 Nov 2020)• Scheduling – increased number of events held at the SCG• Potential project delays
Communication tools	<ul style="list-style-type: none">• Meetings• Briefings• Phone/email• Website• Signage

3.6.5 Sydney FC

Responsibility	SCSG Trust, in collaboration with the construction contractor and Infrastructure NSW
Description	The Sydney FC Administration headquarters are in the Precinct and will need to be relocated during the demolition and construction. They also hire the SFS throughout the year to host sporting events.
Issues and interests	<ul style="list-style-type: none">• Relocation of fixtures during the demolition and construction period• Relocation of headquarters during the demolition and construction period• Design of the new stadium• Quality of the SCG playing surface• Potential project delays
Communication tools	<ul style="list-style-type: none">• Meetings• Briefings• Phone/email• Website• Signage

3.6.6 Sydney Roosters

Responsibility	SCSG Trust, in collaboration with the construction contractor and Infrastructure NSW
Description	The Sydney Roosters headquarters and centre of excellence are in the Precinct and will need to be relocated during the demolition and construction. They also hire the SFS throughout the year to host sporting events.
Issues and interests	<ul style="list-style-type: none">• Relocation of fixtures during the demolition and construction period• Relocation of headquarters during the demolition and construction period• Design of the new stadium• Quality of the SCG playing surface• Potential project delays
Communication tools	<ul style="list-style-type: none">• Meetings• Briefings• Phone/email• Website• Signage

3.6.7 NSW Rugby and Waratahs

Responsibility	SCSG Trust, in collaboration with the construction contractor and Infrastructure NSW
Description	The NSW Rugby and Waratahs hire the SFS throughout the year to host sporting events.
Issues and interests	<ul style="list-style-type: none">• Relocation of fixtures during the demolition and construction period• Relocation of training facilities during the demolition and construction period• Design of the new stadium• Potential project delays
Communication tools	<ul style="list-style-type: none">• Meetings• Briefings• Phone/email• Website• Signage

3.6.8 Football Federation Australia

Responsibility	SCSG Trust, in collaboration with the construction contractor and Infrastructure NSW
Description	The Football Federation Australia hire the SFS throughout the year to host sporting events.
Issues and interests	<ul style="list-style-type: none">• Relocation of fixtures during the demolition and construction period• Relocation of training facilities during the demolition and construction period• Design of the new stadium• Potential project delays
	<ul style="list-style-type: none">• Meetings• Briefings• Phone/email• Website
Communication tools	<ul style="list-style-type: none">• Signage

3.6.9 Sydney Swans / AFL

Responsibility	SCSG Trust, in collaboration with the construction contractor and Infrastructure NSW
Description	The Sydney Swans are the largest sporting club in Sydney by attendance and membership, and play all their home matches and finals in the AFL season at the Sydney Cricket Ground. The Sydney Swans hold priority scheduling rights at the SCG from March to October.
Issues and interests	<ul style="list-style-type: none">• Relocation of fixtures during the demolition and construction period• Relocation of training from SCG field of play owing to greater usage of venue• New stadium operation and interaction with current SCG facilities• Field of play condition at the SCG
Communication tools	<ul style="list-style-type: none">• Meetings• Briefings• Phone/email• Website• Signage

3.6.10 Other tenants

Responsibility	SCSG Trust, in collaboration with the construction contractor and Infrastructure NSW
Description	Other tenants which have been relocated include: <ul style="list-style-type: none">• PRP Imaging and Stadium Medical Centre• Azure Café• UTS Stadium Club
Issues and interests	<ul style="list-style-type: none">• Relocation of business during the demolition and construction period• Design of the new stadium• Potential project delays
Communication tools	<ul style="list-style-type: none">• Meetings• Briefings• Phone/email• Website• Signage

4. Communication tools

To meet obligations set out in the Development Consent (Condition B19(b)), this section addresses the procedures and mechanisms (or communication tools) available for the regular distribution of accessible information about or relevant to the development.

This section describes the communication tools to support the objectives and aims of this Strategy. These will be supported by Ministerial and Departmental speaking and media opportunities.

4.1 INSW SFS Redevelopment webpage

What	The Infrastructure NSW SFS Redevelopment webpage provides a comprehensive source of project information. The website will be promoted in all communication activities. Regular updates to the website will ensure currency of information. Other communication material such as community updates will be stored on the webpage. The SCSG Trust also hosts a site dedicated to the SFS redevelopment. Content is in line with that of Infrastructure NSW. http://www.infrastructure.nsw.gov.au/projects-nsw/sydney-football-stadium-redevelopment/
When	Ongoing
Why	To inform

4.2 Project 1800-line and email

What	The dedicated project 1800-line and email address are key access points for the community to receive project information. Protocols for managing enquiries and complaints through the project phone line and email are set out in Chapter 6 of this Strategy. P: 1800 414 020 E: communitysfsr@jhgc.com.au
When	Ongoing
Why	To inform, provide feedback and raise concerns

4.3 Collateral

What	<p>Engagement activities are supported by a series of collateral, including fact sheets and project updates. Some pieces have been produced to provide overarching information on the project, while others relate to a specific milestones or elements of the project. These will be updated and developed as new elements emerge and distributed via letterbox drop to those properties identified within the yellow line shown on the map in Appendix A.</p> <p>All collateral will also be made available on the INSW SFSR webpage at: http://www.infrastructure.nsw.gov.au/projects-nsw/sydney-football-stadium-redevelopment/</p>
When	As required with a minimum of quarterly project updates.
Why	To inform

4.4 Key stakeholder meetings and briefings

What	<p>Project briefings will continue to be provided to relevant stakeholders at key milestones. This will assist in ensuring these stakeholders are informed and consulted on the project, providing factual and up-to-date information for distribution to their networks and in media.</p> <p>The level and form of stakeholder briefing will vary to meet the needs of individual stakeholders, for example local government stakeholders will be briefed at each milestone, while other stakeholder groups may receive one-off presentations as required.</p> <p>Condition B19(c) requires the CCS to address the formation of community based forums if required that focus on key environmental issues for the development. Specific community groups are not considered necessary on the basis that:</p> <ul style="list-style-type: none">– there is an established Community Consultative Committee (CCC) which is proposed to continue as set out in Section 4.5 below; and– there are multiple conditions that require agency consultation and engagement to address technical environmental issues; agencies are considered best placed to deal with environmental issues and would operate in the community's interests.
When	As required – dependent on stakeholder needs and feedback
Why	Inform, consult and resolve disputes

4.5 Community Forum

What	<p>A Community Forum will be scheduled at the commencement of each stage of construction.</p> <p>A combined Forum will be convened for the first two stages of the construction</p>
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	<p>program due to the quick succession of, and high degree of overlap between, those stages.</p> <p>A letter box drop inviting community members to attend the Forum will be issued to all properties within the yellow line shown in Appendix A the week prior to the Forum, advertised via email to the project email distribution list and on the project website. Information on the delivery of the project will be provided via large format information boards and booklets. Information to be covered will include:</p> <ul style="list-style-type: none"> • Update on previous stage (Note: the first Community Forum will provide a briefing on the completed demolition works) • Update on upcoming stage • Information on management of the following priorities: <ul style="list-style-type: none"> ○ Construction traffic and pedestrian management ○ Noise and vibration ○ Air quality and dust ○ Soil, water and vegetation • Pathways for raising and resolving concerns <p>Relevant project representatives will be in attendance as well as the members of the CCC (subject to their availability). Representatives will seek to respond to feedback and answer questions, however all Forum participants will ultimately be directed to the relevant established communications tools for further information/action. To ensure the correct operation of the consent (and related compliance matters) are afforded protection, the Forums are not proposed to be used as a vehicle to formally register and directly respond to complaints/compliance matters.</p> <p>Copies of the information boards and booklet will be prepared and uploaded on the Infrastructure NSW SFSR webpage at: http://www.infrastructure.nsw.gov.au/projects-nsw/sydney-football-stadium-redevelopment/</p>
When	A Forum will be held at the commencement of each stage of construction, with a combined forum proposed for the first two stages of the construction program.
Why	Inform and engage directly with the community

4.6 Community Consultative Committee

What	<p>To meet obligations set out in the Stage 1 Development Consent a CCC was established to provide a forum for open discussion between representatives of the project, the community and other stakeholders on issues directly relating to operations, environmental performance and community relations, and to keep the community informed on these matters.</p> <p>In accordance with condition B18 of the SSD 9835, Infrastructure NSW has sought the Planning Secretary's approval to continue the CCC established for Stage 1 for the duration of the Stage 2 construction works and for a least 12 months following the completion of construction or until the submission of the second Post Occupation Compliance Report is submitted (whichever is the sooner).</p>
When	A regular calendar of CCC meetings will be established by the Chair in consultation with group members
Why	To inform and consult

4.7 Good neighbour activities

What	<p>Door-knocks, letterbox drops, local visual messaging signage and site signage will be used to provide specific project information to project neighbours and others who may be impacted by site works as they travel through the area.</p> <p>These will clearly detail upcoming works (what, who, when) and where to go for further information.</p>
When	As required with a minimum of quarterly project updates.
Why	To inform and build positive relationships

5 Procedures for managing enquiries and feedback

To meet obligations set out in the Development Consent (condition B19(d)(i-iii)) this Section of the Strategy outlines the procedures and mechanisms to receive and respond to enquiries, feedback and complaints.

A nominated person from the contractor's project team will be responsible for receiving and responding to enquiries, feedback and complaints. The following protocols and procedures will be in place during the construction period and 12 months following the commencement of operations, to effectively manage enquiries and complaints received from the community and other stakeholders. The nominated person will be supported by an Infrastructure NSW Communications and Engagement Manager.

5.1 Contacts protocol

The nominated person will have primary responsibility for maintaining a record and actioning all project related contacts (complaints or enquiries). Input from the wider project team will also be sought to help respond to complaints and enquiries.

The nominated person from the contractor is the Communications and Stakeholder Manager, who is a certified in IAP2 and Project Management, and sits on the project Senior Leadership Team.

5.2 Contact points

There will be three main points of public contact:

- Direct phone number: 1800 414 020
- Email address: sfsredevelopment@jhq.com.au
- Postal address: Sydney Football Stadium Redevelopment
PO Box R220
Royal Exchange NSW 1225

The telephone line will operate 24 hours per day with all calls logged and immediately forwarded to the nominated person for response and action. Outside of standard working hours, calls will be answered for actioning the next working day; or in the case of an emergency, the nominated Project Team member will be contacted.

The project email address will be checked at minimum on a daily basis on weekdays.

Face to face contact is likely to occur through doorknocks and walk-arounds as required. Any queries direct to the project team while working in and around the site are to be referred on to the project information line, nominated person or Infrastructure NSW.

5.3 Responding to and recording contacts received

Some contacts will be resolved on the spot, while others will require acknowledgement and

further investigation in order to action and complete. Details of the response times for different types of contact are outlined below.

Contact type	Method	Acknowledge	Resolve	Note
Enquiry	Face to face	Acknowledge within 24 hours of receipt (Mon-Fri)	Within two working days	Advise INSW within 24 hours of receipt
	Telephone			
	Email			
	Letter			
Complaint	Face to face	Acknowledge within 2 hours of receipt	Endeavour to resolve within one working day	Advise INSW immediately upon receipt
	Telephone			
	Email			
	Letter			

5.3.1 Enquiries handling procedure

Enquiries or feedback received by the nominated person via post, the phone line or email will be answered on the spot using pre-approved key messages or responses to FAQs. If the enquiry cannot be answered using key messages, the nominated person will liaise with the project team to provide an answer. The enquiry or feedback will be logged into the Stakeholder Consultation database.

5.3.2 Complaints handling procedure

Complaints received by the nominated person via post, the phone line or email will be referred directly to the project team and simultaneously logged with Infrastructure NSW and entered into the Stakeholder Consultation database.

The project team is to advise the nominated person as soon as practicable after investigation as to the nature and cause of the complaint to enable the nominated person to report back and close out the issue. Where a complaint is made directly to workers onsite, they are to immediately advise the nominated person of the complaint for logging and actioning. The nominated person will maintain ongoing contact with the caller/emailer until the issue is resolved satisfactorily and will keep Infrastructure NSW informed of progress.

The Stakeholder Contact database will track the status of enquiries and complaints and delegate actions to the appropriate project team members. The nominated person will have responsibility for ensuring all contacts are actioned in a timely manner.

5.3.3 Dispute resolution

A complaint that cannot be resolved by the nominated person will then be considered a dispute. It will be escalated as follows:

1. Construction contractor Project Manager, if not resolved then –
2. Construction contractor Project Director, if not resolved then –
3. Infrastructure NSW Project Director, if not resolved then –
4. Construction contractor and Infrastructure NSW discussion. The construction contractor Project Director and Infrastructure NSW Project Director to determine if the complaint is to be forwarded to mediation.

If mediation is required, Infrastructure NSW and the State will comply with the recommendations of a specialist mediator, who will be independent of Infrastructure NSW.

5.3.4 Recording contacts

A record will be kept of all contact, including telephone and face-to-face communication. Details will be entered either directly into a contact database maintained by the nominated person or documented on a Record of Contact Form and subsequently entered into the contact database. The nominated person, Infrastructure NSW Project Team and contractors will have access to Record of Contact Forms. The contact database for contacts received will note the following:

- Type of contact (enquiry/complaint and telephone/email/letter/face-to-face)
- Date and time of contact
- Team member receiving contact
- Name of stakeholder and contact details (if consent to record personal details is not provided the contact will be recorded but will not include personal details)
- The tone of the contact, particularly if angry or upset
- The team member to whom the contact was referred (if needed) and the referral date
- For contact requiring action, record of the action taken, response provided and the completion date
- For contact where no further action will be taken record the reason(s) why no action was taken
- For contact where further action is required, record required actions, contact the person to confirm/clarify:
 - The nature of the issue
 - Reasons (if any) for its occurrence
 - The criteria upon which the issue was assessed
 - How the issue has been addressed

- Steps undertaken to prevent re-occurrence of either the issue or the contact if based on a complaint.
- After contact resolved, record resolution reached and the completion date.

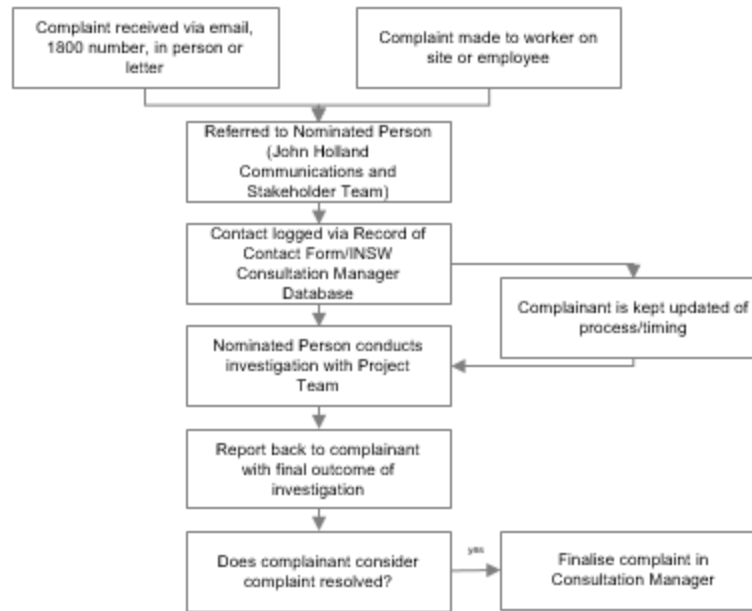
Appendix A – Project neighbours

The following map shows sensitive receivers which are those people likely to work, occupy or reside in this area. This is the area identified to receive ongoing project updates via letterbox drop. Other project neighbours will be captured via email.



Appendix B – Disputes Handling Flowchart

Complaints



Disputes

