

Walsh Bay Arts Precinct

Communications and Stakeholder Management Plan

Clients:

Infrastructure NSW and Arts NSW

Date:

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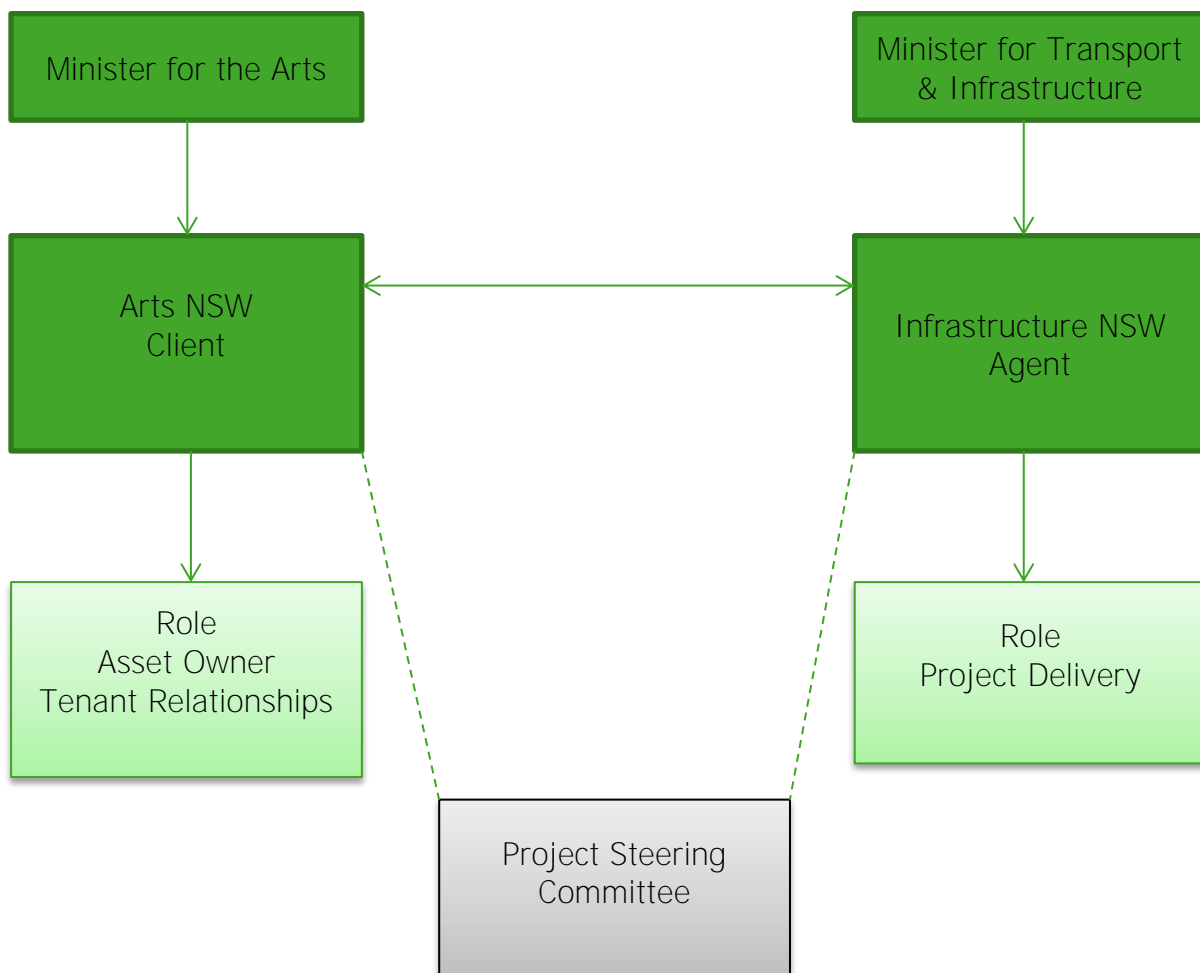
1 Introduction

This Communications and Stakeholder Management Plan has been prepared by Elton Consulting in liaison with Infrastructure NSW and Arts NSW. It sets out a detailed strategy for communications and engagement to support the next phases of detailed planning, delivery and operation of the Walsh Bay Arts Precinct (**'the Precinct'**).

This document is the latest iteration of the Communications and Stakeholder Management Plan prepared in 2013. Consultation during the interim period has been largely limited to government agencies and authorities including Roads and Maritime Services, Department Planning and Environment, Destination NSW, Heritage Council of NSW, City of Sydney, Office of Environment and Heritage, and Transport for NSW, due to the project being on hold for some period of time. Consultation with prospective tenants has also been ongoing over this time. This document sets out a summary of the engagement activities undertaken to date, how the detailed design responds, and planned engagement activities for the next phases.

The plan will support both agencies in engagement activities as part of their respective roles in implementing the project, with:

- » Arts NSW as client and asset owner, primarily responsible for working with prospective arts tenants and arts organisations
- » INSW as agent, assisting with project management, planning and delivery.



The Concept State Significant Development Application (SSDA) consent for Walsh Bay Arts Precinct specifies a number of conditions to be addressed in the detailed design as part of the Detailed SSDA. This includes detailed requirements for a Community Consultation Strategy and Complaints Management System – which are addressed in this Plan.

This Plan also responds to the Secretary's **Environmental Assessment Requirements** (SEARS) issued on 1 July 2016. Requirements for **consultation** specify that during preparation of the EIS consultation must be undertaken with relevant local, State and Commonwealth authorities, service providers, community groups and affected landowners, particularly the following agencies:

- » Office of Environment and Heritage
- » City of Sydney Council
- » Environment Protection Authority
- » Roads and Maritime Services
- » CBD Coordination Office within Transport for NSW
- » Heritage Council of NSW
- » Sydney Ports Corporation
- » NSW Police
- » Fisheries NSW (Department of Primary Industries)
- » Fire and Rescue NSW
- » Local Aboriginal Land Council and stakeholders, if relevant.

The EIS must describe the consultation process and any issues raised by agencies, and identify where the design of the development has been amended in response to those issues. It should provide a short explanation where amendments have not been made to address an issue.

Specifically, this Plan provides details of:

- » **The Precinct** – including the project vision and objectives and related engagement (Section 2)
- » **Key stakeholders** to be consulted as engagement continues (Section 3)
- » **Summary of engagement undertaken to date** (Section 4)
- » **Community Consultation Strategy** for the next phases of detailed planning, delivery and operation (Section 4)
- » **Complaints Management Systems** for delivery and operation of the Precinct (Section 5)
- » **References** (Section 6).

Image: Sydney Writer's Festival



2 Revitalising the Walsh Bay Arts Precinct

2.1 Overview

Revitalisation of the Walsh Bay Arts Precinct is being overseen by Arts NSW and delivered in conjunction with Projects NSW, a specialist unit of Infrastructure NSW. Arts NSW maintains responsibility for strategic and design outcomes and managing stakeholder relations with arts organisations, while Infrastructure NSW is responsible for project delivery.

On 15 May 2016 the NSW Government announced that the Concept Plan for the Walsh Bay Arts Precinct had **received planning approval and \$139 million in funding from NSW's \$600 million Arts and Cultural Infrastructure Fund**.

The Concept SSDA for the Walsh Bay Arts Precinct sought and gained approval for:

- » A new waterfront square between Pier 2/3 and Wharf 4/5
- » Proposed use of the Precinct for arts festivals and events and pop ups and associated uses including restaurants, cafes and bars
- » Inclusion of flexible and adaptable spaces in Pier 2/3 and Wharf 4/5 for arts and cultural activities:
 - > Reconfiguring Wharf 4/5, which is currently occupied by arts organisations including the Sydney Theatre Company, Australian Theatre for Young People and Bangarra Dance Company
 - > Changing the internal layout of Pier 2/3, the last undeveloped pier at Walsh Bay, for arts and cultural uses including events and performances
- » Frequency and size of events within the waterfront square and outdoor spaces (for instance, with larger scale major events held a set number of times per year, through to smaller scale private events held throughout the year)
- » Heritage modifications and interventions required to Pier 2/3 and Wharf 4/5 including stairs, balcony and roof modifications.

A detailed State Significant Development Application for the redevelopment is expected to be lodged in November 2016. Pending approval, construction is scheduled to commence in 2017.

2.2 Project vision

The communications and stakeholder management approach will be consistent with the vision for the Precinct to:

Create a sustainable and activated arts and culture precinct **that supports and nurtures Sydney's home-grown** culture and creativity. As a destination, it will be inclusive and accessible to all. It will be alive at all hours of the day and display a vibrant and accessible night life. As a cultural cluster, Walsh Bay will be an ecosystem for creative production and cultural consumption where innovation and collaboration are a core of the **Precinct's** operations. (Arup 2012)

This vision was developed in 2012 on the basis of a review of leading practice arts and cultural precincts, and stakeholder and community consultation which built on the findings of that research. Further stakeholder consultation undertaken since that time demonstrates strong support for the vision.

Arts and culture has led the renewal of Walsh Bay since the Sydney Theatre Company was first established at Wharf 4/5 some 30 years ago. Realisation of the Master Plan prepared by the NSW Government Architect (from 2011 to 2013) and subsequent Concept Plan **will extend Sydney's** existing arts and cultural offering and experience to wider audiences, producers and the public, through an integrated performing arts and cultural precinct within an enhanced public domain at Walsh Bay.

The Precinct will contribute to Sydney's status as an arts and events capital, a place of exciting and innovative projects that highlight local and global talent. It will **support Walsh Bay's role as an** important contributor to **Sydney's Cultural Ribbon** – a foreshore walk linking leading cultural institutions from the Maritime Museum at Darling Harbour to Circular Quay and the Opera House, and beyond to the Art Gallery of NSW and Australian Museum. The arts and cultural program for the Precinct will also complement cultural initiatives taking place at nearby Barangaroo.

2.3 Project objectives

This Communications and Stakeholder Management Plan has been designed to contribute towards the overall objectives for the Walsh Bay Arts Precinct. The project objectives – developed as part of the Final Business Case – support the vision for the Precinct and respond to the identified service needs. The objectives are:

- » Activate the Precinct through the provision of a unique cultural offering and visitor experience
- » Rejuvenate **a vital piece of Sydney's waterfront** cultural heritage, providing intergenerational benefits for the people of NSW
- » Provide facilities that better enable arts organisations to develop world-class productions and experiences and deliver on their strategic visions and Government objectives – enabling performing arts companies to remain internationally competitive and providing opportunities for educational and touring programs
- » Create a financially sustainable operating model for the Precinct and its tenants – the Final Business Case demonstrated that the Precinct can fully fund its ongoing operations and use through incorporating complimentary commercial uses.

2.4 Project phases and engagement

The Concept Plan, vision and objectives establish the foundations for a robust process of stakeholder and community engagement for the Walsh Bay Arts Precinct. Communications and engagement will support all future stages of the project – from the Detailed State Significant Development Application (SSDA), through to occupation and ongoing activation of the Precinct. The focus of engagement will reflect the specific needs of each phase of the project. The phases are shown in Table 1.

Table 1 Project phases and engagement

Phase	Engagement	Activities / Timeframes / Statutory requirements
» Extensive Stakeholder Consultation	Extensive targeted meetings and briefings were conducted around the Preliminary Business Case and Master Plan and Final Business Case	2012 / 2013
» Public Release of the Walsh Bay Arts Precinct Master Plan / Final Business Case	Public comment on the Master Plan was invited through the Have You Say website, and two targeted information sessions were conducted as part of this phase. This phase considered a number of Concept Design options and established a preferred option. It involved development of an engagement strategy to effectively target key stakeholders and the community (to meet the specific requirements of Treasury and Infrastructure NSW).	Public engagement initiated (November to mid December 2013) NSW Government review of Final Business Case (Mid December 2013)
» Concept State Significant Development Application	The preferred option emanating from the Final Business Case was further refined to a Concept Design, enabling a Concept State Significant Development Application to be submitted in March 2014. Multiple opportunities for engagement around the concept design were available to stakeholders and the community, ahead of and during the public exhibition period for the Concept SSDA (including Final Concept Design). This phase included briefings with arts and cultural groups, businesses, residents, the City of Sydney and government agencies.	Concept State Significant Development Application submitted (March 2014) Public exhibition required <i>Subsequently determined May 2015</i>
» Detailed State Significant Development Application WE ARE HERE	Multiple opportunities for engagement around the detailed design and operational approvals will be available to stakeholders and the community during the public exhibition period for the Detailed SSDA. Engagement in this phase will focus on: <ul style="list-style-type: none"> • Updates to the Concept Design / refinement 	Detailed State Significant Development Application to be submitted (November 2016) Public exhibition

Phase	Engagement	Activities / Timeframes / Statutory requirements
	of the Detailed Concept Design <ul style="list-style-type: none"> • Updates to the project timeframe • Available information about the construction phase and subsequent operational phase 	required
» Construction / Delivery	Engagement in this phase will focus on: <ul style="list-style-type: none"> • Community relations and communications around construction • Engagement around refinements and modifications to existing approvals, where relevant. 	Commencement of works is proposed for 2017, with completion scheduled for 2019 Public notification and exhibition of modifications may be required
» Operation / Ongoing activation of the WBAP	As the Precinct moves into operation, the primary focus of engagement will be on community relations and communications. Continuing to be a good neighbour, to engage with new and existing audiences, and to activate the Precinct as Sydney grows – will provide challenges and opportunities for the project into the future.	The public domain and Pier 2/3 is scheduled to open in 2018 and Wharf 4/5 will open in 2019 Notifications for major events may be required

2.5 Engagement objectives

The Walsh Bay Arts Precinct will be *a place that engages* the city and the world. A robust and appealing process of community and stakeholder engagement is therefore critical to underpin the project. Extensive stakeholder engagement has been undertaken around the Master Plan, Preliminary and Final Business Cases and Concept Plan. Ongoing and broader engagement will feature strongly as detailed planning for the Precinct continues. The Communications and Stakeholder Management Strategy aims to:

- » Meet the requirements of the consent conditions relating to a Community Consultation Strategy and Complaints Management Systems
- » Meet the requirements of the stage two SEARS relating to consultation
- » Address the engagement and consultation requirements identified in the Guidelines for Capital Business Cases Policy and Guidelines Paper (NSW Treasury 2008)
- » Proactively identify and manage project risks and impacts
- » Proactively identify and capitalise on project related opportunities
- » Promote informed dialogue with stakeholders and the community
- » Enhance stakeholder relationships, particularly among neighbours and relevant authorities
- » Manage stakeholder and community expectations

- » Ensure a broad range of community voices and interests have opportunities to participate and engage
- » Facilitate project approval and delivery and support operation.

3 Key stakeholders

The key stakeholders to be engaged to ensure the effective implementation and delivery of the next phases for the Walsh Bay Arts Precinct are identified in Table 2.

Revitalisation of the Walsh Bay Arts Precinct is being overseen by Arts NSW and delivered in conjunction with Projects NSW, a specialist unit of Infrastructure NSW. Arts NSW maintains responsibility for strategic and design outcomes and working with arts tenants and arts organisations, while Infrastructure NSW is responsible for project delivery. The NSW Deputy Premier, Minister for the Arts, Minister for Justice and Police, and Minister for Racing, the Hon Troy Grant MP, will undertake liaison with other relevant Ministers and the Premier of NSW.

Three major stakeholder categories and likely areas of interest are identified in this Plan. These stakeholders will be engaged in various ways over the life of the project from planning through to operation. These are:

- » **Delivery partners** – including Government agencies and authorities, new and existing arts and cultural organisations within the Precinct, local stakeholders such as the Walsh Bay Precinct Association, festival and event producers – such as Sydney Writers Festival and Vivid Festival
- » **Business and tourism stakeholders** – from local businesses to those in wider Sydney, from smaller businesses to big business, including stakeholders across the arts and cultural sector, and in the tourism, hospitality, entertainment and retail sectors, to agencies including Destination NSW, peak bodies such as Committee for Sydney, and local stakeholders such as Sydney Chamber of Commerce
- » **Community stakeholders** – from local residents, groups and businesses to the broader Sydney community, to cultural consumers and producers, and future visitors to the Precinct. This includes the growing and changing communities of Barangaroo and Millers Point.

Stakeholders are shown below under their primary grouping. However, it is noted that some stakeholders fit within more than one category. For instance, the Walsh Bay Precinct Association is both a community stakeholder and a potential delivery partner. Similarly, local businesses are both part of the business and tourism category and a community stakeholder.

A **relationship manager** from within the Infrastructure NSW / Arts NSW project team is nominated for each stakeholder grouping.

Table 2 Key stakeholders by type

Type	Key stakeholders	Relationship manager
» Elected representatives	<ul style="list-style-type: none"> • Local Member – Alex Greenwich • Federal Member – The Hon Tanya Plibersek MP • Lord Mayor – Clover Moore • City of Sydney Councillors 	<ul style="list-style-type: none"> • Joint – INSW and Arts NSW

Type	Key stakeholders	Relationship manager
» Media – to manage key messages and to promote the project and related engagement opportunities	<ul style="list-style-type: none"> • The Sydney Morning Herald, The Daily Telegraph, The Australian, The Australian Financial Review • ABC Radio and Television • FBI Community Radio • Local and community press and websites ('Walsh Bay News' newsletter, 'Streets of Barangaroo' publication, walshbay.com.au, barangaroosouth.com.au) • Wider Sydney press and websites • International press and websites (The Guardian 'Culture' section) • Blogs (ArtsHub, The Design Files and others) • Social media (Twitter, Facebook) 	<ul style="list-style-type: none"> • Joint – INSW and Arts NSW
Delivery partners		
» Owners	<ul style="list-style-type: none"> » Roads and Maritime Services (as land owner of the Walsh Bay Arts Precinct site and lessor of Pier 2/3 and Wharf 4/5) » Arts NSW, Department of Justice (as the asset owner, and the long term head lessee of Pier 2/3) » Infrastructure NSW (as the agent delivering project on behalf of owner) 	
» WBAP Project Steering Committee	<ul style="list-style-type: none"> » Andrew Cappie-Wood Secretary: Department of Justice (Chair) » Samantha Torres Deputy Secretary: Arts and Culture Cluster Department of Justice (Alternate Chair) » Mary Darwell formerly Executive Director: Arts NSW » Michael Brealey Acting Executive Director: Arts NSW » David Riches: Infrastructure NSW » Peter Watts: Architectural / heritage expertise » Brenna Hobson: Arts expertise » Chum Darvall: Commercial / arts company expertise 	<ul style="list-style-type: none"> • ArtsNSW
» Statutory Authorities and City Authorities	<ul style="list-style-type: none"> » NSW Department of Planning and Environment (DPE) » Roads and Maritime Services (RMS) » City of Sydney 	<ul style="list-style-type: none"> • INSW
» Authorities Working Group	<ul style="list-style-type: none"> » Infrastructure NSW » City of Sydney » Office of Environment and Heritage » Transport for NSW » Roads and Maritime Services 	<ul style="list-style-type: none"> • Joint – INSW and Arts NSW

Type	Key stakeholders	Relationship manager
	» Environmental Protection Agency	
» Emergency services	» NSW Police » NSW Fire Brigade » Ambulance » Sydney Ports To be engaged in design phase and in review of plans and certification	• INSW
» Government agencies and bodies	» NSW Treasury » Office for Environment and Heritage (OEH) » Heritage Council of NSW (Heritage Branch) » Major Events Coordination Group » Sydney Ports / Port Authority of NSW	• Joint – INSW and Arts NSW
» Committees	» Design Advisory Committee <ul style="list-style-type: none"> > Peter Watts > Peter Poulet > Mary Darwell > Marianna Southwick 	• INSW
» Project team	» Design Team including: <ul style="list-style-type: none"> > Tonkin Zulaikha Greer (TZG) > specialist consultants > operations consultants > Sydney Theatre Company and STC Design Team 	• INSW
» Tenants and hirers	» Arts Tenants Committee (General Managers) <ul style="list-style-type: none"> > Australian Chamber Orchestra (ACO) > Australian Theatre for Young People (ATYP) > Bangarra Dance Theatre > Bell Shakespeare Company > Biennale of Sydney > Gondwana Choirs > Song Company > Sydney Dance Company > Sydney Philharmonia Choirs > Sydney Theatre Company > Sydney Writer's Festival 	• ArtsNSW

Type	Key stakeholders	Relationship manager
	<ul style="list-style-type: none"> » Tenant Working Group (Operational working group) » Festivals – Sydney Writer’s Festival, Biennale of Sydney, Sydney Festival, Vivid Festival, Sydney Corroboree 	
» Existing leaseholders with potential concurrence role	<ul style="list-style-type: none"> » Pier 2/3 stratum holders » Walsh Bay Precinct Association 	<ul style="list-style-type: none"> • INSW
» Wider arts and cultural community	<ul style="list-style-type: none"> » The Australia Council for the Arts » Arts and cultural institutions – such as the Sydney Opera House, Museum of Contemporary Art, Art Gallery of NSW, Carriageworks » Arts and cultural producers » Producers / organisers of other creative and cultural events consistent with the Precinct governance framework – such as Mercedes Benz Fashion Festival Sydney, maritime events » Wider arts and cultural community including patrons and supporters of resident arts organisations 	<ul style="list-style-type: none"> • ArtsNSW
Community stakeholders		
» Local residential community	<ul style="list-style-type: none"> » Walsh Bay Precinct Association » Manage-Meant, Dynamic Property Services (Strata Managers) » Millers Point, Dawes Point, The Rocks and Walsh Bay Resident Action Group (RAG) » Residents of Walsh Bay (Wharf 6/7), Millers Point, Barangaroo 	<ul style="list-style-type: none"> • Joint – INSW and Arts NSW
» Local business community	<ul style="list-style-type: none"> » Walsh Bay Arts and Commerce Association » Chambers of Commerce (including Sydney and The Rocks chambers of commerce) » Businesses in Walsh Bay – including businesses in Wharf 8/9 (offices) and the Shore Sheds (ten RMS lessees – restaurants, bars, shops and offices) » Pier 2/3 Strata Management Group » Neighbouring businesses (such as the Sebel Pier One Sydney Hotel) 	<ul style="list-style-type: none"> • Joint – INSW and Arts NSW

Type	Key stakeholders	Relationship manager
» Visitors	<ul style="list-style-type: none"> » Local visitors / broader Sydney community (including people of all ages from Sydney's inner and outer suburbs) » Interstate visitors » International visitors 	<ul style="list-style-type: none"> • INSW

4 Community Consultation Strategy

4.1 Engagement approach

This Communications and Stakeholder Management Plan recognises consultation as an integral part of project planning, delivery and operation. It responds to the specific requirements identified in the conditions of consent and stage 2 SEARS and is underpinned by a collaborative approach to engagement in liaison with Infrastructure NSW / Arts NSW and key stakeholders.

The Community Consultation Strategy for the WBAP involves engagement throughout all phases of the project lifecycle including:

- » Public release of the Walsh Bay Arts Precinct Master Plan / Final Business Case (Completed)
- » Concept State Significant Development Application (Completed)
- » *Detailed State Significant Development Application (to be lodged November 2016)*
- » Construction / Delivery (2017-19)
- » Occupation / Ongoing activation of the WBAP (2018/19 onwards).

This Communications and Stakeholder Management Plan – and the updated Community Consultation Strategy provided in Section 4.5 – builds on the initial Stakeholder Consultation Strategy to support the Detailed Concept Design and delivery and operation of the Precinct.

It builds in the flexibility to respond to the needs of relevant authorities, key stakeholders and the community as the project emerges. It seeks to provide a robust process for engagement, while recognising that consultation for the WBAP will take place within the context of engagement on a number of other major projects in the nearby areas of Millers Point, Circular Quay, and The Rocks.

The Consultation Strategy identifies **opportunities to “piggy-back” on existing mechanisms for** engagement and seeks to involve local and other groups as conduits for communication. This includes providing information updates to established community groups and cultural producers for distribution to their extended networks.

4.2 Consultation to date

To date extensive consultation has been undertaken with a wide range of key stakeholders as part of the evolution of Walsh Bay Arts Precinct, commencing with development of the vision and Master Plan for the Precinct.

Details of the consultation activities, engagement outcomes and letters of support that underpinned the first stages of planning for the Precinct are documented in the **Stakeholder Consultation Strategy** prepared by Elton Consulting in 2013.

In 2014, detailed community consultation occurred as part of the Stage 1 State Significant Development Application process. This included consultation prior to lodgment of the Concept State Significant Development Application via a series of stakeholder briefings, and further

consultation during the public exhibition period. Details of the consultation activities, engagement outcomes and stakeholder submissions are documented in the **Community and Stakeholder Engagement Report** prepared by Elton Consulting in 2014.

In addition, two project health reviews attended by experts in business, the arts, and project delivery, were conducted 2013 and 2015.

More recently, consultation during the interim period has been largely limited to government agencies and authorities including Roads and Maritime Services, Department Planning and Environment, Destination NSW, Heritage Council of NSW, City of Sydney, Office of Environment and Heritage, and Transport for NSW. Consultation with prospective tenants has also been ongoing over this time. The Terms of Reference for the various project governance bodies and stakeholder liaison groups that have been active in this phase are attached. This includes the Walsh Bay Arts Precinct Project Steering Committee, Design Advisory Committee, Authorities Working Group, and Arts Tenants Committee.

Key stakeholders and issues

An updated stakeholder matrix is provided in Section 3 of this document to reflect the establishment of the various project governance bodies and further updates. To date the Walsh Bay Arts Precinct has attracted broad overall support. Benefits associated with realisation of the Precinct range from social and cultural benefits for artists, audiences and the community – through to economic and tourism related benefits for local businesses and the broader economies of Sydney, NSW and Australia.

Key issues raised by stakeholders in the initial phases of planning for the Precinct focused on:

- » Noise impacts
- » Amenity impacts due to increased levels of visitation, particularly around major events
- » Traffic and parking impacts
- » Construction impacts
- » Specific issues for businesses in Walsh Bay – such as short term impacts on trade during the construction phase; and perceived long term impacts on business viability.

Participants expressed a desire for further opportunities for comment on the plans at the detailed design stage.

Issues raised by agencies and authorities more recently include:

City of Sydney

- » Further details of liquor licencing within the Precinct
- » Minimising adverse impacts on the heritage building fabric
- » Need for a signage strategy
- » Further details of transport and access arrangements when the Precinct is in event mode
- » Management of noise impacts during construction and operation of the Precinct.

Department of Primary Industries

- » Assessment for compliance with Fish Habitat Management policy.

Environment Protection Authority

- » Harbour bed disturbance

- » Adequacy of contamination assessment of shore side sediments
- » Management of demolition and construction waste
- » Construction impacts including noise and dust
- » Run-off and sediment control
- » Operational impacts including noise from services, events and loading and unloading.

Heritage Council of NSW

- » Guidance for Heritage Impact Assessment and Archaeological Assessment and Management Plan
- » Opportunities for site interpretation
- » Management and maintenance of the public domain
- » Need for consistent visual character throughout the Walsh Bay Precinct.

Sydney Ports / Port Authority of NSW

- » Harbour Master approvals for potential seabed disturbance
- » Maintenance of traffic flows on Hickson Road during construction and peak events for Sydney Ports service vehicles.

Transport for NSW

- » Guidance for preparing Traffic Impact Assessment for construction including cumulative impact assessments, accounting for other large scale transport projects presently underway
- » Guidance for Traffic Management Plan during operation including provision for active transport
- » Engagement with CBD Coordination Office.

Sydney Water

- » Need for an Integrated Water Management Strategy
- » Protection of Sydney Water assets during construction and operation.

It will be important to engage with the community and other stakeholders on these issues in the next phase of detailed planning and delivery of the project. Further issues to be considered also include:

- » Proposed updates to the public domain as part of the detailed design
- » Proposed timeframes for detailed planning, construction and operation of the Precinct
- » Proposed upgrade works to the Sydney **Theatre Company's existing facilities**
- » Potential synergies / disruptions within the Precinct associated with the STC works
- » Operational issues once the Precinct is complete, such as potential impacts relating to events.

4.3 Monitoring and review

Opportunities for monitoring and review of the Community Consultation Strategy and Complaints Management System are identified in this Plan, to ensure that emerging risks and issues can be effectively identified and addressed, as the Precinct is delivered and operation commences. This will also assist the project team to ensure that communications and engagement about the Walsh

Bay Arts Precinct remain relevant to a broad range of community interests throughout delivery and operation of the Precinct.

4.4 Engaging with the place

While a broad and deep approach to communications and engagement is required, engagement activities should also be cognisant of the unique nature of the WBAP project and its communities of **interest. Walsh Bay's status as an arts precinct presents numerous opportunities for innovation in** engagement, branding and communications. Fresh, engaging and creative communications and interactive technologies will play an important role in the exchange of information, and building interest and excitement around the Precinct.

The Community Consultation Strategy incorporates creative and innovative activities that seek to capture the interest and imagination of Sydney-siders and visitors from around the world. Events and activities such as **The Sydney Writer's Festival** and Vivid Festival which attract high levels of visitation to the Precinct provide good opportunities to engage with visitors – including a broad range of patrons, and members of the general public.

Importantly the early stages of engagement set the tone for how the Walsh Bay Arts Precinct is perceived, and will establish the foundations for how the Precinct engages with visitors and neighbours when it opens its doors, in the operation phase. The Consultation Strategy provides strategic opportunities for:

- » Place creation
- » Promoting a strong sense of community identification and ownership
- » Crowd sourcing ideas for branding and positioning
- » Interpretive strategy for the Precinct.

4.5 Community Consultation Strategy to support next phases of the planning for the precinct

Future opportunities for involvement in the detailed design, delivery and operation of the Walsh Bay Arts Precinct by the community and other stakeholders are outlined below.

Table 3 Consultation strategy for Detailed State Significant Development Application (2016)

There will be multiple opportunities for engagement around the detailed design and operational approvals. As in the previous phase, engagement activities will be available to stakeholders and the community both ahead of and during the public exhibition period for the Detailed SSDA. Targeted, proactive engagement of key impacted groups will be used to identify and address issues prior to lodgement of the detailed design.

Who we need to talk to	Proposed engagement activities	Timeframe
» New and existing arts and cultural tenants	<ul style="list-style-type: none">• Briefings with individual arts and cultural organisations• Ongoing negotiations around tenure and operational issues	First half 2016 / Ongoing throughout this phase

Who we need to talk to	Proposed engagement activities	Timeframe
» Media	<ul style="list-style-type: none"> Ministerial media releases Media management: <ul style="list-style-type: none"> Promote engagement opportunities in mainstream media Promote engagement opportunities in alternative media 	First half 2016 / Ongoing throughout this phase
» Key stakeholders	<ul style="list-style-type: none"> Briefings with: <ul style="list-style-type: none"> Millers Point Resident Action Group (8 November briefing as part of regular meeting of this group) – to provide a project update prior to lodgement of the EIS, raise awareness of the stage two application, exhibition period and community information session, and identify potential issues around the stage 2 application Walsh Bay Precinct Association (15 November briefing as part of Annual General Meeting of this group) – as above Walsh Bay Arts and Commerce Association (timing tbc) – as above Regular project updates to key stakeholders – including key Government agencies (Authorities Working Group), the City of Sydney, tenants, peaks: <ul style="list-style-type: none"> Authorities Working Group (9 November meeting) – to provide a project update prior to lodgement of the EIS, and identify potential issues around the Stage 2 application Authorities Working Group (plus second meeting during public exhibition period) Arts tenants (16 November meeting) – to provide a project update prior to lodgement of the EIS, and raise awareness of the stage two application, exhibition period and consultation process City of Sydney (November meeting) – to provide a project update prior to lodgement of the EIS, and identify potential issues around the stage 2 application Email notification to advise the EIS exhibition dates, link to the EIS document and other information and notice of Community Information Session to all key stakeholders 	Pre lodgement of detailed design and operational approvals (November 2016)
» Emergency services	<ul style="list-style-type: none"> Fire, ambulance and police services Input to plans from a public safety and access viewpoint 	Pre lodgement of detailed design and operational

Who we need to talk to	Proposed engagement activities	Timeframe
	<ul style="list-style-type: none"> Emergency services agencies (17 November meeting with NSW Police, NSW Fire and Rescue, Port Authority of NSW, Ambulance NSW and Transport for NSW) – to provide a project update prior to lodgement of the EIS, raise awareness of the stage two application, exhibition period and community information session, and identify potential issues around the Stage 2 application 	approvals (November 2016)
» Residents of the local area	<ul style="list-style-type: none"> Flyer including notice of Community Information Session and details of project website (in week commencing Monday 21 November) – distribution to approximately 2,800 homes and businesses in Walsh Bay, The Rocks and Millers Point to raise awareness of the EIS exhibition and Community Information Session (catchment area attached) Community Information Session supported by visual materials and project team (Saturday 3 December 10am-2pm) – drop in session and display for the community and stakeholders to find out more about the project and the EIS, speak with the project team and provide feedback Regular communications through established groups 1800 number and project email address 	Pre lodgement of detailed design and operational approvals / During exhibition of EIS
» Local businesses	<ul style="list-style-type: none"> Flyer / Notice of Community Information Session Briefing of executive from the following groups / Project team to present at regular meeting of each group: <ul style="list-style-type: none"> Walsh Bay Arts and Commerce Association Regular communications including flyer (1) for distribution to their email lists 	Post lodgement / During public exhibition of detailed design and operational approvals (November / December 2016)
» General public » Visitors to the WBAP including: <ul style="list-style-type: none"> Patrons Young people Arts and cultural providers 	Opportunities will include: <ul style="list-style-type: none"> Flyer including notice of Community Information Session and details of project website – to email lists (eg tenant email lists as appropriate); postcards to also be made available at venues and businesses in Walsh Bay (eg STC box office, cafes) to raise awareness of the project and Community Information Session Web update (Arts NSW and INSW-Projects NSW) – Publish updated information about the Stage 2 SSDA, link to the EIS (on DPE website), details of Community Information Session, Q&As and 1800 line 	Post lodgement / During public exhibition of detailed design and operational approvals (November / December 2016)

Who we need to talk to	Proposed engagement activities	Timeframe
	<ul style="list-style-type: none"> • Publish information on 'Have Your Say' website – Ensure the project is listed under current NSW Government consultations • Advertisement providing notification of Community Information Session in relevant publication/s and on NSW Government Noticeboard • 1800 number and project email address • Monitoring of phone and online activity 	
<p>Deliverables:</p> <ul style="list-style-type: none"> • Summary Report of consultation for inclusion in the Detailed SSDA outlining development and implementation of the strategy (to be prepared by Elton Consulting) • Specific responses to DGRs and Government Authority submissions (to be prepared by Arts NSW / INSW and their project team) 		

Table 4 Consultation strategy for Construction / Delivery (2017-2019)

Engagement in this phase will focus on community relations and communications around the construction process, and engagement around refinements and modifications to existing approvals, where relevant.

Who we need to talk to	Proposed engagement activities	Timeframe
» Key stakeholders / feedback obtained to date	<ul style="list-style-type: none"> Develop a detailed Community Relations Strategy that responds to project staging and anticipated level of impact of construction activities; this Strategy will be developed in two phases: <ul style="list-style-type: none"> Outline and structure (well in advance of construction phase) Detailed strategy to address all relevant conditions (prior to construction phase) 	Ahead of construction
» New and existing arts and cultural tenants	<ul style="list-style-type: none"> Ongoing work with project team around detailed design requirements for fit-out and input into operational planning 	Ahead of and during construction period / Ongoing
» All stakeholders – with a focus on local residents, businesses, tenants and patrons	<ul style="list-style-type: none"> Consider a major event to mark the closure of Pier 2/3, to be held ahead of its transformation and re-opening (eg involving ACO or Biennale of Sydney) Consider photography /documentary story for flyers / website /social media 	Ahead of construction
	<ul style="list-style-type: none"> Regular and proactive communications to residents, businesses and tenants on construction matters (flyers, email list, website, letters) 	Ahead of and during construction period – at regular intervals (minimum every 3 months)
	<ul style="list-style-type: none"> Walsh Bay Precinct Association activities 	Ahead of and during construction period – ongoing
	<ul style="list-style-type: none"> Place management during construction and initial occupation – During the construction phase all queries would be managed by the construction contractor, with escalated issues directed to INSW. A dedicated Place Manager position would be appointed to manage the Precinct during the operational phase 	Ahead of and during construction period – through to initial occupation / operation

Who we need to talk to	Proposed engagement activities	Timeframe
	<ul style="list-style-type: none"> • Web presence • Social media presence • Monitoring of web and social media activity 	Ahead of and during construction period – ongoing
» Key stakeholders	<ul style="list-style-type: none"> • Regular project updates to key stakeholders – including key government agencies, the City of Sydney, tenants, peaks • Consider establishment of Construction Coordination Group (with PropertyNSW, BDA, RMS, CoS) • Emergency services orientation to site • Considerate builder / Good Neighbour Policy 	Ahead of and during construction period – meetings at regular intervals
	<ul style="list-style-type: none"> • Communications incorporating: <ul style="list-style-type: none"> ◦ Onsite signage ◦ 1800 phone hotline, contacts for email and mail queries ◦ Contacts / Response Register with email / SMS notifications to registrants • Also for consideration: <ul style="list-style-type: none"> ◦ Creative / informative hoardings – designed by arts community ◦ Construction cam, construction fact sheets 	During construction
Deliverables: <ul style="list-style-type: none"> • Contacts / Response Register • Complaints handling protocols • Summary Reports (on above) 		

Table 5 Consultation strategy for Operation / Ongoing activation of the WBAP (2018 - Pier 2/3 and 2019 - Wharf 4/5 onwards)

The primary focus of engagement in this phase will be on community relations and communications. Key areas of focus will be strengthening stakeholder relationships within the neighbourhood as a good neighbour, and engaging with new and existing audiences – supporting activation of the Precinct into the future.

Who we need to talk to	Proposed engagement activities	Timeframe
» New and existing arts and cultural tenants	<ul style="list-style-type: none"> • Ongoing engagement with Place Manager to coordinate / resolve operational matters 	Ongoing
» Emergency services	<ul style="list-style-type: none"> • Site orientation 	Ahead of precinct launch

Who we need to talk to	Proposed engagement activities	Timeframe
» Local residents, businesses, tenants and patrons	<ul style="list-style-type: none"> Place Manager position 	Through to initial occupation / operation
» Local residents, businesses, tenants and patrons	<ul style="list-style-type: none"> Good Neighbour Policy Implementation of issues handling and response protocol and system Regular monitoring and reporting, with complaints and compliments used to evaluate community satisfaction with precinct operation Advance calendar <ul style="list-style-type: none"> Regular information to neighbours about upcoming events – via established mechanisms (eg email, flyer, SMS, social media, website) Coordination with local businesses to advise about opportunities arising / forthcoming events 	Ongoing
» Key stakeholders including Destination NSW, tenants, festivals, and events, arts and cultural sector	<ul style="list-style-type: none"> Regular project updates to key stakeholders – including key government agencies, the City of Sydney, tenants, peaks Participation in established governance body to ensure coordination with other authorities and major events organisers Liaison with Major Events Coordination Group 	Ahead of precinct launch / Ongoing
» Local residents, businesses, tenants and patrons, arts and cultural sector, general public, visitors	<ul style="list-style-type: none"> Consider creative opportunities for engagement such as: <ul style="list-style-type: none"> Precinct launch Ideas forum / Creating a new place for Sydney Pop ups / events Memory project / Capturing stories past and present City Talk (in conjunction with CoS / arts and cultural organisations) Advance calendar What's on at Walsh Bay? Website and marketing launch <ul style="list-style-type: none"> What's on today? <ul style="list-style-type: none"> Walsh Bay watch – livecam Community at Walsh Bay 	Launch of precinct / Ongoing

5 Complaints Management Systems

This section of the Plan provides details of the complaints management systems for the construction and operation phases of the Walsh Bay Arts Precinct.

5.1 Complaints Management System for Construction

The following protocols and procedures will be in place for the duration of the construction period, to effectively manage complaints received from the community and other stakeholders. During this phase the **Place Manager** role for the Walsh Bay Arts Precinct would be undertaken by the construction contractor.

Stakeholder contact points (including direct telephone number, postal and email addresses)

Contacts protocol

The Place Manager will have primary responsibility for maintaining a record of and actioning all project related contacts (complaints or enquiries). If the contact matter falls outside the scope of the project, it will be referred to the Infrastructure NSW Development Director.

Contact points

There will be three main points of public contact:

- | | |
|-----------------------|--|
| » Direct phone number | 1800 to be confirmed by contractor (active from dates to be confirmed) |
| » Email address | walshbayartsprecinct@ to be confirmed (forwarded to CLO) |
| » Postal address | The Place Manager
Walsh Bay Arts Precinct
PO Box to be confirmed |

Only the authorised Place Manager and INSW representatives will handle complaints and enquiries.

The Walsh Bay Arts Precinct telephone line will be managed by a 24-hour call centre to ensure that a personalised response can be given to all calls and these are logged then sent through to the Place Manager or the Infrastructure NSW Project Manager. The telephone line will be in operation as follows:

- » Monday to Friday during work hours (7.30am-6.00pm) – Place Manager
- » Saturday (7.30am-3.30pm) – Place Manager

- » Outside of these hours, all calls will be answered for actioning the next working day; or in the case of an emergency, the Infrastructure NSW Project Manager or security will be contacted by the call centre.

The project website / email address will be checked at minimum on a daily basis on weekdays, with an out of office message in place at weekends.

Face to face contact is likely to occur through the regular doorknocks and walk-arounds that will be undertaken by the Place Manager. Any queries direct to the project team while working in and around the site are to be referred on to the project information line, Place Manager or Infrastructure NSW Project Manager.

Recording and responding to complaints received

Contact handling process

All contacts (enquiries and complaints) will be handled in a timely and responsive manner. A complaint is any expression of dissatisfaction with either construction works or the actions of contractors.

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 CLO or documented on a Record of Contact Form* and subsequently entered into the contact database. The Place Manager, 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 Occupant/community member 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.

Complaints handling procedure

Complaints registered by the Place Manager via the phone line will be referred directly to the contractor and simultaneously logged with the Infrastructure NSW Project Manager and entered into the Stakeholder Consultation database.

The contractor is to advise the Place Manager as soon as practicable after investigation as to the nature and cause of the complaint to enable the Place Manager to report back and close out the issue. Where a complaint is made directly to the contractor they are to immediately advise the CLO of the complaint for logging and actioning.

Contact response times

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 here.

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

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

Where a contact requires further attention or follow up resolution, the Place Manager will investigate the contact with appropriate team members and contact the community member to advise of any actions. The Place Manager will maintain ongoing contact with the caller/emailer until the issue is resolved satisfactorily and will keep Infrastructure NSW informed of progress.

Response times to contacts will be monitored to track the efficacy of the Project Team's community relations activities.

Stakeholder consultation database

The Place Manager will handle the majority of public contacts associated with delivery of the project. All enquires and complaints will be managed promptly, efficiently and appropriately with the assistance of a consultation database to record, track, action and close-out enquiries and complaints from stakeholders and the community. The database will be a practical tool to identify and track issues as they arise.

The consultation database may be established using a web-based collaborative management system, Consultation Manager (or an alternative). This is a specifically designed and tailored system for managing stakeholder and community contacts, enquiries, complaints and issues. It is compatible with Microsoft Access and Microsoft Excel and provides a secure, web-based tool to log all incoming and outgoing contact with stakeholders and community members.

The consultation database will be available to agreed representatives of Infrastructure NSW and other members of the project team. Regular reports providing details of activity on the information phone line and email address will be generated by the Place Manager for the attention of the Infrastructure NSW Project Manager and Team. The database should be regularly maintained to

support clear communication and the development of strong relationships with the community and other key stakeholders.

5.2 Complaints Management System for Operation

The following protocols and procedures will be in place as part of the launch of the Precinct and its ongoing operation, to effectively manage complaints received from the community and other stakeholders. During this phase the **Place Manager** role for the Walsh Bay Arts Precinct would be undertaken by INSW through a dedicated precinct manager / event planner.

24-hour event complaint hotline

The Walsh Bay Arts Precinct telephone line will be managed by a 24-hour call centre to ensure that a personalised response can be given to all calls and these are logged then sent through to the CLO or site manager. **During events**, it is anticipated that the CLO would be on hand to deal with calls triaged through by the call centre. **Outside of events**, all calls will be answered for actioning the next working day; or in the case of an emergency, security will be contacted by the call centre.

Details of how complaints will be recorded and managed in accordance with the Operational Noise Management Plan (Sections 4.6-4.7)

The *Operational Noise Management Plan* prepared by WSP (2014) sets out specific recommendations in relation to community consultation and complaints handling, as follows:

4.5 Community consultation

Key to the successful staging of events in the facility will be strong community engagement and consultation on any events which are to take place. This information relayed to the community should include the proposed dates and times of events, along with any rehearsal times, set-up and clear-up times, etc. The community may be engaged through measures such as:

- Newsletters distributed by the WBAP operators.
- Letter-drops to all surrounding noise sensitive receivers.
- Notifying strata's of surrounding residential properties and all identified noise sensitive receivers.
- SMS and email services. Interested parties could register to receive SMS or emails with information about events.
- Posters and public information displays.

In order to mitigate against noise-related issues, upcoming events and rehearsal times for the Walsh Bay Arts Precinct should be clearly communicated to the surrounding community, strata bodies and individuals registered to receive notifications. Communications and engagement methods would include early information about this issue as part of the planning phase of the engagement process, and further information as part of the operational phase through (through email, flyers, SMS, website, onsite signage, etc) as described in Section 4.5, Table 5 of this Plan.

4.6 Complaint procedure

It is recommended that the event operator establishes a complaints hotline for any event noise related public complaints. This hotline should be in operation throughout the full operational hours of the event, including rehearsals, sound tests, set-up and clear-up times.

An email address and physical address should also be made available for any written complaints.

Details on how to lodge a complaint should be included in all community consultation information (see Section 4.5).

The operator will be required to respond to all complaints.

- In the case of a complaint being made during an externally noise monitored event (see Section 4.4), the operator shall instruct the noise monitoring party to investigate and undertake measurements at the complainants property as soon as possible.

- In the case of a complaint being made during an event not externally noise monitored, the operator shall investigate the complaint, and if relevant identify the cause of the issue and take all reasonable measure to mitigate the noise emissions. This may include relocating or reducing the level of noise sources.

- In the case of a complaint being made after the event, the operator shall engage with the complainant to establish the cause of the issue, and undertake measures to ensure this is addressed in any future events.

In the case of recurring complaints from events that are not normally externally noise monitored (see Section 4.4), noise monitoring shall be undertaken for such events in order to identify if the event is in compliance with the established event noise control targets (see Section 4.2). Where it is found that the event does not comply with the relevant noise control target – corrective measures shall be made to ensure that the noise control targets are achieved.

Once a complaint is investigated and resolved, a report must be given back to the complainant detailing any investigations which have taken place and any corrective measures employed.

In order to mitigate against event-related noise issues, the **24-hour event complaint hotline** (described in Section 5.2 of this Plan) would be in place during all events and rehearsal times at the Walsh Bay Arts Precinct. Written complaints would be welcomed through the email and postal addresses identified in Section 5.1 of this Plan. Information about how to make a complaint would be publically available through regular information to neighbours about upcoming events (through email, flyers, SMS, website, onsite signage, etc) as described in Section 4.5, Table 5 of this Plan. The complaints handling procedures specified in Section 4.6 of the *Operational Noise Management Plan* would form part of the **Complaints Management System for Operation**.

4.7 Records

The facility operators shall keep records of noise management issues including:

- Complaint register tracking all complaints made and resulting actions taken (see Section 4.6)
- Noise monitoring reports for all monitored events (see Section 4.4)

These records shall be made available to the EPA upon request. It is recommended that records are kept locally for up to three years prior to being archived.

In order to support robust monitoring and reporting of noise management issues, records would be kept by the Place Manager in accordance with Section 4.7 of the *Operational Noise Management Plan*. This would form part of the **Complaints Management System for Operation**.

6 References

Arup, 2012. *Walsh Bay Arts Precinct Vision*, January

Elton Consulting, 2014. *Community and Stakeholder Engagement Report*, 20 June

Elton Consulting, 2013. *Stakeholder Consultation Strategy*, 2 December

NSW Government Department of Planning and Environment, 2015. *Development Consent*, May 2015.

NSW Government Department of Planning and Environment, 2016. *Secretary's Environmental Assessment Requirements – Walsh Bay Arts Precinct Stage 2*, July 2016.

NSW Treasury, 2008. *Guidelines for Capital Business Cases Policy and Guidelines Paper Submissions* 2016.

Appendix A: Terms of Reference – Project Governance and Stakeholder Liaison Groups

Walsh Bay Arts Precinct

Project Steering Committee Terms of Reference

Purpose

The purpose of the Project Steering Committee is to provide strategic oversight and guidance of the Walsh Bay Arts Precinct Project (Project).

Background

Arts NSW is the client sponsor and will lead the Project until 70% documentation completion, after which the project will transfer to Infrastructure NSW for delivery.

Membership

The Project Steering Committee will comprise the following members:

Andrew Cappie-Wood	Secretary, Department of Justice (Chair)
Kate Dundas	Deputy Secretary, Arts and Culture Cluster Department of Justice (Alternate Chair)
Mary Darwell	Executive Director, Arts NSW (Client Sponsor)
David Riches	Infrastructure NSW
Peter Watts	Architectural / heritage expertise
Brenna Hobson	Arts expertise
Chum Darvall	Commercial / arts company expertise

Note: the size of the Committee will vary at any time depending on what is considered best for the Project.

Members may not appoint alternate members, but may appoint delegates.

The Project Steering Committee may from time to time invite others to attend parts or all of Project Steering Committee meetings.

Role of Project Steering Committee

The Project Steering Committee will:

- Ensure the Project meets overarching Government objectives (visitor economy, arts and culture) and is integrated with any other relevant developments
- Review regular reports from Arts NSW and Infrastructure NSW concerning the Project, its procurement, progress, issues, risks, expenditure, financial management, stakeholder management, communications and any relevant Cabinet decisions/approvals
- Review reports from other key Project groups including Project Control Group, Arts Tenant Committee and Tenant Working Group
- Provide comments and advice to Infrastructure NSW on those reports

-
- Seek further information from Arts NSW / Infrastructure NSW on key aspects of the Project
 - Ensure appropriate stakeholder management / coordination, particularly with the Arts tenants
 - Notify the client agency through the Chair of any risk of budget variance
 - Advise on a pathway or course of action to mediate any difference in points of view should any emerge about the Project, and
 - Provide advice to the portfolio Ministers about the Project.

Meetings

The Project Steering Committee will meet every 6 weeks and additionally as required.

A quorum of a majority of members (ie half plus one) of the Project Steering Committee will be required for a meeting.

Secretariat

Arts NSW (pre-transfer) / Infrastructure NSW (post-transfer) will provide the secretariat support for the Project Steering Committee and will organise meetings, agendas, minutes and meeting papers, in consultation with the Chair.

Walsh Bay Arts Precinct

DESIGN ADVISORY COMMITTEE

Terms of Reference

Purpose

The Design Advisory Committee will *liaise with key decision makers of the Arts Companies in Walsh Bay about key outcomes relating to Precinct Management matters such as governance, construction deadlines and communications.*

Background

Arts NSW is the client sponsor and will lead the Project until 70% documentation completion, after which the project will transfer to Infrastructure NSW for delivery.

Membership

The Design Advisory Committee will comprise the following members:

Peter Watts (PW)	Walsh Bay Project Steering Committee member
Peter Poulet (PP)	NSW Government Architect
Mary Darwell	Executive Director, Arts NSW
Marianna Southwick	Project Director, Infrastructure NSW (Chair)

Note: the size of the Committee will vary at any time depending on what is considered best for the Project.

Members may not appoint alternate members, but may appoint delegates.

The Design Advisory Committee may from time to time invite others to attend parts or all of Design Advisory Committee meetings.

Role of Design Advisory Committee

The Design Advisory Committee is a sub-committee of the Project Steering Committee and will focus on reviewing all design scopes and design outcomes to provide assurance to the client and Project Steering Committee that the design is exemplary, robust and reflects the vision and objectives of the Precinct. *It will be chaired by the Project Director and will include the Executive Director Arts NSW (client); Peter Watts (Project Steering Committee member) and a respected architectural representative (Peter Berkemeier or Richard Johnson – to be confirmed).*

Meetings

The Design Advisory Committee will meet every 6-8 weeks and additionally as required. A quorum of a majority of members (ie half plus one) of the Design Advisory Committee will be required for a meeting.

Secretariat

Arts NSW (pre-transfer) / Infrastructure NSW (post-transfer) will provide the secretariat support for the Design Advisory Committee and will organise meetings, agendas, minutes and meeting papers, in consultation with the Chair.

Conflict of Interest

Representatives are to declare any potential or actual conflicts of interest between their commercial interests and any matter or issue that comes before the Design Advisory Committee as and when required and as a matter of prudence and good governance of the group, and if required, to remove themselves from the discussion.

In the course of its work, the Design Advisory Committee may be granted access to information that is not available to the public. Confidential information must not be disclosed to any person without authorisation from the Chair.

Agenda

All Design Advisory Committee agenda items must be forwarded to Arts NSW by close of business five working days prior to the next scheduled meeting.

The Design Advisory Committee agenda, with attached meeting papers and program status report, will be distributed by Arts NSW at least three working days prior to the next scheduled meeting.

Decision Making

The Chair has responsibility for all key decision points and milestones referred by the Working Group and contentious and contested issues for the project.

Decisions wherever possible will be made by consensus within the Design Advisory Committee.

Where consensus cannot be reached, the decision may be made by the Design Advisory Committee, having taken all the relevant requirements and these Terms of Reference into account.

Where a decision needs to be made out-of-session, then a recommendation shall be made by the Project Director to the Chair. The Chair will provide information to and canvas opinion from all Design Advisory Committee members. The Chair will then make a recommendation.

Walsh Bay Arts Precinct AUTHORITIES WORKING GROUP Terms of Reference

Status: Draft for consideration by PSC
Endorsed by Project Steering Committee
Accepted by Working Group

Date: 14 April 2016
Date:
Date: 16 June 2016

Purpose

The Authorities Working Group (AWG) is established to provide a forum for stakeholder agencies to discuss Walsh Bay Arts Precinct Project (Project) design development and environmental impacts.

Background

The Department of Planning and Environment Conditions of Consent to the Stage 1 (Concept) Development Application required that prior to the lodgement of the first detailed development application, a working group of representative agencies be formed and provide input into the Project.

Membership

The Authorities Working Group will comprise the following members:

Project Director	Infrastructure NSW (Chair)
As nominated by City of Sydney	City of Sydney
As nominated by OEH	Office of Environment and Heritage
As nominated by Transport	Transport for NSW
As nominated by RMS	Roads and Maritime Services (part of TfNSW)
As nominated by EPA	Environmental Protection Agency (part of OEH)

Members may not appoint alternate members, but may appoint delegates.

The Authorities Working Group may from time to time invite others to attend parts or all of Authorities Working Group meetings.

Decision Making

The Authorities Working Group is not a decision making body. However by consensus, the Chair can take any contested or contentious issues to the Project Steering Committee when requested; and if requested, with a nominated Authorities Working group representative in attendance.

Role of Authorities Working Group

As part of the Concept SSDA approval Arts NSW is required to form the Walsh Bay Arts Precinct Working Group (Authorities Working Group).

This Working Group will meet to discuss issues associated with design development and environmental impact resolution. Whilst it is a condition of consent, it will benefit the stakeholder/authority engagement process prior to lodging the Stage 2 Detailed Design State Significant Development Application. It will be chaired by the Project Director on behalf of Arts NSW and INSW. Key outcomes will be reported to the PSC.

Also required by the Conditions of Consent is the documentation of the involvement of the Authorities Working Group in the design and environmental impact resolution of the proposal for all future development applications.

Meetings

The Authorities Working Group will meet every 6-8 weeks and as required. A quorum of a majority of members (i.e., half plus one) of the Authorities Working Group will be required for a meeting.

Secretariat

Arts NSW (pre-transfer) / Infrastructure NSW (post-transfer) will provide the secretariat support for the Authorities Working Group and will organise meetings, agendas, minutes and meeting papers, in consultation with the Chair.

Agenda

All Authorities Working Group agenda items must be forwarded to Infrastructure NSW by close of business five (5) working days prior to the next scheduled meeting.

The Authorities Working Group agenda, with attached meeting papers and program status report, will be distributed by Arts NSW at least three (3) working days prior to the next scheduled meeting.

Conflict of Interest

Representatives are to declare any potential or actual conflicts of interest between their commercial interests and any matter or issue that comes before the Authorities Working Group as and when required and as a matter of prudence and good governance of the group, and if required, to remove themselves from the discussion.

In the course of its work, the Authorities Working Group may be granted access to information that is not available to the public. Confidential information must not be disclosed to any person without authorisation from the Chair.

Walsh Bay Arts Precinct ARTS TENANTS COMMITTEE Terms of Reference

Status: Accepted by Committee
Endorsed by Project Steering Committee

Date: 21 March 2016
Date:

Purpose

The Arts Tenants Committee is the key strategic forum for Arts NSW and Infrastructure NSW to liaise with the proposed tenant Arts Companies relating the Walsh Bay Arts Precinct Project. For the interim, (and as discussed with the Committee members) it will also serve as the Arts Tenants Working Group, addressing operational requirements of the Arts Companies.

Background

The Walsh Bay Arts Precinct has entered into the next stage of delivery, and the Arts Tenants Committee has been re-established. It will be in place throughout the duration of the project until post construction. It may change in structure and function as the project progresses, as required.

Membership

The Arts Tenants Committee will comprise the following members (or their delegates):

Executive Director (Chair)	Arts NSW
Project Director	Infrastructure NSW
Managing Director	Australian Chamber Orchestra
General Manager	Australian Theatre for Young People
Executive Director	Bangarra Dance Theatre
General Manager	Bell Shakespeare Company
General Manager	Biennale
General Manager	Gondwana Choirs
General Manager	Song Company
Executive Director	Sydney Dance Company
General Manager	Sydney Philharmonia Choirs
Executive Director	Sydney Theatre Company
Executive Director	Sydney Writers' Festival

Members may not appoint alternate members, but may appoint delegates.

The Arts Tenants Committee may from time to time invite others to attend parts or all of committee meetings.

Decision Making

The Arts Tenants Committee is not a decision making body. However by consensus, the Chair can take any contested or contentious issues to the Project Steering Committee when requested; and if requested, with a nominated Arts Tenants Committee representative in attendance.

Role of Arts Tenants Committee

The Arts Tenants Committee represents and communicates the interests of the arts organisations at a senior and strategic level. It will comprise senior representatives of each Arts Organisations (GMs, CEOs and CFOs) to be tenanted at Walsh Bay (including Sydney Writers' Festival and Biennale). It will be chaired by the Executive Director Arts NSW.

It will be the forum for discussion and review of key arts tenant and precinct related issues including (but not limited to):

- Agreements for Lease (in general terms)
- Precinct strategies including commercial strategy, food and beverage, event programming, signage and branding, etc.
- Proposed development of the operational management model of the future arts precinct
- Coordination of construction works and business impact minimisation

It will be a key forum for sharing key project information and raising other project issues for discussion; and it will be a forum for the Arts Tenants to raise issues, queries or concerns.

In addressing its interim role as the Arts Tenant Working Group, it will focus on operational matters for coordination across the precinct, such as back-of-house requirements; shared facilities etc.

Issues, outcomes and agreements from the Arts Tenants Committee will be reported to the Project Steering Committee, via the Chair. Minutes of meetings will be attached to the Project Steering Committee reports.

Meetings

The Arts Tenants Committee will meet approximately every six (6) weeks through the detailed design phases and/or as required. It may meet less frequently at other stages of the project. A quorum of a majority of members (i.e., half plus one equalling seven (7)) of the Arts Tenants Committee will be required for a meeting.

Secretariat

Arts NSW (pre-transfer) / Infrastructure NSW (post-transfer) will provide the secretariat support for the Arts Tenants Committee and will organise meetings, agendas, minutes and meeting papers, in consultation with the Chair.

Agenda

All Arts Tenants Committee agenda items must be forwarded to Arts NSW / Infrastructure NSW by close of business five (5) working days prior to the next scheduled meeting.

The Arts Tenants Committee agenda, with attached meeting papers (if applicable), will be distributed by Arts NSW at least two (2) working days prior to the next scheduled meeting.

Conflict of Interest

Representatives are to declare any potential or actual conflicts of interest between their commercial interests and any matter or issue that comes before the Arts Tenants Committee as and when required and as a matter of prudence and good governance of the group, and if required, to remove themselves from the discussion.

In the course of its work, the Arts Tenants Committee may be granted access to information that is not available to the public. Confidential information must not be disclosed to any person without authorisation from the Chair.

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