



STAGE 1B PUBLIC DOMAIN WORKS

SSD 7944

BARANGAROO SOUTH STAGE 1B

& BARANGAROO CENTRAL

**ENVIRONMENTAL, CONSTRUCTION, AND SITE
MANAGEMENT PLAN**

January 2017

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Abbreviations

LLMP:	Lendlease (Millers Point)
LLB:	Lendlease Building
BDA:	Barangaroo Delivery Authority
DP&E:	NSW Department of Planning & Environment
ECSMP:	Environmental, Construction and Site Management Plan
EHS:	Environment, Health and Safety
EIS:	Environmental Impact Statement
EMS:	Environmental Management System
EPA:	NSW Environment Protection Authority
MSDS:	Materials Safety Data Sheet
NEPM:	National Environment Protection Measure
PM:	Project Manager
RAP:	Remedial Action Plan
SM:	Site Manager
SSTC:	Site Specific Target Criteria
SWMS:	Safe Work Method Statement
WMP:	Waste Management Plan

1 Executive Summary

This Environmental, Construction and Site Management Plan (ECSMP) has been developed by Lendlease Building for Lendlease Millers Point. The ECSMP is a framework to address environmental issues associated with the Public Domain Works, as part of the Stage 1B works at Barangaroo South and Barangaroo Central, at Millers Point.

The works include all public domain works within Stage 1B of Barangaroo South. These works include typical public domain features such as street paving, street furniture, lighting and planting. Additional items such as shade/weather protection structures, outdoor seating and an amenities building are also included in the design of the public domain. Various services and infrastructure such as lighting and water supply are incorporated into the proposed works where relevant.

These works would occur between 2018 and 2020, integrating with adjacent construction projects.

Works are proposed to be generally undertaken between the hours of 7.00am and 6.00pm Monday-Friday and between 7.00am and 5.00pm on Saturdays. Occasional night works, and works on Sundays or public holidays, would be required where dictated by authority requirements (such as road closures) or for worker or public safety.

Construction activities would be locally enclosed by hoarding or temporary fencing staged according to the works. Site vehicle access would be via temporary access points, as per the Traffic Management Plan. Lunch, change and ablution facilities within Barangaroo South Stage 1B would be available for the use of site personnel.

All site personnel, including subcontractors and visitors, would be inducted under Lendlease's Environment, Health & Safety system. Records of all induction, ongoing training and reporting would be maintained.

Site specific environmental management protocols would be established to ensure environmental responsibilities are implemented and documented.

A primary contact(s) to deal with environmental emergencies would be nominated and their 24 hour/day 7 days/week contact details prominently displayed on site. The existing Stakeholder Engagement Strategy and Action Plan would continue to be implemented to maintain a good neighbour policy with surrounding businesses, residents and special interest groups during construction.

Management and monitoring of noise and vibration generated from construction activity would be addressed using measures in the existing *Stage 1B Noise & Vibration Management Sub-Plan* in use at the site.

Dust suppression, as well as erosion and sediment control measures, would be installed prior to excavation works and service installations, and would be maintained for the duration of construction.

Management of construction generated solid and liquid waste would be addressed in accordance with the existing *Stage 1B Spoil & Waste Management Sub-Plan* in use at the site.

Surface water quality, including Darling Harbour water quality, would continue to be monitored using existing monitoring in place as part of Stage 1B Basement works. In addition, supplementary erosion and sediment controls would be implemented to manage surface runoff during construction.

Vehicular and pedestrian traffic management and controls would be implemented and monitored to minimise disruptions to site activities and surrounding road network. The site haulage routes and delivery locations would continue to be managed as per the Stage 1B Basement works.

2 Project Understanding

This plan supports a State Significant Development Application (SSD 7944) submitted to the Minister for Planning pursuant to Part 4 of the Environmental Planning and Assessment Act 1979 (EP&A Act). The Development Application (DA) seeks approval for construction of public domain works within Stage 1B at Barangaroo South & Barangaroo Central.

This report has been prepared to address the Secretary's Environmental Assessment Requirements (SEARs) relating to SSD 7944 Stage 1B Public Domain Works, specifically as outlined below:

15. Environmental, Construction and Site Management Plan

The EIS shall provide an Environmental and Construction Management Plan for the proposed works, and is to address:

- *community consultation, notification and complaints handling;*
- *impacts of construction on adjoining development and proposed measures to mitigate construction impacts;*
- *construction traffic and pedestrian and management;*
- *noise and vibration impact assessment on nearby sensitive receivers and proposed management, mitigation and monitoring measures;*
- *air quality impact assessment (e.g. odour and dust) on nearby sensitive receivers and proposed management, mitigation and monitoring measures;*
- *water quality management for the site; and*
- *waste quantity, classification and management.*

These requirements are discussed in Section 5 of this Plan, and in related documents prepared for the EIS.

2.1 Background

Barangaroo is located on the north western edge of the Sydney Central Business District. The Barangaroo site is bounded by Sydney Harbour to the west and north, Millers Point and The Rocks to the east; and by a range of new commercial development to the south and east. The Barangaroo site has been divided into three distinct redevelopment areas:

- Barangaroo South.
- Barangaroo Central.
- Barangaroo Reserve.

LLMP was appointed by the BDA as the preferred proponent to develop Barangaroo South in 2009. Barangaroo South is split into three sections - Stages 1A (Lendlease commercial/ retail/ residential), 1B (Lendlease residential) and 1C (Crown).

LLMP has also been engaged by the BDA to undertake remediation of NSW Remediation Site 21122 (the 'EPA Declaration Area'), which includes part of Barangaroo South (Block 4), part of Barangaroo Central (Block 5) and part of the adjoining Hickson Road. Barangaroo Central and Barangaroo Reserve are managed separately by the BDA.

The following development consents for Barangaroo South Stage 1B are relevant to the proposed works:

- Concept Plan (MP06_0162 – approved 9 February 2007), and Modifications 1-8;
- Remediation, Land forming and Excavation Works (SSD 5897 – approved 10 November 2014);
- Remediation of parts of Barangaroo Central (SSD 6533 – approved 18 December 2015);
- Remediation of part of Hickson Road (SSD 6617 – approved 25 August 2016);
- Crown Sydney Hotel Resort (SSD 6957 – approved 28 June 2016);
- Barangaroo Central Waterfront Promenade and Interim Public Domain (SSD 5374 – approved 11 September 2013).

Public Domain Works ECSMP

Barangaroo South Stage 1B & Barangaroo Central

Modification 8 to the Concept Plan required public domain works within both Barangaroo South and Barangaroo Central. The parts of these areas covered by this ECSMP are shown in Figure 2.1 below.

In addition, the following development applications relating to Stage 1B are currently proposed:

- Stage 1B Basement (SSD 6960);
- Residential Building R4A (SSD 6964);
- Residential Building R4B (SSD 6965);
- Residential Building R5 (SSD 6966).

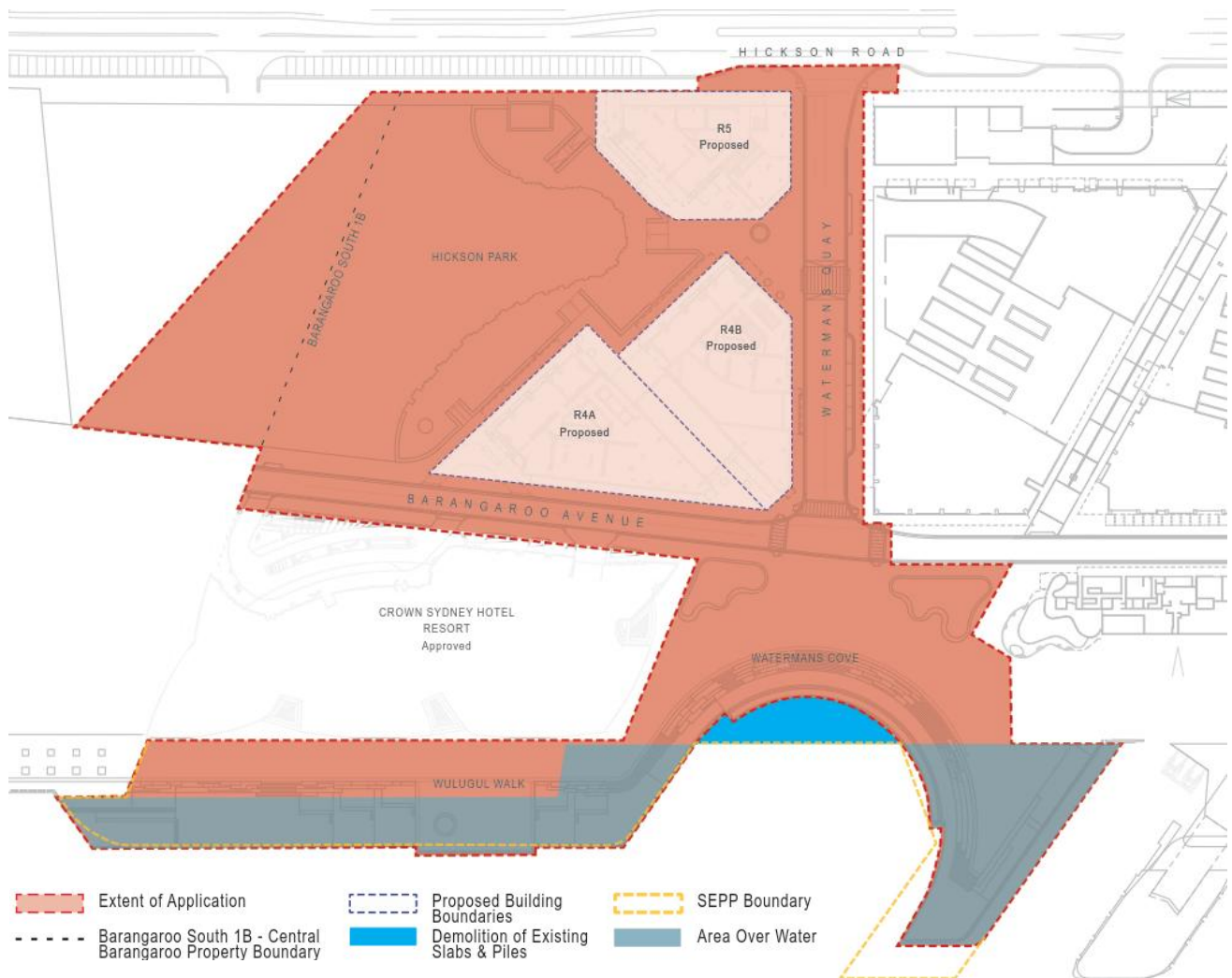


Figure 2.1 – Stage 1B Public Domain Site Location Plan

2.2 Project Description

The Site is located on land generally known and identified in the approved Concept Plan MP06_0162 (as modified) as Blocks 4A, 4B and Y and part of the public domain area between those blocks and Block 5.

The works include all public domain works within the boundary of the application. These works include typical public domain features such as street paving, street furniture, lighting and planting. Additional items such as shade/weather protection structures, outdoor seating and an amenities building are also included in the design of the public domain. Various services and infrastructure such as lighting and water supply are incorporated into the proposed works where relevant.

Specifically, the Public Domain works include:

- Construction of Watermans Cove and a public pier along the foreshore between Barangaroo South Stage 1A and Central Barangaroo (Wulugul Walk).
- Public domain works associated with Hickson Park including a grassed area, tree planting and a public amenities building.
- Completion of the Barangaroo South street system including Watermans Quay and Barangaroo Avenue.
- Typical public domain features including trees and other landscape features, walkways, street paving, street furniture, stormwater drainage, lighting and wayfinding signage.
- Provision of services and infrastructure including water, power (for lighting) and communications to enable use of the Public Domain for a range of activities.

Drawings of the proposed works are included at **Appendix A**.

The works will be staged as follows:

- Initial works including the Pier, Cove and expanded boardwalk commence in 2018. Marine demolition and piling works will take six months.
- The bulk of the Stage 1B public domain construction works will take place throughout 2019 and 2020.
- The Stage 1B public domain over the Crown basement, including Hickson Park and Barangaroo Avenue will also take place in 2020.
- All Stage 1B Public Domain works will be complete by December 2020, with the exception of areas required to maintain public safety around the construction of the proposed residential towers.

Staging of the works will be required in order integrate with adjacent Stage 1B and Stage 1C projects, such as residential buildings R4A, R4B and R5, the Stage 1B basement and the Crown Sydney Hotel Resort.

2.3 ECSMP Context

This ECSMP links the planning approval process and the Lendlease Environment Health & Safety (EHS) Management System to be implemented for construction. This ECSMP generally describes environmental management protocols that would be implemented through the EHS Management System. This ECSMP assists in informing suitable high standards of environmental protection during construction and would provide guidance for environmental controls to be implemented before and during construction.

It should be noted that the Project EHS Plan and associated sub-plans, is used to implement the requirements of development consents and licences throughout construction. The Stage 1B sub-plans include the following:

- Air Quality & Odour Management Sub-Plan;
- Noise & Vibration Management Sub-Plan;
- Spoil & Waste Management Sub-Plan;
- Water & Stormwater Management Sub-Plan;
- Acid Sulfate Soil Management Sub-Plan;
- Health Management Plan, and Asbestos Management Plan;
- Tree Management Plan.

The Stage 1B CFEMP and sub-plans are regularly updated, and must be reviewed by the EPA prior to any works commencing. The CFEMP and associated sub-plans would be updated to include any additional requirements from this planning application.

2.4 Lendlease Environment Health and Safety Management System

2.4.1 Background information

LLB's construction management would be implemented through the EHS Management System. The EHS Management System is based on ISO14001 and has been accredited under the NSW Government Environmental Management Systems Guidelines. It translates the LLB EHS Policy into processes so that environmental responsibilities and performance can be monitored, reported and improved. Processes to ensure continual improvement in environmental performance are part of the EHS Management System and are referred to as EHS throughout this document.

The LLB EHS Management System was developed to focus on a Project EHS Plan, covering the construction activity risks to be identified and managed. Both environmental and safety issues are included in the Project EHS Plan. Mandatory company procedures (ie. risk assessment, reporting, auditing, and emergency / incident management), standard forms and minimum company standards are all included in the plan. While there are common management procedures and forms used for environmental and safety assessment, associated environmental management sub-plans are prepared for project specific conditions.

2.4.2 EH&S Standards

Lendlease EHS Global Minimum Requirements, and the corresponding Workplace Delivery Code, apply to all personnel on the project. Project specific requirements would be explained in tender packages and clarified in site inductions.

The Project EHS Plan would address and provide detail on measures outlined in this ECSMP. The Project EHS Plan would coordinate and consolidate appropriate protection and / or mitigation measures and controls before, during and after construction. The following items are considered as part of the Project EHS Plan:

- community consultation;
- general hazards and risk mitigation;
- noise and vibration management;
- air quality and odour control;
- contaminated soil and water management;
- stormwater and erosion management;
- waste management; and
- hazardous goods and chemical management.

2.4.3 Roles and Responsibilities

Project Roles and Responsibilities for EH&S are detailed in the EH&S Plan. Key staff and service provider responsibilities for the delivery of the Environment, Health and Safety Policy are detailed in the EH&S Plan. More specific roles and responsibilities are outlined in **Table 4-1**.

3 Site Management

3.1 Site Establishment

3.1.1 Introduction

The site for excavation works, and a general arrangement site plan, is included in **Appendix A**.

3.1.2 Contact Details & Site Notice

In accordance with the likely conditions of consent, Lendlease would display at the boundaries of the site the project's certifier, the relevant emergency contact name and contact number for the senior site representative.

3.1.3 Parking

No on-site parking is proposed to be made available for general tradespersons or site personnel.

3.1.4 Security and Hoarding Management

The site will be enclosed by temporary fencing, jersey kerbs and visual screens during construction.

To ensure controlled access is maintained on the project, a security swipe card system would be implemented for the Barangaroo South site. All construction workers and visitors would be issued with a swipe card at their induction. This would allow Lendlease to monitor all onsite personnel at any given time.

A visitor's register would be maintained on site at all times with all visitors to sign the register before accessing site with a site inducted person.

3.1.5 Safety Information

All employees and subcontractors on site must first complete the site induction in accordance with the Lendlease Project EHS Plan. In addition, all subcontractors must induct their employees into their specific safe work procedures and submit evidence of appropriate management mechanisms to Lendlease.

Lendlease would periodically conduct internal safety audits. The audit team would consist of the Lendlease EHS Manager, EHS Safety Coordinator, and a Subcontractor Representative.

An EHS information board would be erected within the Barangaroo South site, and a copy of the Lendlease EHS policy would prominently be displayed on the board.

3.1.6 First Aid Facilities

Lendlease would ensure First Aid Facilities are provided in accordance with SafeWork NSW requirements. Subcontractors are to provide First Aiders for their individual company works. A nominated first aider would be on site whenever work is being carried out. This would be either a Lendlease or Subcontractor representative.

3.1.7 Approved plans to be on-site

In accordance with the likely conditions of consent, Lendlease would maintain a copy of the approved and certified plans, specifications and documents incorporating conditions of approval and certification on site at all times.

3.1.8 Dilapidation Survey

Dilapidation surveys have been undertaken for adjacent remediation works. The surveys would be updated as required for adjacent structures, domains and services infrastructure prior to works commencing.

3.1.9 Neighbours

Lendlease has developed a Stakeholder Engagement Strategy and Action Plan (**Appendix B**) as part of ongoing engagement with the local community and key stakeholders regarding Barangaroo South. The objective of the plan is to provide a process to engage the community and key stakeholders in the delivery of Barangaroo South. The objectives are to:

- Ensure all stakeholders and affected community members are well informed about the Barangaroo South development and are given an opportunity to provide input into the project;
- Minimise impacts to affected residents and stakeholders; and
- Create opportunities for stakeholders to access transparent information on the project and provide forums for feedback and enquires.

Lendlease has a commitment to an inclusive and pro-active community and stakeholder engagement process, which would be both responsive (to complaints) and proactive (with provision of information). The engagement would take many forms and would be agreed upon in conjunction with the Barangaroo Delivery Authority to align with their existing communications program.

3.2 Construction Methodology

All temporary and permanent works would be carried out to satisfy consent requirements, ensuring safety and continuity. Facilities, hoardings, entrances, etc. have been established as part of the remediation and Stage 1B basement works.

The construction method for Watermans Cove is as follows:

- Demolition of the existing concrete platform,
- Cut existing piles west of the new Watermans Cove pavement down below Lowest Astronomical Tide level,
- Retain existing piles located under the new Watermans Cove pavement,
- Place new piles to supplement existing piles under the new Watermans Cove pavement,
- Build a new pavement over this area.
- Build a new boardwalk structure with timber boardwalk, sandstone stepped blocks and concrete steps west of the existing wharf structure, supported by new piles into the water
- Undertake marine demolition and piling from a barge (54m long x 24m wide).

Construction activities for other public domain areas include:

- Install public domain services power, drainage and communications.
- Fill to underside of pavement for roadway or pedestrian paving.
- Lay road subgrade, base coarse and asphaltic pavement, stone kerb and concrete gutter.
- Lay subgrade and slab on ground and install stone paving on mortar bed.
- Install pavement and retaining walls to Hickson Park.
- Install lawn over fill material in Hickson Park.
- Install trees in tree pits on structural soils.
- Install typical public domain features including street furniture, lighting and wayfinding signage.

The works would be staged to minimise traffic impacts.

Works are proposed to be generally undertaken between the hours of 7.00am and 6.00pm Monday-Friday and between 7.00am and 5.00pm on Saturdays.

Occasional night works, and works on Sundays or public holidays, would be required where dictated by authority requirements (such as road closures) or for worker or public safety.

4 Environmental Management

4.1 Environmental Management Structure and Responsibility

The relevant ECSMP responsibilities are presented below in **Table 4.1**. Responsibilities would be implemented as part of the Project EHS Plan.

Table 4.1 - ECSMP Responsibilities

Individual	Responsibility
All Staff including Sub-Contractors	All staff have responsibility for their own environmental performance. In particular, all staff should: - Undertake construction as per agreed management plans, procedures and work methods. - Ensure that they are aware of the contact person(s) regarding environmental matters. - Report any activity that has resulted, or has the potential to result, in an environmental incident. - Ensure they attend the environmental training provided.
Lendlease	Lendlease has the following responsibilities under the ECSMP: - Provide clear guidance under the Project EHS Plan so that work undertaken is consistent with legal and contractual requirements. - Under risk assessment, to identify environmental risks. - Provide adequate resources for implementation and maintenance of the EH&S System. - Participate in the regular review of the EH&S System and associated documents.
EHS Manager	The EHS Manager would have responsibility for environmental management, including: - Prepare documents for operational deployment of the Project EHS Plan and related documents. - Provide environmental advice on matters specified in conditions of approval, licences and permits. - Nominate appropriate pollution control measures for proposed works. - Comply with requirements of environmental documents, including contracts. - Facilitate induction and training programs for all persons involved in construction works. - Liaise with relevant government authorities such as the EPA and DP&E. - Implement and review compliance with the EHS system and environmental documents. - Maintain all necessary monitoring records and reports. - Report any activity that has resulted, or has the potential to result, in an environmental incident.
Project Managers	Project Managers are responsible for: - Informing the Site Foreman of their EHS responsibilities. - Allocate resources to meet the requirements of the EHS management system. - Investigate complaints to determine effective resolution. - Maintain all necessary monitoring records and reports. - Take action in the event of an environmental emergency and allocating required resources to minimise impact. - Report any activity that has resulted, or has the potential to result, in an environmental incident.
Site Foreman	The Site Foreman's responsibilities under the EHS management system include: - Manage works as per requirements of the EHS system, work instructions, and associated documents including the implementation of environmental controls. - Undertake environmental duties as defined by the Project Manager. - Attend to spills or environmental incidents that may occur on site. - Report activity that has resulted, or has the potential to result, in an environmental incident immediately to the Project Manager or Environment Manager. - Issue instructions and related information to employees that relate to environmental risks on site. - Where necessary, coordinate environmental inspections and maintain environmental records as defined by the EHS management system and work instructions.
Sub-Contract Personnel	All sub-contract personnel must carry out the work in accordance with contract instructions and would conduct their activities in an environmentally sound manner. All sub-contract personnel would undergo environmental induction before they commence any work on the construction site.

4.2 Reporting

Reporting for environmental issues would generally be undertaken for:

- pre-construction compliance;
- construction monitoring;
- non-compliance and corrective action;
- complaint management;
- auditing.

4.3 Environmental Training

4.3.1 Site Induction Training

Site induction would be undertaken in accordance with the EH&S Management System.

Prior to commencing work on the project, all staff and subcontractors would receive induction training that includes the following environmental information as a minimum:

- Overall EH&S Management System structure;
- Environment Health and Safety Policy;
- Roles and responsibilities and site management contact details;
- Relevant legislation as may be deemed appropriate;
- Key environmental issues and controls (covering environmental issues related to air quality, water quality, erosion and sedimentation, noise, traffic and access as necessary);
- Hazards, risks and emergency response plans, and
- Incident Reporting.

Those elements of the EH&S Management System that directly relate to the work to be carried out by the person or persons being inducted, would be covered as part of the induction.

4.3.2 Specialist Environmental Training

In addition to the induction program, specialised training would be provided to personnel, when deemed necessary, to present them with the knowledge, skills and awareness to minimise impact of site activities on the environment.

4.3.3 Training Records

Induction and training records would be maintained and include information on trainees, trainer, date, and training content.

4.4 Emergency Contacts and Response

4.4.1 General

An environmental incident is an unplanned event, such as an oil or chemical spill that occurs on site and could cause significant adverse environmental impacts. The EH&S Plan would nominate specific persons to be the primary contact for environmental emergencies. The nominated persons would be available 24-hours/day, 7-days/week.

4.4.2 Emergency Contacts

Emergency contacts are to be clearly displayed within the Site Office and to be accessible by the project team, e.g. Project Noticeboard. The accident and corresponding contact would be clear and concise as shown below in **Table 4.2**

Table 4.2 – Example Emergency Contacts

Accidents and Emergencies	Contact Telephone Number
Fire Brigade	000
Police	000
Ambulance	000
EPA Pollution Line	131 555
SafeWork NSW	131 050

4.4.3 Site Information for Hazardous Materials

Specific guidance for storage and handling of hazardous materials on site would be implemented as part of the Project EHS Plan. Management of hazardous substances and dangerous goods is discussed in **Section 5.2.7**.

5 Construction Environmental Management

5.1 Noise & Vibration

The report from Wilkinson Murray dated November 2016 titled *Barangaroo South Stage 1B Public Domain Construction Noise Report* states that the construction works and related activities would comply with construction noise management levels at surrounding residential receivers, and relevant vibration guidelines. Vibration is predicted to be imperceptible at the surrounding receivers.

The processes adopted in the assessment are intended to minimise noise emissions, to meet the objectives of EPA's Interim Construction Noise Guideline, minimising and ameliorating impacts caused by these activities to the extent that it is feasible and reasonable.

Management Controls and Mitigation Measures

Noise and vibration would be managed as per the existing *Stage 1B Noise & Vibration Management Sub-Plan*. The Sub-Plan provides specific abatement guidance for the cumulative construction noise, which is the most likely process to exceed noise guideline levels.

Additional controls specified in the *Barangaroo South Stage 1b Public Domain Construction Noise & Vibration Assessment* will be added to the *Stage 1B Noise & Vibration Management Sub-Plan*.

Monitoring

Noise monitoring would be conducted:

- Intermittently, as an ongoing indicator of noise emissions from the site;
- In response to complaints; and
- Where specific monitoring is needed, such as for impact piling activities.

Attended or unattended monitoring may be used as appropriate.

Vibration monitoring would be conducted:

- In response to complaints, and
- Where specific monitoring is needed, for example, where vibration is produced near sensitive structures to confirm safe working distances.

5.2 Air Quality and Odours

Dust and odour from construction is not expected to be significant, as per the *Air Quality and Odour Impact Analysis - Stage 1B Public Domain Works* from AECOM dated January 2017.

AECOM considered that in the context of the works being undertaken at the Barangaroo South site, the works proposed are relatively minor. Despite the minor nature of the works, however, there is potential for emissions to air of dust during certain stages of the works e.g. demolition of piles, placement of pavement materials and through the operation of construction machinery. AECOM considered that these emissions can be effectively controlled through normal excavation mitigation measures such as the use of water sprays, careful placement of material, minimisation of vehicular movement on unsealed areas and the like.

Management Controls and Mitigation Measures

Construction phase air quality impacts would be minimised or avoided by incorporation of appropriate air quality control measures as directed by the most recent air quality impact assessment.

The installation and application of air quality controls during the construction phase would be in accordance with the existing *Stage 1B Air & Odour Management Sub-Plan*, and specifically the following principles:

- Progressive rehabilitation of disturbed areas as soon as is practicable;
- Spray surfaces as necessary with water to reduce dust generation;
- A water cart would be employed, as required, to dampen work areas and exposed soils to prevent the emission of excessive dust from the site;
- Trucks transporting material from the site would be covered after loading to prevent windblown dust emissions and spillages;
- Subcontractors would maintain all construction equipment to reduce exhaust emissions.

Monitoring

The Site Manager (SM) would visually monitor levels of dust deposition and air quality, the effectiveness of dust emission controls and the construction site and the impacts of any nuisance on adjoining properties. Air quality monitoring would be undertaken in accordance with the existing *Stage 1B Air & Odour Management Sub-Plan*.

5.3 Stormwater and Erosion

The majority of erosion and sediment controls would be implemented as part of an Erosion and Sediment Control Plan to be prepared prior to construction. Typical erosion and sediment controls include controls at stormwater drains and localised around specific works. These include foreshore impervious barriers and a silt curtain along the existing wharf.

The report from Royal Haskoning DHV dated November 2016 titled *Barangaroo South Stage 1B Public Domain Marine Ecology Impact Assessment* discusses water quality impacts to Darling Harbour from the proposed works. It also recommends measures to manage potential water quality and waste impacts.

Management Controls and Mitigation Measures

Sections 9 and 10 of the *Barangaroo South Stage 1B Public Domain Stormwater Management and Civil Infrastructure Report* by Cardno dated October 2016 discuss erosion and sediment control measures.

Prior to any earthworks commencing on site, all erosion and sediment control measures would be installed. These measures would include supplementary erosion and sediment controls implemented as part of Barangaroo South, as deemed necessary:

- Diversion of clean water around the site into stormwater downstream of the works;
- Installation of additional sediment fencing, or jersey kerbs with bitumen to provide seals;
- Pumping captured stormwater to a water treatment plant, if required;
- Installation of silt curtains in the harbour adjacent to the existing wharf to contain turbidity generated during demolition or piling works (unless it is demonstrated that a curtain is not required); and
- Placement of sediment controls around and along any stormwater drains.

These measures would be inspected and maintained throughout construction.

Refuelling using mini-tankers would be undertaken on site for construction equipment, such as excavators, mobile cranes and other plant / equipment operating on site.

Stormwater would be managed as per the existing *Stage 1B Water and Stormwater Management Sub-Plan*. The Sub-Plan includes monitoring of ambient water quality in Darling Harbour.

5.4 Waste Management

The demolition and construction works would result in minimal waste generation. Table 5.1 provides estimates of waste generated during the works.

Table 5.1 – Estimated waste quantities

Source	Waste Type	Estimated Volume (m ³)
Marine public domain works – demolition of existing piles	Concrete	200
Marine public domain works – demolition of existing concrete slab	Concrete	2,200
Marine public domain works	General construction waste	40
Land based public domain works	General construction waste	200
Land based and marine public domain works	Liquid waste	Small quantities of waste oil, etc.
Total Estimate (m³)		2,640

No hazardous materials or dangerous goods would be stored on site.

The goal for construction waste management is primarily the reduction of waste generated. Waste reduction would occur through materials procurement, handling, storage and use. Waste generated during construction would be reused onsite, or recycled or disposed at a suitably licenced facility.

Waste collection would be appropriately managed through the staged nature of construction and the use of known quantities of materials. The majority of recyclable material that could be recovered during construction is likely to be off cuts and discards of concrete reinforcement (steel) and excess concrete. Waste would be managed as per the existing *Stage 1B Spoil & Waste Management Sub-Plan*.

Any materials that cannot be reused on site would be appropriately classified as per the EPA's Waste Classification Guidelines (2014), and sent off site for reuse or disposal accordingly.

While the works are unlikely to require excavation of material other than concrete slabs and pavement materials, the following would be undertaken to mitigate risks to human health in the unlikely event that contamination is found to be present:

- Excavations would be visually inspected by a qualified environmental engineer/scientist;
- If subsurface soils are significantly different to those expected (based on visual and olfactory observations), validation soil sampling of the excavation base and walls would be conducted. If required, validation soil samples would be collected as follows:
 - o Wall validation samples would be collected at 10 lineal metre intervals in material identified to be most impacted (either by visual observations or field screening using a PID); and
 - o Base validation samples would be collected at 10 lineal metres along the base of trenches.
- The soil analytical results will be compared to relevant criteria in the Barangaroo South Stage 1B Waterfront Public Domain Remedial Action Plan, by AECOM dated January 2016.
- Based on assessment of the above soil validation results, undertake additional remediation and validation works (as required); and
- Materials used to backfill trenches would be tested and validated to ensure they meet either the applicable RAP criteria.

5.5 Traffic Management

As part of construction activities, traffic management and controls would be implemented both within and surrounding the development site.

The following minimum goals have been identified in relation to traffic management:

- Provide a safe environment during construction for construction workers;
- Provide a safe environment for road users and pedestrians using adjacent roads; and
- Limit delay times within the surrounding road network.

Traffic management and control measures would be implemented within the site to clearly identify proposed construction locations. The placement of jersey kerbs and fencing would provide a safe environment for construction personnel, vehicles and pedestrians. Associated signage would supplement physical structures within the site.

Adequate directional and warning signage would be installed surrounding the development site to clearly inform motorists, cyclist and pedestrians of the approaching changes within Hickson Road. Signage would also inform delivery drivers of the proposed entry and exit gate locations.

All proposed traffic management and controls would be documented in the detailed design stage by accredited Roads and Maritime Services (RMS) traffic control designers and where required, the approval obtained by the necessary statutory approval organisations. Road occupancy certificates would be obtained prior to any works commencing where appropriate.

5.6 Management of Existing Services

Existing services within the development area consist of electrical, communications, gas and stormwater drainage conduits. Associated drainage, sewer and communication services would be diverted from within the construction area with temporary connections made, as required.

5.7 Consultation Strategy and Management

Management of stakeholders would be undertaken in accordance with the Lendlease Community and Stakeholder Engagement Strategy (**Appendix B**) in order to maintain a good neighbour policy with the existing adjoining properties and other local facilities, residents and special interest groups by reducing disturbances and confining any potential loss of amenity.

The potential for negative environmental and amenity impacts during construction, needs to be managed through environmental monitoring during construction, ongoing community engagement of environmental performance and provision of project information such as operating hours and traffic circulation routes.

Due to the nature of the proposed construction works and the proximity of the site to the local community, appropriate mitigation measures and safeguards are required to avoid the potential for impacts such as:

- Noise and vibration generated during construction activities, affecting adjoining properties;
- Dust generated from construction activities, affecting adjoining properties; and
- Vehicles leaving the construction site depositing dirt/mud on public roads.

Existing properties directly affected by the construction program would be advised of works and provided with contact details, which would be supported by a community relations team providing:

- A contacts database for registering, managing and reporting complaints & enquiries;
- A 1300 number for enquiries & complaints;
- A website with a dedicated email address and feedback forms; and
- Specific information in the form of letters, fact sheets and newsletters for the local community.

The intent is for all works to be conducted within approved working hours; however, if works are expected to extend beyond these hours, appropriate stakeholders would be notified prior to these activities.

5.8 Environmental Management Plans

The Stage 1B CFEMP and the following Stage 1B sub-plans would be implemented during the works:

- Air Quality & Odour Management Sub-Plan;
- Noise & Vibration Management Sub-Plan;
- Spoil & Waste Management Sub-Plan;
- Water & Stormwater Management Sub-Plan;
- Health Management Plan;
- Asbestos Management Plan.

6 Auditing, Monitoring and Review

6.1 Environmental Monitoring

Monitoring of environmental activities would be undertaken according to the procedures outlined in the Project EHS Plan. The environmental monitoring protocols would be incorporated into the Project EHS Plan for the project.

Monitoring records would be collated, distributed, and stored as part of the Project EHS Plan.

6.2 Environmental Auditing

Auditing would be undertaken to review the effectiveness and implementation of the Project EHS Plan at regular intervals.

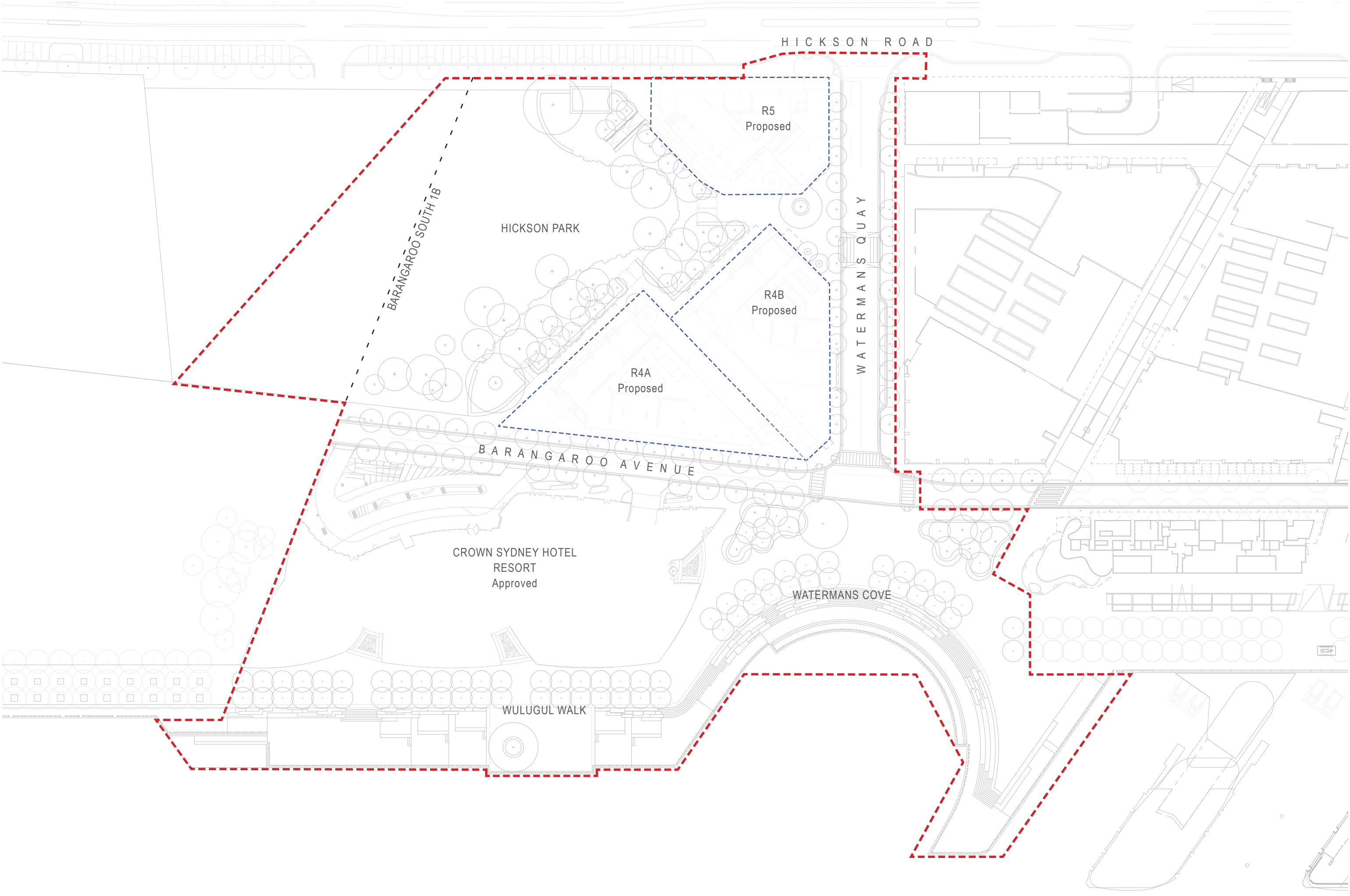
Audit methodology would be a review of written procedures and implementation activities on site to assess the effectiveness of the management system and control activities.

Audit results would be reviewed and corrective action taken, as necessary. Where corrective action or updates are required, subsequent auditing would be undertaken to confirm the appropriateness of the corrections or updates.

Appendix A:

DRAWINGS





Appendix B:

STAKEHOLDER

ENGAGEMENT

STRATEGY

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Community and Stakeholder Engagement Strategy

(Incorporating Stage 1a, Stage 1b and Crown Integrated Hotel Resort)

Last updated: June 2016



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Document Control

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1.0 INTRODUCTION

1.1 Project Background

Barangaroo is a vital new development of the western edge of Sydney's central business district and will provide extraordinary benefits for the city, New South Wales and Australia.

It is a once in a 200 year opportunity to create a vibrant new place to live, work and visit and provides capacity for the city to grow – creating new jobs, stimulating growth and boosting our economy. It also returns this previously private industrial space to the community, including a new naturalistic harbour park and over 2 kilometres of public waterfront.

Barangaroo is divided into three areas – a southern precinct which will feature residential apartments, office buildings, cultural facilities, shops, a hotel and a dynamic public realm; a central area which will include a major waterfront park and low rise mixed use development; and the most northerly third being the restored headland and northern cove. Lendlease is responsible for developing the southern precinct of Barangaroo.

Lendlease's vision for Barangaroo South – the southern 7.5 hectares of the 22-hectare former container port – is to become the greenest global residential and business centre in the world. It will complete the 14 kilometres of harbourfront walkway wrapping around the Sydney foreshore from Woolloomooloo Bay to the Anzac Bridge. In terms of transportation, it means extensive new cycleways, a large bicycle park, the planned arrival of a new metro system and new ferry services, links to Wynyard and improved pedestrian streetscapes. It will link the city to the western harbourfront, and provide spectacular city skyline views from Balmain, Rozelle and Pyrmont.

One of the key features of Barangaroo South is the Crown Sydney Hotel Resort which is part of the second stage of the development (known as Stage 1b). Crown Resorts is proposing to design, construct and operate Sydney's first six-star luxury hotel resort at Barangaroo South. Barangaroo South represents a spectacular opportunity to showcase an iconic six-star hotel. The Crown Sydney Hotel Resort will be world-class and will feature 350 hotel rooms and suites, luxury apartments, signature restaurants, bars, luxury retail outlets, pool and spa facilities, conference rooms and VIP gaming facilities.

The Crown Sydney Hotel Resort will be the first six-star international hotel to be built in Sydney. Its unique location at Barangaroo, presents an opportunity to deliver a landmark building of global significance on one of the world's most beautiful harbours.

Barangaroo as a whole is a high profile, highly visible development of significance to local communities, greater Sydney, the NSW Government and beyond.

1.2 Community and Stakeholder Engagement Strategy Background

The Barangaroo South Project is anticipated to have an exceptionally high level of community and stakeholder interface due to the nature of the development. As such, it is critical that a considered and strategic approach is adopted regarding the way that we intend to interact with the community and our stakeholders.

Lendlease believes that it is essential that the management of community and stakeholders is done so in a professional, comprehensive and transparent manner. Creating a positive sentiment within the

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community and sense of ownership over the project is a critical success factor on the project. This will assist to minimise the potential for negative feedback or complaints being generated both during the planning and assessment and construction phases of the project.

2.0 ABOUT THIS STRATEGY

2.1 Purpose

The purpose of this Community and Stakeholder Engagement Strategy (CSES) is to summarise our approach to engagement from the early planning stages through to construction activities and the staged completion of works on site. This strategy will need to be reviewed annually to ensure relevance and accuracy of issues.

The CSES does not summarise the marketing or communications component of the project, but rather focuses on the consultation that is critical to engaging with the community and stakeholders during this landmark project.

This document also summarises the key protocols and procedures that will be in place during the Barangaroo South project relating to community and stakeholder engagement and how we will integrate this component of the project with the Barangaroo South wider team.

2.2 Strategy objectives

The core objective of the CSES is to provide a framework for open and transparent consultation with the community and stakeholders of the Barangaroo South Project. By ensuring that Lendlease is able to address and respond to the needs of the community and manage their expectations, it will enable the planning and construction phases run as smoothly as possible. It is also Lendlease's objective to exceed the expectations of the community and stakeholder and to implement a culture of best practice community relations.

Additional objectives also include:

- Engaging the community and stakeholders so that they are informed and knowledgeable about the project and where reasonably possible, are supportive of the development.
- Ensuring that early community and stakeholder engagement is a key component to the overall delivery of the project.
- Fostering a culture of open and transparent communication about the progress of the planning and construction phases of the project.
- Ensuring that all reasonable and feasible mitigation measures are implemented to reduce the potential impact of the project on the community and stakeholders.
- Creating spaces and times that the community and stakeholders are able to provide their feedback and committing to taking this on board wherever possible.
- Obtaining support from key stakeholders regarding the overall end strategy for Barangaroo.
- Minimising negative feedback (including complaints) as a result of planning and construction activities on the project.

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2.3 Strategy outcomes

In managing the community and stakeholder engagement for the project, the following communication and engagement outcomes are targeted:

- That the community and stakeholders develop a positive sense of ownership over the project and continue to hold a shared vision for Barangaroo South for the future.
- Provide a positive community and stakeholder legacy.
- Build a reputation for Lendlease, Barangaroo South and Crown Sydney as leaders in community and stakeholder engagement.
- The number of complaints is kept to a minimum.
- Build the reputation of Barangaroo South as a truly world class place to work, live and visit.

2.4 Approach

To achieve our outcomes detailed above, our approach to community and stakeholder relations will be to:

- Establish and maintain open, transparent, comprehensive and honest two-way communication channels with the community and stakeholders throughout all stages of the Barangaroo South development.
- Ensure all consultation and communication with the community and stakeholders is carried out in a transparent manner in order to develop trust and build effective relationships with the community.
- Tailor our communications to provide the right information, to the right people and at the right time.
- Ensure all consultation and communication with the community and stakeholders is proactive and ‘removes the fear of the unknown.’
- Create the balance between communicating the long-term vision of Barangaroo South and the current potential impact on the local community.
- Respect, involve and inform the community and ensure that the needs of the community and stakeholders are recognised and taken into consideration at all phases of the project.
- Work with the Barangaroo Delivery Authority (BDA), Transport for NSW and Crown Sydney to ensure that there is an integrated approach to stakeholder and community involvement throughout the development of Barangaroo South.
- Maintain a professional Community Development team to deliver, manage and monitor this strategy.

2.5 High Level Issues Summary

It is important to understand the high level issues that will be critical to addresses to ensure the successful delivery of Barangaroo South. These issues must be effectively managed by the Community Development Team in conjunction with the wider team to ensure the community and stakeholders respond positively to the development in general and the works being carried out. The following table provides a summary of the key high level issues and desired outcomes.

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Table 1: High level Issues and Outcomes

Key Issues	Outcomes
Health and Safety of Local Community and Stakeholders	Strategies to minimise dust, noise and traffic disruptions and inform the community are implemented.
Local Commercial Business Continued Viability	Strategies to minimise interruption to local businesses / commercial tenants and inform businesses of works program are implemented.
Lendlease and Crown Sydney's Reputation	The community and media view Lendlease and Barangaroo South in a positive light as far as practicable.
Complaints	Complaints are appropriately managed by the Community Development team and not escalated to the media, politicians or Barangaroo Delivery Authority wherever possible.
Incidents	Incident management plan is implemented to ensure any incidents do not negatively impact the community and stakeholders
Community and stakeholder Support	As far as possible, the community are excited by Barangaroo South and in support of the development.
Environmental Management	The project is delivered with the protection of the environment and sustainability as key focus areas.
Crown Integrated Hotel Resort Engagement	To ensure that the community and project key stakeholders are well informed about the Crown Sydney Hotel.
Tenant Engagement	To ensure open and transparent information is communicated to our anchor tenants to keep them informed about the progress of the development.
Crisis Communications	In the event of a crisis, provide timely and relevant information to key stakeholders, including BDA, Crown Sydney & community.

3 STAKEHOLDER SUMMARY AND ISSUES ANALYSIS

3.1 Stakeholder overview and prioritisation

The following provides a summary of the stakeholders who have a key interest in the Barangaroo project including the Crown Integrated Hotel Resort. It is essential that these groups and individuals are communicated with on a regular basis as to the progress of the development and are provided with up to date and relevant information about the impact that the project may have on them.

A prioritisation summary of these stakeholders (dividing them into high and medium priorities) has also been completed to assist in understanding which has the highest level of interest from a stakeholder engagement perspective in the development.

Key Stakeholders	Prioritisation
Local Residents – including: - Kent St. Residents Group - Millers Point Resident Action Group - Sydney Wharf, Darling Island and Saunders Wharf - Walsh Bay Precinct Committee	HIGH

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- Pyrmont/Jacksons Landing - Hickson Road - Barangaroo - Millers Point Estates Action Board – Housing NSW - 38 Hickson Road Executive Committee - Stamford on Kent Executive Committee - Balmain/Rozelle - Greater Sydney - Harbour North - Kent Street - Kings Street Wharf - Millers Point - The Rocks - Walsh Bay	
Local Businesses and Retail – including: - Hickson Road - Walsh Bay - Kent Street - King Street Wharf - Shelley Street - Barangaroo South	HIGH
General Public	HIGH
Government Departments – including: - Department of Environment - Environmental Protection Authority - Housing NSW - RMS - Premier/Premier’s Office - NSW Department of Education and Communities - NSW Department of Tourism, Sport and Recreation - NSW Department of Trade and Investment - Transport for NSW - Department of Industry - Tourism Australia - State Opposition	
Local Police - Rocks Police Station	HIGH
Councils & Chamber of Commerce – including: - City Of Sydney - Sydney Cove Rotary - Rocks Chamber of Commerce - Haymarket Chamber of Commerce - Sydney Chamber of Commerce - Leichhardt Council	HIGH

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Agencies/Authorities/Utilities - Barangaroo Delivery Authority - Sydney Ports - Sydney Harbour Foreshore Authority (SHFA) - Sydney Water - NSW Maritime - Sydney Ferries	HIGH
Interest & Lobby/Action Groups – including: - Barangaroo Community Action Group (BAG) - Friends of Barangaroo (FOB) - City Partnership - Green Building Council of Australia - Green Council of Australia - Thalys	HIGH
Media	HIGH
Related Organisations/Local Stakeholders – including: - Union Reps – CFMEU, ACTU - National Trust - Centre of Affordable Housing	HIGH
Local Educational Institutions – including: - Fort Street Public School - Observatory Hill Environmental & Education Centre - Alexandria Park Community School - Sydney Secondary College - TAFE - University of NSW - University of Sydney - Macquarie University - UTS – Total Environmental Centre - Geography Teacher’s Association	MEDIUM
Local Cultural Groups and Facilities – including: - AIME - Sydney Theatre Company (STC) - Australian Theatre for Young People (ATYP) - Bangara Dance Company - Bell Shakespeare Company - Events NSW - Sydney Dance Company - Sydney Philharmonic Choirs	MEDIUM
Related Organisations/Local Stakeholders – including: - Greater Sydney Partnership - Transport and Tourism Forum (TTF) - Aboriginal Lands Council	MEDIUM

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- Botanic Gardens Trust - Environmental Groups (GBCA) - Heritage Council of Australia - NSW Historical Society - Property Council of Australia - The Committee for Sydney - The Pedestrian Council - Darling Harbour Industry Association - Millers Point Partnership - 2011 Residents Association Management Committee - Total Environment Centre	
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3.2 Key issues of stakeholder interest

The following table provides a summary of the key issues that are likely to be the main focus for the above project stakeholders. A summary of the approach and desired outcomes is also included.

Planning Phase			
Key Issues	Detail	Approach	Outcomes
Transparency during planning process	Understanding the planning process and gaining transparent information about Lendlease's plans for the site and overall development and for the Crown Sydney development	Ensure open communication from Lendlease to the public about the progress of the planning process and where input can be provided by the community. Attending existing community forums with key stakeholders to provide updates as to the progress of the planning phase of both 1B of Barangaroo South and the Crown Sydney development	Stakeholders and the community have a solid understanding about the planning process Low level of community angst about the transparency of the planning process.
Aesthetics / views and shadowing	Particularly residential stakeholders have a major concern in losing their views and an associated reduction in property value	Ensure view analyses / view corridor studies are presented to key residential groups to ensure they are well informed about the likely impacts.	A well informed community that understands the project's view impacts. No surprises for the community and stakeholders.
Ability to provide constructive feedback	Ensuring stakeholders and the community are able to provide feedback during the planning process	Implement and manage various means for the community to be able to provide feedback include 1300 community enquiry	Community and stakeholders feeling that they have had input into the planning process as far as practicable.

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		line, website, and project email address.	
Construction / Delivery Phase			
Key Issues	Detail	Approach	Outcomes
Noise	Noise from construction works – potential for certain activities to be high noise generating in nature. Extensive duration of works is also a stakeholder concern.	Implement noise mitigation measures as detailed in Noise and Vibration Management Strategy. Conduct noise monitoring to ensure compliance with DECC-W guidelines.	Reduced noise impact of works on stakeholders and the community. Reductions in complaints related to noise and ensure clear escalation procedures are in place.
Dust	Public health issue, nuisance.	Implement targeted dust mitigation strategies such as: use equipment least likely to result in dust production choose construction methodologies which limit dust limit works when wind conditions are high. Conduct dust monitoring to ensure compliance with DECC-W guidelines.	Limited levels of dust produced as a result of construction works. Reduction in complaints related to dust.
Vibration	Potential for property damage, human discomfort.	Implement vibration mitigation measures as detailed in Noise and Vibration Management Strategy. Conduct property condition surveys if necessary to record condition of structures near works. Conduct vibration monitoring to ensure compliance with DECC-W guidelines.	Limited levels of vibration produced to ensure no impact on private property or human discomfort.
Traffic impacts	Road closures, diversions, and parking impacts	Ensure traffic mitigation measures are implemented, including: restricting major traffic changes to outside of peak times where possible providing extensive warning of traffic changes and	Reduce delays and disruption to stakeholders and the community. A reduction of complaints and traffic related incidents.

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		detours using Variable Message Signage (VMS) where practical to alert commuters to traffic changes liaising with other transport providers to limit impacts.	
Out of hours work	Night time noise, deliveries	Where possible limit out of hours work and where practicable reassess construction methodologies so work can occur during day time hours.	A reduction of complaints related to out of hours works.
Remediation	ISCO Pilot Trials and Stage 1B remediation works	Prior to remediation commencing, develop a dedicated Community and Stakeholder Engagement Strategy regarding the remediation activities summarising all communication. During remediation works, regular and targeted communication to be sent to all relevant stakeholders.	A low level of community and stakeholder angst regarding remediation. A well informed local community regarding this specific issue.
Operational Phase			
Key Issues	Detail	Approach	Outcomes
Community Expectations	Setting realistic expectations for local stakeholders including existing and new residents / tenants living and working in operational precinct and active construction site Construction issues remain as detailed above	Regular and targeted communication to specific groups to set expectations about construction activity and precinct amenities available	A reduction in complaints and overall satisfaction of local stakeholders
Traffic impacts	Interface between construction traffic and road users / pedestrians using the precinct roads and walkways	Clear signage and traffic control in place to safely direct all pedestrians and road users where required	Improvement in safety and reduction in delays and traffic related complaints from local stakeholders
Precinct tenant and resident communications	Ensuring that construction related complaints are directed to the Lendlease Community Development team.	Regular communication and meetings with the Precinct Operations Team Regular communication with	Timely response to stakeholder concerns Reduce stakeholder frustration as they direct enquiries and issues to the

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	Other precinct operations issues should be directed to ITS teams as appropriate	Barangaroo residents and the facilities management team to ensure that Barangaroo related enquiries are directed to the correct channel and responded to in a timely manner	correct team in the first instance
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3.3 Methods of Communication and Consultation

A variety of communication methods will be utilised to engage with stakeholders and the community to achieve the strategic objectives.

The following table summarises the communication methods for consulting, involving and informing stakeholders, community and the public about the Barangaroo South project. A systematic approach will be taken to communicating key messages and ensure the right information is readily available, at the right time and in the right place.

Communication Channel	Purpose
1300 Community Enquiry Line	A key channel for the community to raise issues, ask questions and speak directly to a member of the Community Development Team. A 24 hour service will also be provided to ensure any issues occurring outside of business hours are addressed in a timely manner.
Barangaroo South Website www.barangaroosouth.com.au and www.thestreetsofbarangaroo.com	www.barangaroosouth.com.au is the central community facing portal to all information about the project. It is the one-stop-shop for everything the community and stakeholders will need to know about the development including electronic copies of all newsletters, notifications, media releases and links to the Department of Planning website and submissions. A section on the Crown Hotel will be updated as required as the project progresses. www.thestreetsofbarangaroo.com is used more for the Operational Phase of the project, advising which retailers are open, events and items of interest for the public.
Barangaroo South Email (barangaroosouth@lendlease.com)	An opportunity to allow the community and stakeholders to raise issues and concerns directly with Lendlease. A guaranteed response time of 3 days during the planning phase and 2 days during the construction and operational phases is adopted to ensure a timely response to queries raised.
Newsletters	To provide ongoing updates about the planning process and progress of construction on site. This will be a key means of ensuring information transparently flows to the community and stakeholders about the development. The quarterly publication will also feature regular updates on the status of the Crown Hotel development. All communication material written about this component of the project will be

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	created in conjunction with the Crown Sydney team.
Community Information Sessions	Used to positively convey key messages to the local stakeholders and proactively work to address specific concerns. It is also considered that attendees of the sessions will take the messages from the meetings back to their local communities and thereby assist to disseminate important project and planning information. The status of the Crown Sydney development will be included in all regular community updates. A representative from Crown Sydney will be invited to attend the meeting where relevant, otherwise the Lendlease Community Development team will represent Crown Sydney where agreed.
Community Construction Liaison Group (CCLG)	A group of key community representatives was established for Stage 1a of the Barangaroo South project. This has since been replaced by regular Community Information Sessions, hosted by the BDA as described above.
Barangaroo Construction Liaison Group (BCLG)	A group of key commercial representatives to be established once major construction commences to meet approximately every two months to discuss Barangaroo South. Used to positively convey key messages to the local stakeholders and proactively work to address specific concerns. Attendees to communicate information back to their networks. The status of the Crown Sydney development will be included in all regular community updates. A representative from Crown Sydney will be invited to attend the meeting where relevant, otherwise the Lendlease Community Development team will represent Crown Sydney where agreed.
Stakeholder one-on-one briefings	To discuss concerns raised by key stakeholders face-to face and provide more detailed information and assurances about Stage 1B of Barangaroo South and the Crown Sydney development.
Public displays	To effectively raise greater awareness of the project and the progress, particularly during the design phase.
Notifications	To ensure all residents and businesses potentially impacted by construction activities are informed in advance of key work commencing. Notifications will be used to inform the community of key issues such as the timing of noisy work, out of hours construction and traffic impacts. Lendlease will issue specific updates on the Crown Sydney development where applicable.
SMS Service	To advise community members and commercial stakeholders who have 'opted in' to specific updates including out of hours deliveries, emergency updates etc. It is anticipated that in during the early construction phase of the Crown Sydney development, a number of out of hours deliveries will be required. Separate SMS services relating to the Crown

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	project can be established as required.
Door knocking	To personally discuss concerns raised by the local business community (particularly the businesses along King Street Wharf and local cafes in the high rise commercial buildings) face-to-face on a one-on-one basis, proactively address any issues and provide assurances about the work.
Signage	To inform the community about who is responsible for the construction activities and the contact details for further information about the work. The Lendlease Community Development Team contact details will be included on all construction signage relating to the Crown Sydney development.
Advertising	To provide regular updates to a large audience and direct them to the website for further information. To raise greater awareness about the project in the wider community.
Commercial Property Notice Boards	When appropriate, general information about the overall project will be included on the notice boards in commercial properties. This will also contain the contact details of the Lendlease Barangaroo South Community Development team should they require any further information about construction activities relating to Stage 1B of Barangaroo South or the Crown Sydney development.
Hoardings	Hoardings will be used as a strategic communication tool to ensure the community and public are up to date with information regarding the construction and key marketing elements of the project (such as leasing enquiries). The relevant contact numbers (including the 24 hour Community Information Line) will be displayed on the hoarding outside the construction site gate(s) at all times.
Social Media	The Barangaroo South Community Development Team utilise the Lendlease corporate social media channels including Twitter and LinkedIn, as well as providing updates for the Barangaroo Delivery Authority's Facebook page. The content is generally human interest level however is also used during critical incidents to communicate key safety messages and to provide general updates. Any updates relating to Crown will be created in collaboration with the Crown Sydney team.

4.0 COMMUNITY RELATIONS PROTOCOLS AND PROCEDURES

4.1 Introduction

Barangaroo South will have an exceptionally high level of community and stakeholder interface therefore it is critical that the correct Community Relations protocols are developed and implemented from the very earliest phase of the project – both Stage 1a and Stage 1b.

The following summarises the key protocols that will be in place during the Barangaroo South project.

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4.2 Community Development Team Structure



4.3 Roles & Responsibilities

COMMUNITY DEVELOPMENT MANAGER

Responsibilities

- Manage activities on the project relating to community consultation and stakeholder engagement
- Review the Communications Strategy and update to include project specific information.
- Contribute to the development and the implementation of complaints and issues management protocols in consultation with key stakeholders.
- Contribute to the development and the implementation of strategic community consultation activities, such as internal community relations and delivering training.
- Analyse trends in community and stakeholder feedback and implement mitigation strategies to key issues.
- Provide the key point of liaison regarding community and stakeholder issues for the Barangaroo Delivery Authority (BDA).
- Provide the key point of liaison regarding community and stakeholder issues for Crown Sydney
- Report to the wider Barangaroo Team and the Crown Sydney team on the progress of community and stakeholder key issues and complaints.
- Review responses to community members, including about the Crown Sydney development, sent via the project email address to ensure consistency of stakeholder messages.
- Support the project team to manage escalated complaints and stakeholder issues for Crown Sydney where required.
- To participate in and organise stakeholder briefings or workshops where necessary.
- To represent Crown Sydney at stakeholder briefings or workshops where required.
- Manage and provide direction to the community relations team.
- Prepare communication materials.
- Provide community and stakeholder engagement advice to project personnel.
- Develop and implement key reporting metrics for the Barangaroo Delivery Authority and Crown Sydney

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COMMUNITY DEVELOPMENT OFFICER

Responsibilities

- Assist in the implementation of complaints and issues management protocols in consultation with key stakeholders.
- Assist in the organisation and attendance of stakeholder briefings and workshops, including those for Crown Sydney as required by the Community Development Manager.
- Support the Community Development Manager as a key point of liaison regarding community and stakeholder issues for Crown Sydney
- Manage escalated complaints and stakeholder issues where required, including issues relating to the Crown Sydney Development
- Develop communications materials for the community and key stakeholders – liaising with the Marketing and Communications Team as necessary.
- Provide support and guidance to the Community Development Officer including answering the 1300 Community Information Line as necessary.
- Assist the Community Development Manager in analysing trends in community and stakeholder feedback and implementing mitigation strategies to key issues.
- Draft responses to community correspondence for the review of the Community Development Manager.
- Provide support to the Community Development Manager.

COMMUNITY DEVELOPMENT ADMINISTRATOR

Responsibilities

- Be responsible for the management of the Community Enquiry Line and Email enquiry account, including all inbound enquiries regarding the Crown Sydney development.
- Be the 'Champion' for the Salesforce Customer Relationship Manager database in terms of ensuring data is up to date, cases have been inputted correctly by all team members and the information is in a usable format to help inform team activities/consultation programs.
- Organise the printing and distribution of the community/stakeholder information.
- Responsible for implementation of the community and stakeholder complaints and issues management protocols and training team members to ensure they have an understanding of these protocols.
- Assist in developing community relations and stakeholder engagement strategies to support the roll out of key project activities.
- Provide advice to other team members on the management of key issues/complaints and their close out.
- Manage requests for external/internal project presentations and site tours, including those for Crown Sydney, and liaising with the relevant team members about their organisation.
- Assist in developing external materials relating to community engagement around key construction activities for Stage 1B of Barangaroo South and the Crown Sydney development.
- Roll out engagement with the relevant community and business stakeholders about key construction activities.

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4.4 Salesforce Customer Relationship Manager (CRM) Database

The Community Development Team is responsible for managing and updating the Salesforce database which records engagement with stakeholders and the community.

4.5 Community and Stakeholder Feedback

Management of Community and Stakeholder Feedback

All Barangaroo South related complaints received by the community/stakeholders must be logged on the Barangaroo South Salesforce database.

General enquiries, expressions of Interest and leasing enquiries will not be logged onto the system however will be passed on to the relevant teams as necessary.

Management of telephone contacts

A 1300 Community Information Line has been established on the project to ensure community members and stakeholders can easily access the Barangaroo South Community Development Team to discuss any queries or concerns they may have. This number is 1300 039 733.

Planning and Assessment Phase

During the planning and assessment phase of the project, all contacts received by telephone during work hours of 8.30am – 5pm must be provided with an initial response within 48 hours. This initial response is to be made via a telephone call to acknowledge receipt of the contact and clarify any additional details where required.

During this phase outside of business hours, when no construction works are taking place, a standard desk phone answering machine will be utilised to capture any additional calls. In this instance, callers will be advised via recorded message that they are calling outside of business hours and that their message will be returned the next business day by a member of the Community Development Team.

Thank you for calling the Barangaroo South Community Information Line.

This phone is answered between the hours of 8.30am and 5pm Monday to Fridays.

For any enquiries outside of these hours, please leave a message and a Community Relations Team member will return your call within 48 hours. .

Alternatively, visit our website at www.barangaroosouth.com.au for more information on Barangaroo South.

The answering machine message will be as follows during the planning and assessment phase:

Construction and Operational Phase

All contacts received by telephone during work hours of 8.30am – 5pm must be provided with an initial response within 2 hours. This initial response is to be via a telephone call to acknowledge receipt of the contact and clarify any additional details where required.

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All members of the Community Development team will be trained to ensure that the correct questions are asked of the stakeholder to understand if the issue(s) relates to the 1B construction site, the Crown Sydney development site or the general Barangaroo precinct. Any construction related calls which relate to the Crown Sydney site will be logged and attended to by the Community Development team and the Crown Sydney team will be advised of the issue where required.

After Hours Contact

Outside of business hours during the construction and operational phases, afterhours Contact Centre will be utilised to provide assistance to community members and stakeholders calling the 1300 number. This Contact Centre will answer any calls to this 1300 number between the hours of 5pm to 8:30am Monday to Friday and 24 hours on Saturdays and Sundays.

The Contact Centre will be provided training by the Community Development Manager as necessary to ensure they have the required knowledge about the Barangaroo South project to be the initial point of contact afterhours. The Contact Centre will offer any callers a return phone call by a member of the Lendlease team to address their issue within 2 hours. If this offer is accepted, the relevant afterhours Lendlease contact will be alerted by the Contact Centre and they will be required to return the community members call and implement any action as necessary.

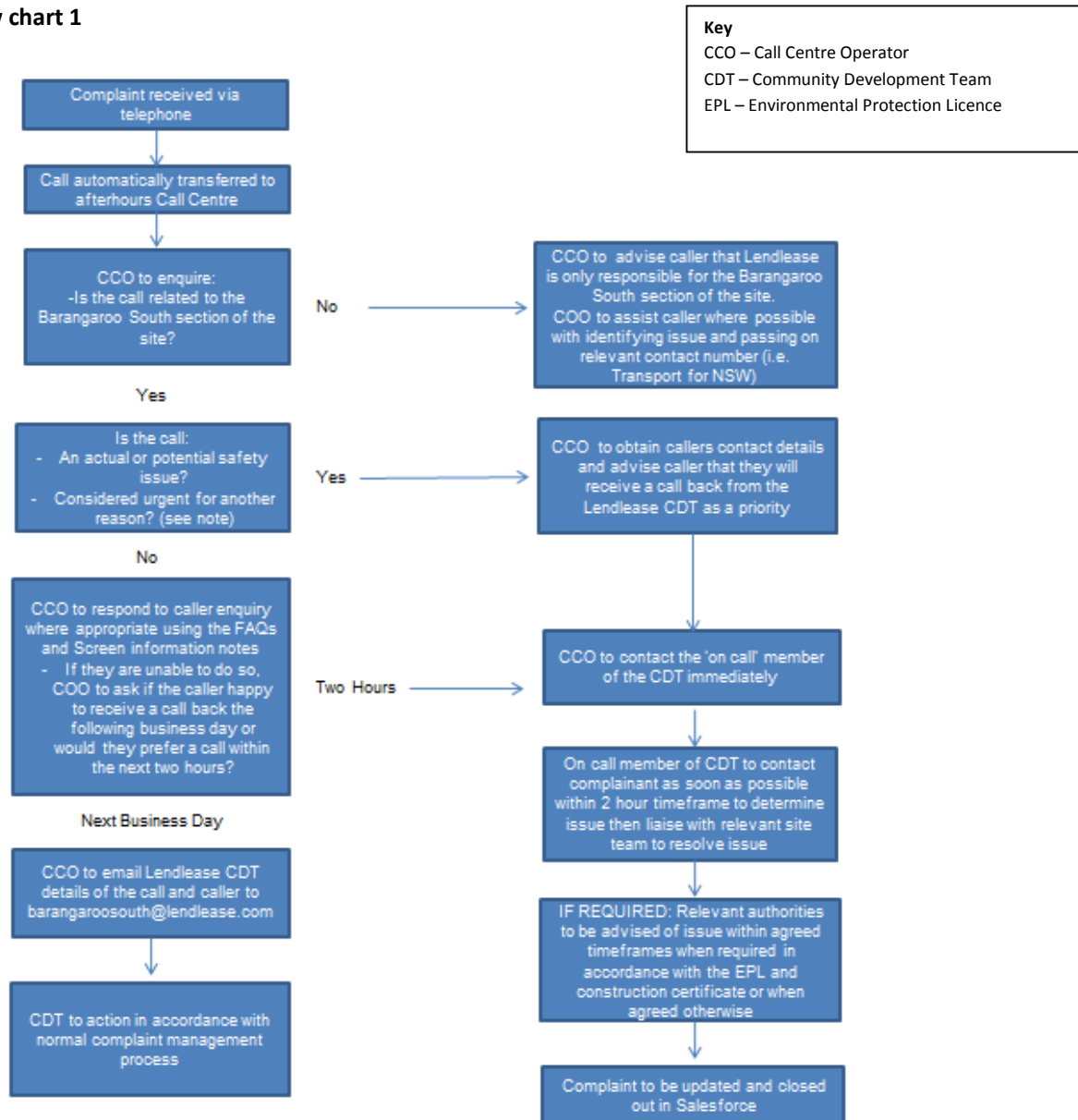
The Contact Centre will immediately telephone the on call team member as well as emailing the caller's details to the Barangaroo South email address and the on call Lendlease team member. The Contact Centre will be trained to ensure that the correct questions are asked of the stakeholder to understand if the issue(s) relates to the Stage 1b construction site, the Crown Sydney development site or the general Barangaroo precinct. If the Contact Centre Operator is still unsure, the on call member of the Lendlease Community Development team will be able to clarify and address as per the escalation process.

The following flowchart 1 provides a summary of the afterhours escalation process that will be in place once major construction works have commenced and also the definitions of what constitutes a 'safety' or 'urgent' issue.

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Flow chart 1



Actual/ potential safety issue

- Definition: A contact from the community in relation to an issue onsite that has the potential to risk the safety of the community and/ or workers.
- Some examples include (but are not limited to):
 - o An incident/ accident has occurred onsite
 - o The access to the site is not secure
 - o The site has been vandalised or unlawfully entered

Urgent for another reason

- Definition: A current issue onsite that is resulting in the customer being disgruntled
- Some examples include (but are not limited to) customer advising:
 - o Complaints in relation to noise or lighting

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Management of mail contact

All community mail is to be opened by the Community Development Administrator on a daily basis. Any other team members receiving mail relating to a community or stakeholder issue must pass this to the Community Development Administrator for logging in the database and responding to. If the correspondence is a complaint, the complaints procedure should be followed. It is anticipated that the Community Development Administrator or S Community Development Officer will draft the response to any written correspondence and this will be reviewed by the Community Development Manager prior to being issued.

Any construction related correspondence about the Crown Sydney development with the potential to escalate will be addressed with the Crown Sydney team as a matter of urgency. Any construction related correspondence received from the Authorities or Government will be raised with the Crown Sydney team immediately.

Correspondence relating to other aspects of the Crown Sydney development will be passed onto the Crown Sydney team for their response.

Management of email contact

A project email address will be established which can be accessed via: barangaroosouth@lendlease.com.

The Community Development Officer will be responsible for checking the email inbox on a daily basis and flagging any issues with the Community Development Manager (as required). All emails relating to a community and / or stakeholder issue that are received directly by members of the wider team must be forwarded to the Community Development Officer for logging in the database and drafting of a response.

Any construction related emails about the Crown Sydney development with the potential to escalate will be addressed with the Crown Sydney team as a matter of urgency. Any construction related correspondence received from the Authorities or Government will be raised with the Crown Sydney team immediately.

Emails relating to other aspects of the Crown Sydney development will be passed onto the Crown Sydney team for their response.

Planning and Assessment Phase (when no construction is underway)

All emails will be sent an automated email response stating that a response will be provided by email within 3 business days. Flowchart 2 provides an overview of the email contact process during this phase. If the correspondence is a complaint, the complaints response flowchart should be followed.

Automated email response text will be as follows:

Dear Sir / Madam,

Thank you for your enquiry regarding Barangaroo South.

We will respond to your query within 3 business days.

If the matter is urgent, or if you would like to speak to a team member directly, please contact us between the hours of 8.30am to 5pm Monday to Friday on 1300 039 733.

Kind Regards,

Barangaroo South – Community Development Team

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Construction and Operational Phases

For the Construction and Operational Phases, during office hours of 8.30am and 5pm, enquiries must be responded to within 24 hours via an initial email. All emails will be sent an automated email response stating that a response will be provided by email within 2 business days. Flowchart 3 provides an overview of the email contact process during this phase. If the correspondence is a complaint, the complaints procedure should be followed.

Automated email response:

Dear Sir / Madam

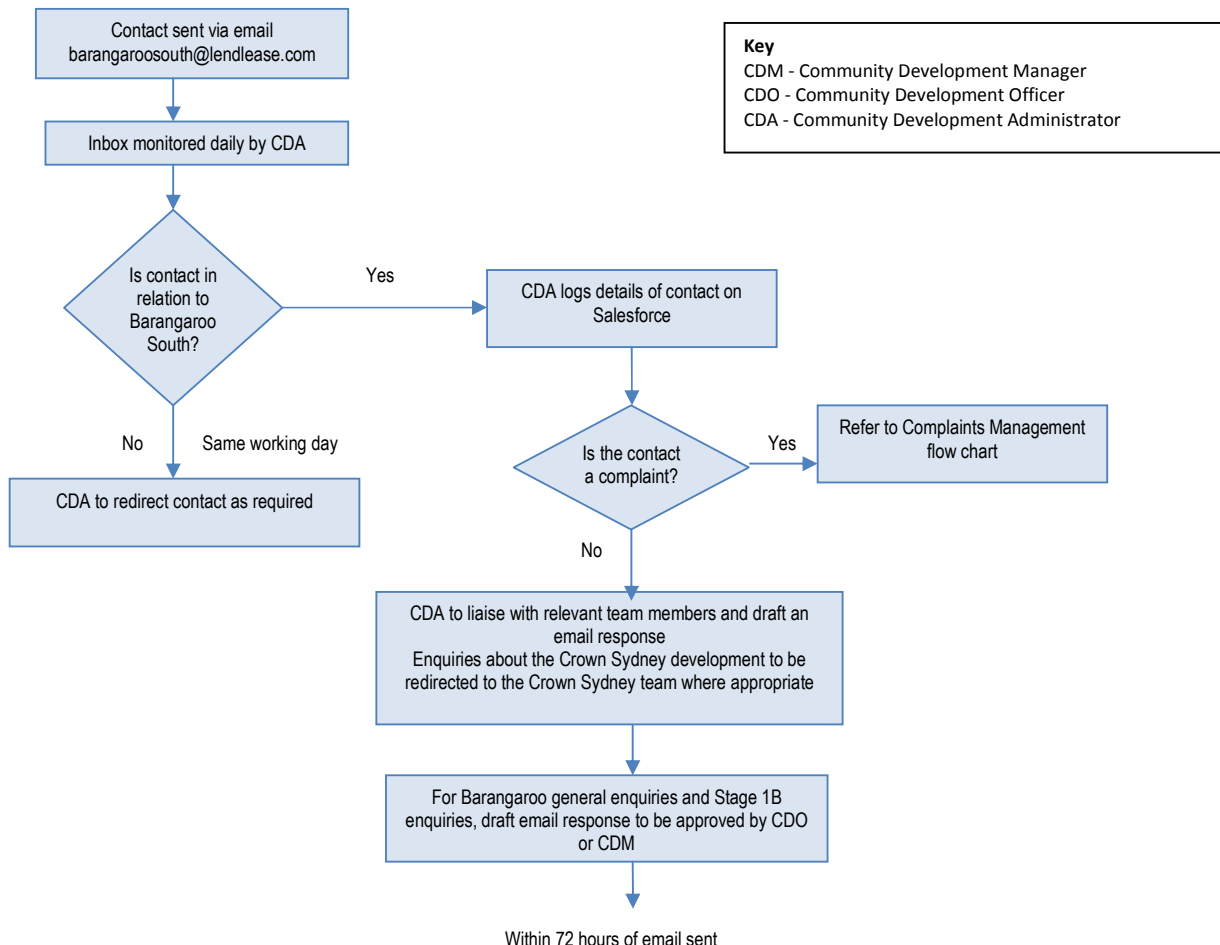
Thank you for your enquiry regarding Barangaroo South.

We will respond to your query within 2 business days.

If the matter is urgent, or if you would like to speak to a team member directly, please contact us on 1300 039 733.

Kind Regards,
Barangaroo South - Community Development Team

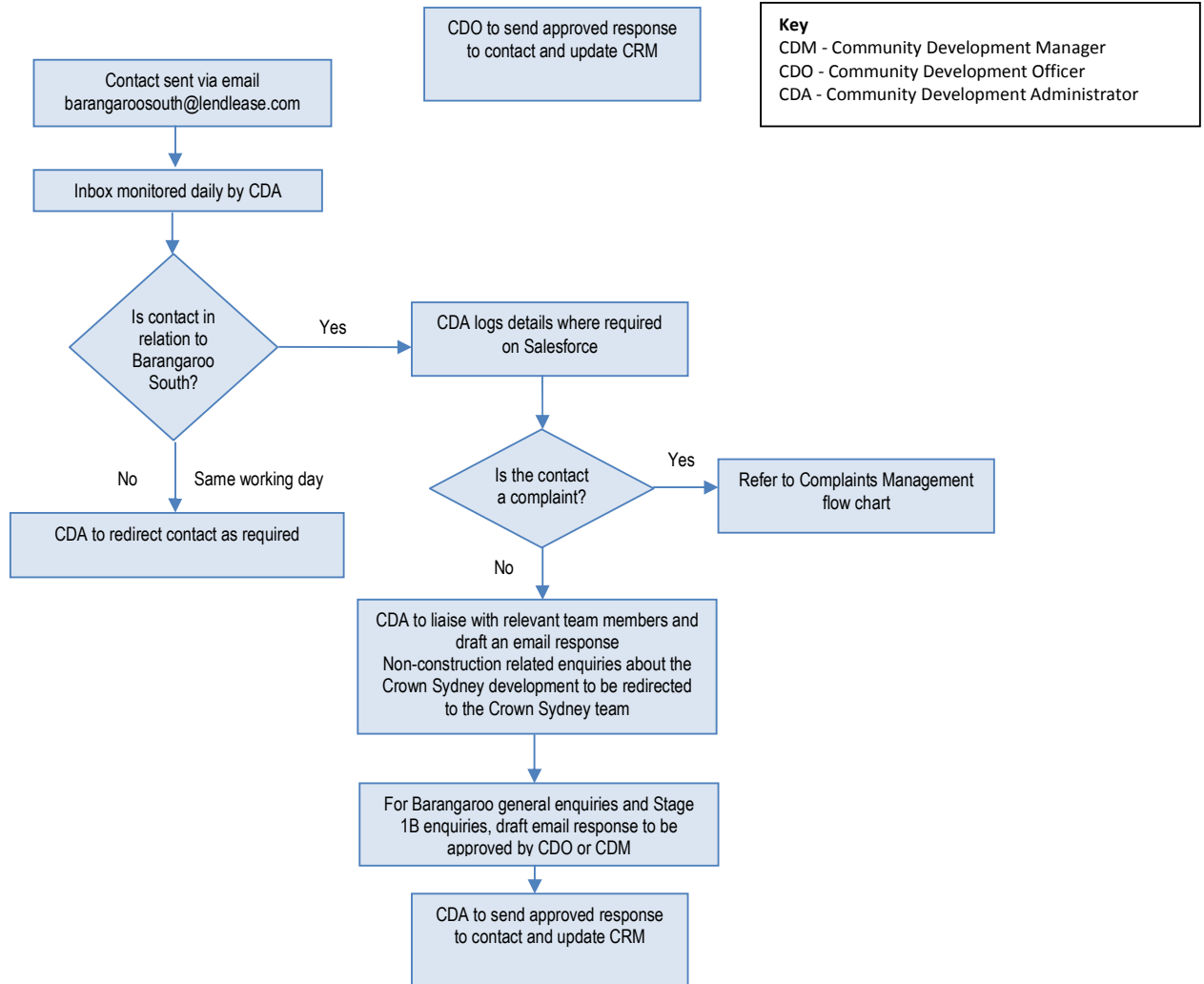
Chart 2 – Email Response Process: Planning and Assessment Phase (when no construction is underway)



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Chart 3 – Email Response Process: Construction Phase



4.6 Management of Complaints

The following flowcharts 4 and 5 provide a summary of how complaints and issues are to be managed during the planning and assessment and construction phases of the project.

The Community Development Team will have overall responsibility for the management, timely response to and close out of complaints.

All relevant details of complaints will be recorded within Salesforce, the project database. Details to be noted will include:

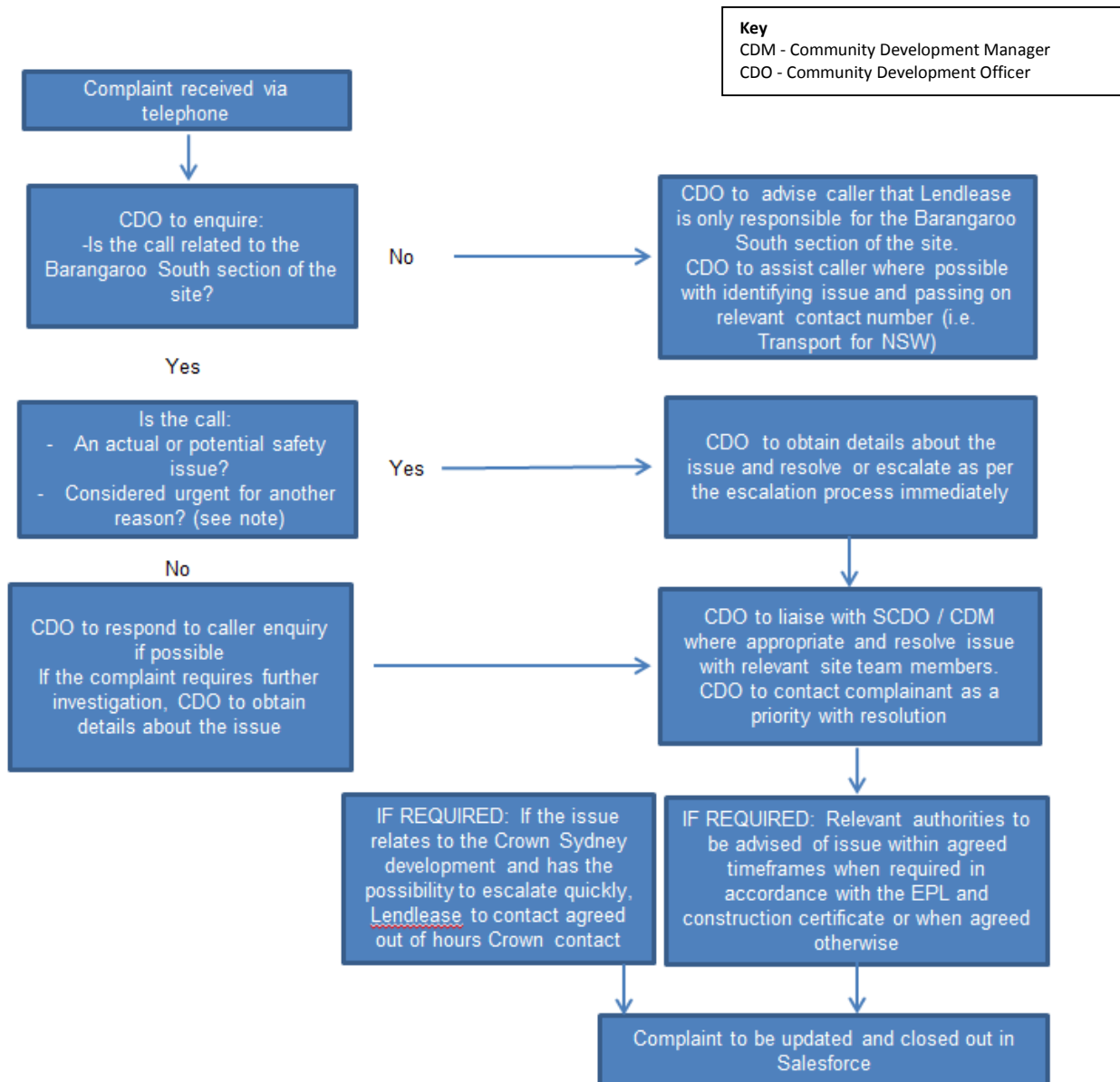
- Name
- Address
- Contact telephone numbers (including mobiles)
- Time and date of contact
- Type of contact (telephone, email or mail)
- Nature of the contact

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- Project complaint category (eg. Stage 1B, Crown Sydney, Precinct wide)
- Nature of the complainants issue
- Nature of response
- Comments as appropriate
- Status of the contact (has it been resolved)

Chart 4 – Complaints Management Process: Construction and Operational Phases

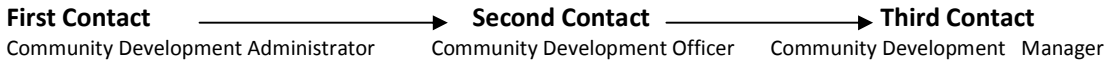


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4.7 Escalation of complaints & issues

The Barangaroo South Community Development Team will hold the overall responsibility for ensuring the effective management of complaints. The following escalation procedure within this team will be followed to ensure the timely close out of issues and complaints.



FOURTH CONTACT

Where necessary, the Community Development Manager will further escalate any complaints with the potential to become larger issues to the Crown Sydney team. This may include construction related issues with risks to the health and safety of the local community, workers and wider Sydney or issues which may escalate within the media.

It will be necessary for members of the Community Development Team to liaise with other project team members such as Project Managers, the Construction Manager, the Communications Manager and the Social Sustainability Manager to research the correct responses to complaints.

A weekly overview of the key issues and complaints will be provided as required to relevant stakeholders, including project team members, the Barangaroo Delivery Authority and the Crown Sydney team by the Community Development Manager or their delegate.

4.8 Community and Stakeholder Information Sessions

The Community Development Team in conjunction with the Barangaroo Delivery Authority, will organise community information sessions / forums in line for the purpose of providing information and gaining feedback from our stakeholders. The Community Development Team will be responsible for:

- Coordinating with key stakeholders to arrange dates
- Organising a venue
- Invitations and RSVPs
- Preparing the venue and ensuring all information boards and communications materials are provided
- Inviting Crown Sydney representatives to attend where required
- Providing refreshments
- Organising registration and feedback forms
- Updating Salesforce with details of all attendees and feedback received
- Managing an overall calendar of community forums / events and ensuring the timely distribution of this calendar to key attendees from the Barangaroo South team

In addition to the community information sessions, the following existing groups will be attended on a regular basis by a representative of the Barangaroo South project team on an invitation basis:

- Community Public Meeting (hosted at BDA's office) – every second month
- Business Construction Liaison Group (BCLG) - every second month
- Millers Point Resident Action Group – as requested
- Kent Street Residents Group – as requested
- 38 Hickson Road residents – as requested

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- Jacksons Landing Precinct Committee – as requested
- Walsh Bay Precinct Committee – as requested
- Pyrmont / Jacksons Landing – as requested

4.9 Monitoring and reporting contact from our stakeholders

The Community Development Team provide a regular reports summarising the contact received from the community and stakeholders regarding all aspects of the Barangaroo South precinct. This report can be used for reference during regular meetings regarding stakeholder engagement with BDA or internal project management groups.

Information that will be reported on as required will include a summary of the complaints and general trend of these contacts (e.g views, noise, dust etc). A summary of consultation activities will also be provided where required.

This report will be circulated amongst key members of the Barangaroo South team, the BDA Communications Team and the Crown Sydney team

4.10 Managing Onsite Enquiries – During the Construction Phase

Lendlease Employees

All employees are to respond to community enquiries or complaints in line with the following procedure:

- Be polite.
and ask that the stakeholder contacts the Community Development Team
advise the person that their complaint/enquiry will be responded to within 24hrs.
- Provide person with a Community Development Team contact card (this card notes the direct contact details of this team should the person want to follow up their issue rather than wait for a call back).
- Inform the Community Development Team of any complaints from the community as soon as practicable.

The aim is to ensure we respond to complaints and enquiries in a prompt, efficient and fair manner.

Contractors representative and consultants

No consultant or contractor is to comment about any aspect of the Barangaroo South project, including the Crown Sydney development to any residents, members of the community or other stakeholders about the project. This is to ensure our communication with stakeholders is consistent.

When on site, consultants and contractors should direct any community enquiries to the Lendlease Superintendent.

4.11 Written Notification

Lendlease has a responsibility to notify the community (particularly neighbours who are nearby and adjacent to the site) during the key planning, construction and operational phases of the Barangaroo South project. The purpose of these notifications is to be clear, open and transparent about what

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Lendlease will be carrying out on this site. These notifications help to develop positive relationships with the community and stakeholders and develop trust.

Planning and Assessment Phase

Notifications are required when:

- A new application for consent is being submitted to the Department of Planning
- A significant change is being made to the design of Barangaroo South which will have a potential impact on the community
- General updates as to the progress of the planning and assessment phase
- Remediation is being carried out on the Barangaroo site

Construction Phase

Notifications are required when:

- Works are commencing
- Out of hours works are required
- Tower cranes are being erected or decommissioned on Sundays
- Noisy works are proposed to be undertaken
- Traffic changes will affect the local area
- General updates as to the progress of works

These notifications are prepared by the Community Development Team. The Barangaroo Delivery Authority will also be provided with a copy of the notification for their review and comment prior to distribution.

The following timeframes are proposed in terms of providing advance notice of certain activities to the community and stakeholders, however, it should be noted that all statutory notification timeframes will also be met where applicable (including Workcover, Department of Planning and Infrastructure, Department of Environment, Climate Change and Water and City of Sydney Council guidelines).

Activity	Required Written Notification Period
Tower crane erections	7 days
Planning consultation notification	5 days
Commencement of new (major) works	5 days
Out of hours works	2 days
Out of hours deliveries	2 days
High noise activities (rock breaking, pile driving, jack hammering)	2 days
General progress updates	As required
Asbestos removal or other hazardous materials works	As required

5.12 Media Protocols

No one is authorised to comment to the media on any aspect of the Barangaroo South development, including the Crown Sydney development. All media enquiries about the Stage 1B or the general precinct received via the Lendlease Community Development team communications channels should be directed to the Lendlease communications team for action. Any enquiries received regarding the Crown Sydney development should be directed to the Crown Sydney team immediately.

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The following details should be logged:

- Name of journalist and their publication/news organisation
- Nature of the enquiry
- Contact details
- Time of call and note whether the journalist is working to any deadline

This information should then be passed onto the relevant Lendlease or Crown Sydney communications team or their representatives. The Community Development Officer should ensure they receive verbal confirmation that the message has been received by the communications team and that the deadline has been noted.

The Lendlease and Crown communications teams are responsible for alerting the Community Development Team about any media activity or news story that they are aware of that may have implications for community relations or is likely to increase the level of community enquiries.

4.13 Advertising

The Community Development Team will be provided with a copy of all advertisements that are produced prior to publication to ensure that they are familiar with information that is going out in to the community. This is essential to ensure the team are knowledgeable about the advertising's content should members of the community or stakeholders call the community information line.

All advertising materials will feature the website as a source of further information and will include the 1300 number going forward.

4.14 Website

The website will be managed and updated by the both the Community Development Team and the Marketing and Communications team however administered by Lendlease ICT. Content for the website will sit in line with community strategies in sharing information around site activities and items of interest to the public. Enquires or complaints received via the website are directed to the email address or via the feedback forms which are both monitored by the Community Development Team. All complaints will be logged on the Salesforce database.

Any specific community updates regarding the Crown Sydney development will be agreed with the Crown Sydney team prior to publication.

4.15 Communications Materials

An updated template for all Lendlease communication materials was been developed in 2015 to ensure a consistent look and feel for all materials distributed to the community. These templates provide contact information directing further enquiries to our website, the email address or the 1300 number.

Community Relations Cards

During the construction and operational phases, all site personnel, supervisors and subcontractors will be issued with Barangaroo South Community Relations Cards.

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These cards look similar to a business card and contain the contact details of the Barangaroo South Community Development Team, including the 1300 Community Information number, the website and email address if a community member or stakeholder wishes to seek further information.

These cards are to be handed out by the site personnel to anyone requesting further information, rather than having to answer the questions themselves. The purpose of these cards are to ensure that the on-site personnel are not answering detailed questions about the project or giving their personal opinion about the project and are also not distracted for their job if approached by the community.

4.16 Inductions and training

Training Approach

Community Engagement training has been developed to ensure all members of the construction management team are familiar with Lendlease's Community Development objectives and procedures.

Core Training

All team members i.e. Development Managers, Project Managers and Superintendents etc are required to complete a core module in Community Engagement training as part of project start up.

Site Induction

Community Development issues must be included in the site induction. These inductions will be rolled out to all construction workers, contractors and subcontractors working on the project. The inductions will cover stakeholder engagement protocols, procedures and any relevant issues relating to the community.

A section detailing the Crown Sydney development will be included in the Site Induction from mid-2016 for all staff working on site on the Barangaroo South development, including those working directly on the Crown Sydney hotel and Stage 1B of Barangaroo South.

Specific Community Liaison Training

The Community Development Manager will run detailed community engagement training courses as deemed necessary for the wider project team. These will cover issues such as complaints handling, media protocols and issues escalation procedures.

4.16 Personal Presentation

The following general rules will be followed in terms of personal presentation:

- Portray a professional image as you are representing Lendlease and the Barangaroo South development.
- Carry identification – with details of name and company.
- Adopt an approachable manner:
 - Helpful, friendly, courteous, non-threatening.
- Smile, make eye-contact, and don't stand too close.

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4.17 Property Condition Surveys

Pre-construction Property Condition Surveys

As a precautionary measure or as required under planning applications and approvals, Lendlease may, as required, undertake Condition Surveys of structures, domains and services infrastructure in the direct vicinity of key project works. While it is not expected that Lendlease construction activities will adversely impact upon any property, the purpose of the Condition Survey is to provide a record of the current property condition as a basis to assess any damage that a community member or stakeholder may allege has occurred as a result of project works.

The details of each property surveyed will be maintained by Community Development Team in the CRM database. Information held will include:

- Property address
- Owner's details and postal address
- Date of survey

A copy of the completed Condition Survey Report will be provided to the owner of the property and the Private Certifying Authority prior to works commencing on site.