

WALSH BAY ARTS PRECINCT REDEVELOPMENT

COMMUNITY COMMUNICATION STRATEGY

Prepared by Infrastructure NSW

September 2018

Contents

1. Project overview	3
Scope	3
Milestones	3
Partners	3
2. The Strategy.....	5
Engagement objectives.....	5
Engagement aims	5
Conditions of consent.....	5
3. Key stakeholders.....	7
4. Issues management.....	12
5. Key messages	14
Overall vision.....	14
What’s involved.....	14
The facts	14
History of the project.....	15
Construction	15
6. Communication tools	16
INSW WBACP Redevelopment webpage	16
Project 1800-line and email	16
Collateral.....	17
Key stakeholder updates and briefings.....	17
Good neighbour activities	17
7. Procedures for managing enquiries and feedback	19
Contacts protocol	19
Contact points	19
Responding to and recording contacts received	20
Enquiries handling procedure.....	20
Complaints handling procedure	20
Recording contacts	20
Appendix A – Frequently asked questions.....	22

1. Project overview

The rejuvenation of the Walsh Bay Arts Precinct into a fresh cultural and creative hub is a priority infrastructure project for the NSW Government. The proposal will create a public arts and cultural hub on Sydney's famous waterfront, while preserving its iconic heritage.

Scope

The project comprises of two State Significant Developments:

Walsh Bay Arts and Cultural Precinct – SSD 8671

The scope of works for the development are:

- Demolition and early construction works
- Internal and external works to Pier 2/3, Wharf 4/5 and Shore Shed 4/5
- Use of Pier 2/3, Wharf 4/5 and Shore Shed 4/5 for arts and cultural uses and ancillary uses, functions and events
- Public domain works

STC 50 – SSD 7561

The scope of works for the development are the demolition and internal fit-out and refurbishment works of Wharf 4/5 and part of Shore Sheds 4/5.

While the Sydney Theatre Company is the applicant for this SSD, Infrastructure NSW is overseeing the development and is therefore responsible for ensuring that conditions of consent regarding communications are met.

Milestones

Milestone	Timing
Vacant possession	TBC by construction contractor
Site establishment	TBC by construction contractor
Hoardings set up	TBC by construction contractor
Fitout works commence	TBC by construction contractor
Fitout complete	TBC by construction contractor
Hoardings removed	TBC by construction contractor
Commissioning and testing	TBC by construction contractor

Partners

Who	Role	Relationships
Create NSW	Project design and stakeholder management	<ul style="list-style-type: none"> • Elected representatives • Media • Statutory Authorities and City Authorities • Authorities Working Group • Government agencies and bodies • Committees • Project team • Arts tenants

		<ul style="list-style-type: none"> • Wider arts and cultural community • Tourism and business groups
INSW	Project design and delivery and stakeholder management	<ul style="list-style-type: none"> • Authorities Working Group • Government agencies and bodies • Committees • Project team
Construction contractor	Project delivery and community and stakeholder relations through the role of a Place Manager	<ul style="list-style-type: none"> • Emergency services • Existing leaseholders with potential concurrence role • Building Management Committees • Local residential community • Local business community • Visitors • Community leaders / Other stakeholders
Sydney Theatre Company	Strategic stakeholder management	<ul style="list-style-type: none"> • Sydney Theatre Company partners

2. The Strategy

As Infrastructure NSW is overseeing the construction of both State Significant Developments, this Community Communication Strategy covers the communications for both developments.

Engagement objectives

Extensive stakeholder and community engagement was undertaken during the planning phases of the project, inviting feedback on the Master Plan, Concept Plan and EIS. As the project enters the construction phase, engagement and communication will focus on keeping stakeholders and community informed about the construction so they can clearly understand the different construction phases and works involved, and how impacts will be managed.

Engagement aims

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

Conditions of consent

Condition	Detail	Where it's addressed in this plan
STC 50 Development Consent: section C2 a WBACP Development Consent: section B3 a	Prepare a Community Communications Strategy which identifies people to be consulted during the design the construction phases	Chapter 3 – Key stakeholders (page 7)
STC 50 Development Consent: section C2 b WBACP Development Consent: section B3 b	Prepare a Community Communications Strategy which sets out procedures and mechanisms for the regular distribution of accessible information	Chapter 6 – Communication tools (page 16)
STC 50 Development Consent: section C6 a WBACP Development Consent section B7 a	Before the commencement of construction, the following must be publicly available on the project website: <ul style="list-style-type: none"> • development consent documents • all approved strategies and plans • regular environmental reporting • monitoring results • a current description of the construction stage • contact details to make a complaint • a monthly complaints register • audit reports 	Chapter 6 – Communication tools (page 16)
STC 50 Development Consent: section C2 d) i-iii	Prepare a Community Communications Strategy which sets out the procedures and mechanisms through which the community and can provide feedback and make an enquiry or complaint, the	Chapter 7 – Procedures for managing enquiries

WBACP Development Consent: section B3 d) i-iii	construction contractor can respond to these and resolve any issues or mediate disputes.	and feedback (page 19)
STC 50 Development Consent: section C5 WBACP Development Consent: section B6	Prior to the commencement of construction, a toll-free 24-hour telephone, postal address and email address must be established	Chapter 7 – Procedures for managing enquiries and feedback (page 19)

3. Key stakeholders

To meet obligations set out in the STC 50 Development Consent (section C2 a) and WBACP Development Consent (section B3 a), this section addresses the people to be consulted with during the design and construction phases.

The table below sets out the stakeholder environment for the project. Due to the location and prominence of the project, the large number of stakeholders have been broken up into five categories:

- Government
- Media
- Delivery partners
- Business and tourism stakeholders
- Community stakeholders

Each stakeholder group has been allocated a primary relationship manager from the project delivery team. A Place Manager from the construction contractor will be employed to be responsible for community and stakeholder relations in the Precinct.

Communication tools have also been identified highlighting how each stakeholder will be kept informed about the project through construction. An explanation of tools is provided in Chapter 6.

* It is noted that some stakeholders fit within more than one category. For example, the Walsh Bay Precinct Association is both a community stakeholder and a potential delivery partner. Similarly, local businesses are both part of the business and tourism category and a community stakeholder.

Type	Key stakeholders	Relationship manager	Communication tools
Government			
Aim: Foster open relationships to proactively keep informed of project milestones and issues			
Elected representatives	<ul style="list-style-type: none"> • Local Member – Alex Greenwich • State Minister for the Arts – The Hon Don Harwin MP • Federal Member – The Hon Tanya Plibersek MP • Lord Mayor – Clover Moore • City of Sydney Councillors 	Create NSW	<ul style="list-style-type: none"> • Meetings / briefings
Media			
Aim: Keep accurately informed about the project to promote the key messages and project benefits			

Media	<ul style="list-style-type: none"> • Major metro print and online media • Major metro television and online news media • Major metro radio broadcast media • Other key online news channels • Local and community print and online media • Arts and culture sector media • 'Walsh Bay News' newsletter, 'Streets of Barangaroo' publication, walshbay.com.au, barangaroosouth.com.au) • International media • Blogs (ArtsHub, The Design Files and others) • Social media (Twitter, Facebook) • Precinct neighbours: online news and social media channels 	Create NSW	<ul style="list-style-type: none"> • Media briefs • Editorial and social media content • Photography and vision
Delivery partners			
Aim: Foster collaborative and open working relationships to proactively anticipate and manage issues			
Statutory Authorities and City Authorities	<ul style="list-style-type: none"> • NSW Department of Planning and Environment (DP&E) • Property NSW (former Sydney Harbour Foreshore Authority) • Roads and Maritime Services (RMS) • Barangaroo Delivery Authority (BDA) • City of Sydney 	Create NSW	<ul style="list-style-type: none"> • Meetings
Authorities Working Group	<ul style="list-style-type: none"> • Infrastructure NSW • City of Sydney • Office of Environment and Heritage • Transport for NSW • Roads and Maritime Services • Environmental Protection Agency 	INSW and Create NSW	<ul style="list-style-type: none"> • Meetings
Emergency services	<ul style="list-style-type: none"> • NSW Police • NSW Fire Brigade • Ambulance • Sydney Ports 	Construction contractor through the Place Manager	<ul style="list-style-type: none"> • Meetings • Website
Government agencies and bodies	<ul style="list-style-type: none"> • NSW Treasury • Office for Environment and Heritage (OEH) • Heritage Council of NSW (Heritage Branch) • Major Events Coordination Group 	INSW and Create NSW	<ul style="list-style-type: none"> • Meetings

	<ul style="list-style-type: none"> • Sydney Ports / Port Authority of NSW 		
Committees	<ul style="list-style-type: none"> • Design Advisory Committee: <ul style="list-style-type: none"> ○ Craig Limkin, Executive Director Cultural Infrastructure Program Management Office (CIPMO) ○ David Riches, Executive Director Infrastructure NSW (INSW) ○ Tarek Barakat, Director Strategic Policy, Research & Projects Create NSW ○ Peter Poulet, Government Architect Department of Planning and Environment ○ Chris Crick Independent Member (Root Projects) ○ Peter Watts Independent Member 	INSW and Create NSW	<ul style="list-style-type: none"> • Meetings
Project team	<ul style="list-style-type: none"> • Design Team including: <ul style="list-style-type: none"> ○ Tonkin Zulaikha Greer (TZG) ○ specialist consultants ○ operations consultants ○ Sydney Theatre Company and STC Design Team 	INSW and Create NSW	<ul style="list-style-type: none"> • Meetings
Arts tenants	<ul style="list-style-type: none"> • Arts Tenants Committee (General Managers): <ul style="list-style-type: none"> ○ Australian Chamber Orchestra (ACO) ○ Australian Theatre for Young People (ATYP) ○ Bangarra Dance Theatre ○ Bell Shakespeare Company ○ Biennale of Sydney ○ Gondwana Choirs ○ Song Company ○ Sydney Dance Company ○ Sydney Philharmonia Choirs ○ Sydney Theatre Company ○ Sydney Writer's Festival 	Create NSW	<ul style="list-style-type: none"> • Meetings / briefings • Website • Phone / email
Future commercial tenants	To be confirmed	TBC	<ul style="list-style-type: none"> • Meetings / briefings • Website • Phone / email
Existing leaseholders with potential concurrence role	<ul style="list-style-type: none"> • Pier 2/3 stratum holders • Walsh Bay Precinct Association 	Construction contractor through the Place Manager	<ul style="list-style-type: none"> • Meetings / briefings • Website • Letterbox drop • Phone / email

			<ul style="list-style-type: none"> • Signage
Sydney Theatre Company partners	<ul style="list-style-type: none"> • Presenting and associate partners • Season partners • Walsh Bay Kitchen 	Sydney Theatre Company	<ul style="list-style-type: none"> • Meetings / briefings • Website
Wider arts and cultural community	<ul style="list-style-type: none"> • Festivals – Sydney Writer’s Festival, Biennale of Sydney, Sydney Festival, Vivid Festival, Sydney Corroboree • The Australia Council for the Arts • Arts and cultural institutions – such as the Sydney Opera House, Museum of Contemporary Art, Art Gallery of NSW, Carriageworks • Arts and cultural producers • Producers / organisers of other creative and cultural events consistent with the Precinct governance framework – such as Mercedes Benz Fashion Festival Sydney, maritime events • Wider arts and cultural community including patrons and supporters of resident arts organisations 	Create NSW	<ul style="list-style-type: none"> • Website
Business and tourism			
Aim: Keep informed about the project to promote the key messages and project benefits			
Tourism and business groups	<ul style="list-style-type: none"> • Destination NSW / Major Events Committee • Committee for Sydney • Tourism and Transport Forum • Sydney Chamber of Commerce 	Create NSW	<ul style="list-style-type: none"> • Website
Community stakeholders			
Aim: Foster open working relationships to proactively keep stakeholders informed and manage issues			
Building Management Committees	<ul style="list-style-type: none"> • Manage Meant, Building Manager of Shore 6/7 and Pier 6/7 apartments • Barry Carr, STC Building Manager • Sarah Cutler, Wharf 4/5 Building Manager 	Construction contractor through the Place Manager	<ul style="list-style-type: none"> • Meetings / briefings • Website • Letterbox drop • Phone / email • Signage

Local residential community	<ul style="list-style-type: none"> Walsh Bay Precinct Association Manage-Meant, Dynamic Property Services (Strata Managers) Millers Point, Dawes Point, The Rocks and Walsh Bay Resident Action Group (RAG) Residents of Walsh Bay (Wharf 6/7), Millers Point, Barangaroo 	Construction contractor through the Place Manager	<ul style="list-style-type: none"> Meetings / briefings Website Letterbox drop Phone / email Signage
Local business community	<ul style="list-style-type: none"> View by Sydney Pier One Hotel and Bar Walsh Bay Arts and Commerce Association Chambers of Commerce (including Sydney and The Rocks chambers of commerce) Businesses in Walsh Bay – including businesses in Wharf 8/9 (offices) and the Shore Sheds (ten RMS lessees – restaurants, bars, shops and offices) Pier 2/3 Strata Management Group Neighbouring businesses 	Construction contractor through the Place Manager	<ul style="list-style-type: none"> Meetings / briefings Website Letterbox drop Phone / email Signage
Visitors	<ul style="list-style-type: none"> Local visitors / broader Sydney community (including people of all ages from Sydney's inner and outer suburbs) Interstate visitors International visitors 	Construction contractor through the Place Manager	<ul style="list-style-type: none"> Website Phone / email Signage
Community leaders / Other stakeholders	<ul style="list-style-type: none"> Indigenous stakeholders (Metropolitan Local Aboriginal Land Council) Millers Point Youth Centre NSW Police (The Rocks Local Area Command) Heritage conservation groups 	Construction contractor through the Place Manager	<ul style="list-style-type: none"> Meetings / briefings Website Phone / email

4. Issues management

The table below sets out the issues expected to arise during the construction phase of the project. It is noted that this list is not exhaustive as unexpected issues may arise and more mitigation strategies may become available as the project progresses. This table will be updated once the project moves into operation by the relevant organisation.

Issue	Mitigation strategy	Likelihood of happening
Relocation of arts tenants during construction	<ul style="list-style-type: none"> • Create NSW's Create Infrastructure is working with arts tenants to find temporary performance spaces. 	High
Noise and vibration during construction impacting on existing Precinct tenants and local residents	<ul style="list-style-type: none"> • Construction Noise and Vibration Management Plan to be prepared by construction contractor. • Noise monitoring on site. • Regular liaison between Place Manager and surrounding tenants and landowners to notify of upcoming noisy works and how they will be managed. • Potential reprogramming of works to avoid noisy works during sensitive events in the Precinct. • Construction hours take into account residential nature of the area. 	High
Delivery of construction materials impacting on local road network	<ul style="list-style-type: none"> • All possible options regarding the most effective method of materials delivery to the project will be considered including barges. 	Medium
Construction related vehicles impacting on local parking	<ul style="list-style-type: none"> • Construction workers will be encouraged to use public transport to travel to and from site. • Any loss of kerbside parking spaces due to construction vehicles are expected to not have an adverse impact as there is wide availability of parking in local area. 	High
Increase of construction traffic	<ul style="list-style-type: none"> • Construction Pedestrian and Traffic Management Plan to be prepared by construction contractor, including: <ul style="list-style-type: none"> ○ hours of specific construction activities to minimise impact on local transport network and residents and tenants ○ designated truck routes • Include construction traffic updates in community newsletters to keep local tenants and residents. 	High

Cumulative traffic impacts associated with other construction in the area	<ul style="list-style-type: none"> Construction contractor to liaise with City of Sydney Council and CBD Coordination Office to ensure appropriate coordination with other works and events in area. Include construction traffic updates in community newsletters to keep local tenants and residents. 	High
Fishing off the wharf suspended due to construction	<ul style="list-style-type: none"> Signage will be erected informing fishers that the wharf is closed for construction. 	Medium
Redevelopment remaining sympathetic to heritage of wharves	<ul style="list-style-type: none"> All additions have been designed to respect the industrial character of the wharves and minimise their visual presence. 	Low
Obstruction of surrounding residential harbour views	<ul style="list-style-type: none"> Stairs and external lifts have been designed to minimise view blocking and increase transparency. 	Medium
Serious emergencies: Onsite disasters or hazards, death of construction workers or public, serious damage to private property etc.	<ul style="list-style-type: none"> INSW and Construction Company to agree on an emergency management protocol and associated communications protocol. 	Medium

5. Key messages

Overall vision

- The NSW Government's vision for Walsh Bay Arts Precinct will enhance Sydney's reputation as an innovative, globally competitive city through creating a major arts and cultural destination.
- Revitalising this cultural and creative hub, home to some of Australia's most prestigious performing arts companies, is a priority project for the NSW Government.
- Redevelopment of the Walsh Bay Arts Precinct will enrich Sydney's cultural life, giving greater capacity to host major art and cultural events of world-wide appeal.

What's involved

- Once complete, The Walsh Bay Arts Precinct will double the arts offering in the area and provide a modern, fit for purpose hub for diverse artists, performers, events, and activities.
- Works at Pier 2/3 include:
 - Re-using the building for new arts facilities including performance venues for the Australian Chamber Orchestra, Bell Shakespeare, and Australian Theatre for Young People
 - Ensuring a large commercial events/arts space is retained for events such as Sydney Writers Festival, Biennale of Sydney and a wide range of commercial and artistic events
 - Additional stairs, external lifts and balconies designed as a contemporary interpretation of the original gantries reflecting the precinct's former industrial heritage
 - Minor roof modifications
- Works at Wharf 4/5 includes
 - Refurbishment of the ground floor arts facilities and associated Shore Sheds for Bangarra Dance Theatre, Sydney Dance Company, Sydney Philharmonica, Gondwana and Song Company;
 - New commercial and retail opportunities;
 - Additional stairs, external lifts and balconies designed as a contemporary interpretation of the original gantries reflecting the precinct's former industrial heritage; and
 - Minor modifications to the roof.
- The project will complement the Sydney Theatre Company's proposal to improve its current facilities at Wharf 4/5.
- The Sydney Theatre Company's proposal is known as ST50, and is intended to create better theatre and rehearsal facilities, improve workspaces, enhance visitor experiences as well as improve revenue capacity.

The facts

- The project is estimated to cost around \$245.1 million.
- It is likely that an additional 70 operational and 600 construction jobs will be created.

- The project is expected to be complete in mid-2020.

History of the project

- A master plan for Walsh Bay Arts Precinct was prepared in 2013.
- It outlined the vision for an enhanced and integrated public arts and cultural destination on Sydney Harbour.
- The master plan included redevelopment of Pier 2/3 and Wharf 4/5 as well as a creation of a new public domain through a Waterfront Square.
- A staged State Significant Development Application (SSDA) commenced in 2014, with consent for Stage 1 granted in May 2015.
- A Stage 2 application process commenced in 2016 and proceeded to exhibition in November 2016.
- An appeal against the Stage 1 consent was heard in the Court of Appeal in April 2017. The Court ruled that the Stage 1 consent be declared invalid and set aside. As a consequence, the Stage 2 application was withdrawn.
- The NSW Government remains committed to the creation of a public arts and cultural destination in Walsh Bay, in line with the 2013 master plan.

Construction

- A detailed construction management plan will be developed, and all stakeholders will have an opportunity to view the plan.
- There will be some noise and vibration impacts to the community during construction.
- The control of noise and vibration during construction will be given a high priority. The building contractor will prepare a detailed a Construction Noise and Vibration Management Plan prior to works commencing.
- No significant issues are expected with construction vibration affecting residential or commercial properties or the users of the existing venues at the site.
- During construction, most tenants will need to relocate. Create NSW's Create Infrastructure will assist arts tenants with finding temporary performance spaces.

6. Communication tools

To meet obligations set out in the STC 50 Development Consent (section C2 b) and WBACP Development Consent (section B3 b), this section addresses the procedures and mechanisms (or communication tools) available to distribute information.

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

The STC will also have their own communication strategies related to the STC 50 project for their own stakeholders which are not accounted for in this strategy.

INSW WBACP Redevelopment webpage

Element	Description
What	<p>The Infrastructure NSW WBACP Redevelopment webpage provides a comprehensive source of project information and contact details to make an enquiry or complaint. The website will be promoted in all other communication activities.</p> <p>Regular updates to the website will ensure currency of information. Other communication material, such as community updates, will be stored on the webpage.</p> <p>To meet obligations set out in the STC 50 Development Consent (section C6 a) and WBACP Development Consent (section B7 a), it will be regularly updated to include the following information and documents:</p> <ul style="list-style-type: none"> • All relevant development consent documentation • Regular reporting on environmental performance • Summary of the monitoring results of the development • A monthly complaints register • Audit reports prepared as part of any independent environmental audit <p>The website will include functionality allowing wider community to register interest in receiving online updates of the project's progress and attainment of milestones.</p>
When	Ongoing
Why	To inform
Responsible	INSW with input from the Place Manager

Project 1800-line and email

Element	Description
What	<p>The dedicated project 1800-line and email address are key access points for the community to make an enquiry or complaint and receive project information.</p> <p>Protocols for managing the 1800-line and email are included in Chapter 7.</p>
When	Ongoing
Why	To inform
Responsible	Construction contractor through the Place Manager

Collateral

Element	Description
What	Engagement activities are supported by a series of collateral in hard and soft copy formats, including fact sheets and project brochures. Some pieces have been produced to provide overarching information on the project, while others relate to a specific milestone or element of the project. These will be updated and developed as new elements emerge.
When	As required – likely at key milestones
Why	To inform
Responsible	Construction contractor through the Place Manager

Key stakeholder updates and briefings

Element	Description
What	<p>Project briefings will continue to be provided to relevant stakeholders at key milestones. This will assist in ensuring these stakeholders are informed and consulted on the project, and provide them with factual and up-to-date information for distribution to their networks and in media.</p> <p>The level and form of stakeholder briefing will vary to meet the needs of individual stakeholders, for example local government stakeholders will be briefed at each milestone, while other stakeholder groups may receive one-off presentations.</p> <p>Informal feedback can also be sought during these briefings to gauge whether stakeholders feel they are receiving the right level of information and are satisfied with the engagement approach; and, more broadly, what they think their networks need.</p> <p>In order to meet obligations set out in the STC 50 Development Consent (section C2 c) and WBACP Development Consent (section B3 c), a meeting-style forum could be established with elected representatives from community stakeholders (identified in the stakeholder matrix). Depending on community feedback, the forum could meet monthly or bi-monthly with the project team to discuss construction and environmental issues. The decision to hold this style of forum will be dependent on early feedback received from community stakeholders.</p>
When	Construction milestones or one-off
Why	To inform and consult
Responsible	INSW, Create NSW and construction contractor through the Place Manager

Good neighbour activities

Element	Description
What	Door-knocks, letterbox drops, local visual messaging signage and site signage will be used to provide specific project information to project neighbours and others who may be impacted by site works as they travel through the area.

	These will clearly detail upcoming works (what, who, when) and where to go for further information.
Why	To inform
When	Construction milestones
Responsible	Construction contractor through the Place Manager

7. Procedures for managing enquiries and feedback

To meet obligations set out in the STC 50 Development Consent (sections C2 d) i-iii and C5) and WBACP Development Consent (sections B3 d) i-iii and B6), this section addresses the procedures and mechanisms to receive and respond to enquiries, feedback and complaints.

A Place Manager from the construction contractor will be responsible for receiving and responding to enquiries, feedback and complaints. The following protocols and procedures will be in place during the construction period and 12 months following completion, to effectively manage enquiries and complaints received from the community and other stakeholders.

Contacts protocol

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

Contact points

There will be three main points of public contact:

- Direct phone number 1800 to be confirmed by contractor (active from dates to be confirmed)
- Email address to be confirmed (forwarded to Place Manager)
- Postal address: The Place Manager

Walsh Bay Arts Precinct

PO Box to be confirmed

Only the authorised Place Manager and NSW representatives will handle complaints and enquiries. The telephone line will be answered by a 24-hour call centre to ensure that a personalised response can be given to all calls. These will be logged and immediately forwarded to the Place Manager for response and action. The telephone line will be in operation as follows:

- Monday to Friday during work hours (7.30am-6.00pm) – Place Manager
- Saturday (7.30am-3.30pm) – Place Manager
- Outside of these hours, all calls will be answered for actioning the next working day; or in the case of an emergency, the Infrastructure NSW Project Manager or security will be contacted by the call centre.

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

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

Responding to and recording contacts received

Some contacts will be resolved on the spot, while others will require acknowledgement and further investigation in order to action and complete. Details of the response times for different types of contact are outlined below.

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

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

Enquiries handling procedure

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

Complaints handling procedure

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

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

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

Recording contacts

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

- Type of contact (enquiry/complaint and telephone/email/letter/face-to-face)

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

Appendix A – Frequently asked questions

Why are you redeveloping the wharves?

By redeveloping the wharves, the Walsh Bay Arts Precinct will enrich Sydney's cultural life, giving greater capacity to host major art and cultural events of world-wide appeal.

Who is delivering the project?

The project is being led by Create NSW Infrastructure and supported by Infrastructure NSW. Create Infrastructure maintains responsibility for the strategic and design outcomes and managing stakeholder and community relations. Infrastructure NSW is responsible for the delivery of the project in conjunction with the construction contractor.

What is STC 50?

The Sydney Theatre Company will also improve its current facilities at Wharf 4/5. The project, known as STC 50, is intended to create better theatre and rehearsal facilities, improve workspaces, enhance visitor experiences as well as improve revenue capacity. Infrastructure NSW will also be responsible for delivering this project.

When will the project be finished?

Construction is expected to be complete in early 2020.

How much will the project cost?

The project is estimated to cost around \$245.1 million.

When will tenants be vacated?

Current arts tenants will need to be relocated during construction. Create NSW's Create Infrastructure will assist arts tenants with finding temporary performance spaces.

What are the construction hours?

Work will be carried out between the following hours:

Monday to Friday: 7am-6pm

Saturday: 8am-1pm

No work will be carried out on Sundays or public holidays.

How will you manage traffic during construction?

Closer to the works being carried out, a traffic management plan will be developed to ensure impacts during demolition are well managed.

The proposed work zone will require the temporary removal of some kerbside parking spots. However, this is not expected to have an adverse impact as there is a wide availability of parking in the local area. In addition, construction workers will be encouraged to use public transport to and from the site.

How will you manage construction noise and vibration?

Closer to the works being carried out, a Construction Noise and Vibration Management Plan will be developed. This will outline ways to mitigate and manage noise and vibration impacts.

There will also be regular liaison between the Place Manager and surrounding tenants and landowners to notify them of upcoming noisy works and how they will be managed.