

SYDNEY FOOTBALL STADIUM REDEVELOPMENT

COMMUNITY COMMUNICATION STRATEGY

Prepared by Infrastructure NSW

December 2018

Revision 4

Contents

1. Introduction	3
1.1 Communication and engagement objectives	3
1.2 Community communication strategy and key project milestones	4
1.3 Conditions of consent	5
1.4 Roles and responsibilities.....	6
2. Issues identification, analysis and management.....	7
3. Stakeholder analysis	9
3.1 Federal and State government.....	9
3.2 Local government	10
3.3 Project neighbours.....	10
3.4 Stadium users	13
3.5 Major business and tourism stakeholders	14
3.6 SFS tenants and stadium hirers.....	15
4. Communication tools.....	21
4.1 INSW SFS Redevelopment webpage	21
4.2 Project 1800-line and email	21
4.3 Collateral	21
4.4 Key stakeholder meetings and briefings.....	22
4.5 Community Consultative Committee	22
4.6 Good neighbour activities.....	23
5. Procedures for managing enquiries and feedback	24
5.1 Contacts protocol.....	24
5.2 Responding to and recording contacts received	24
Appendix A – Project neighbours	27

1. Introduction

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

Infrastructure NSW was charged with development and delivery of the redevelopment project, including preparation of a staged development application. The Stage 1 development application for a concept plan of the future stadium and demolition of the existing stadium was approved by the Minister for Planning on 6 December 2018. The approval contains conditions which must be met prior to the commencement of demolition works. This report meets the requirements of condition B10 of Schedule 3 of the consent.

1.1 Communication and engagement objectives

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

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

1.2 Community communication strategy and key project milestones

The Community Communication Strategy has been developed to meet conditions of consent for SSD9249. It will be implemented for the duration of construction (demolition) works and for a period of 12 months following completion of construction.

The following table outlines project milestones that have occurred from announcement in November 2017 through to 2020.

Timing	Milestone
28 November 2017	Project announcement by NSW Government
29 March 2018	Business Case Summary released and final estimated cost announced
4 April 2018	Request for Secretary's Environmental Assessment Requirements (SEARs) lodged with the Department of Planning and Environment
9 April 2018	Community and stakeholder engagement commenced
3 May 2018	SEARs issued by the Department of Planning and Environment
14 June 2018	Stage 1 DA publicly exhibited
13 July 2018	Design competition released to four participating firms
September 2018	Response to Submissions Report released
October 2018	Stadium operations cease
7 December 2018	Stage 1 planning approval
7 December 2018	Contract awarded for design and construction
January 2019	Commencement of demolition
April/May 2019	Stage 2 DA publicly exhibited
Early 2020	Stadium construction commences
Mid 2022	Stadium opening

Please note, this timeline is indicative and milestone dates are subject to change.

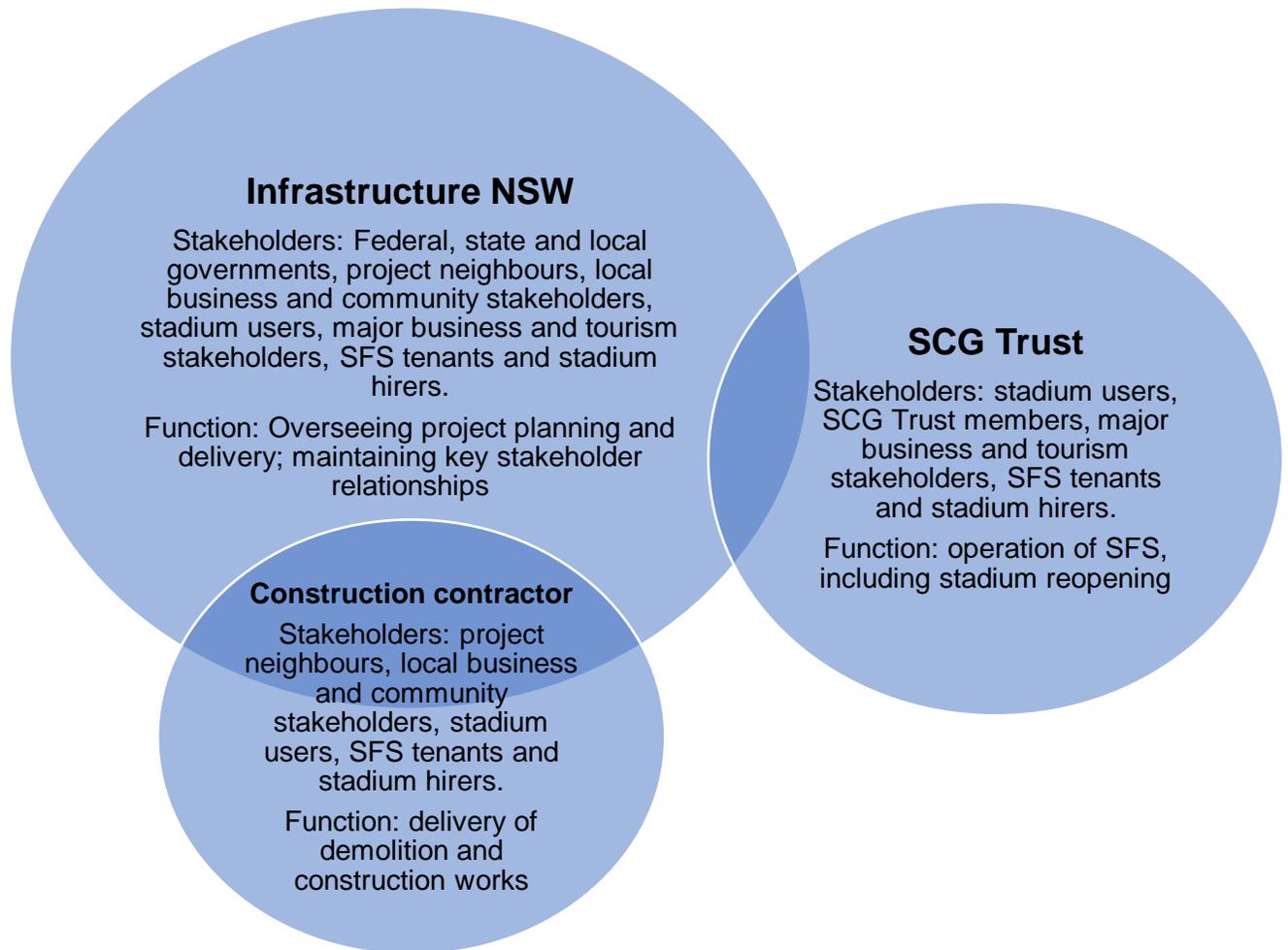
1.3 Conditions of consent

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

Condition	Detail	Where it is addressed in this strategy
B10	A Community Communication Strategy must be prepared to provide mechanisms to facilitate communication between the Applicant, the relevant Council and the community (including adjoining affected landowners and businesses, and others directly impacted by the development), during the demolition and construction works and for a minimum of 12 months following the completion of construction.	Mechanisms for communication with all stakeholders are outlined in section 4 with communication tools nominated for each stakeholder in section 3. Commitment to timeframe for implementation of the CCS is included in section 1.2.
	The Community Communication Strategy must:	
	a) identify people to be consulted during all phases of construction work related to this development	Section 3
	b) set out procedures and mechanisms for the regular distribution of accessible information about or relevant to the development	Section 3 and 4
	c) provide for the formation of community-based forums, if required, that focus on key environmental management issues for the development	Section 4
	d) set out procedures and mechanisms:	
	i) through which the community can discuss or provide feedback to the Applicant	Section 5.1.1
	ii) through which the Applicant will respond to enquiries or feedback from the community	Section 5.1 and 5.2
	iii) to resolve any issues and mediate any disputes that may arise in relation to all works related to this development, including disputes regarding rectification or compensation.	Section 5.2.3

1.4 Roles and responsibilities

Infrastructure NSW has been charged by the NSW Government with development and delivery of the SFS Redevelopment process. The SCG Trust will become the operator of the redeveloped stadium upon its completion. On 7 December 2018, the NSW Government signed a contract with Lend Lease for the demolition of the existing stadium and construction of the new Sydney Football Stadium. Lend Lease are the contractor responsible for the demolition works under the Stage One development consent. All parties have a role in project communications and stakeholder engagement as outlined in the diagram below.



2. Issues identification, analysis and management

The following issues have been identified as potential or actual issues that may have already been raised by the community and stakeholders, as well as other issues that will require an appropriate communications response to be developed during the Stage One demolition works. Suggested mitigation strategies are provided, noting these will be reviewed and revised as required during the course of the Stage One demolition works.

Potential or existing risk	Likelihood	Mitigation strategies
Nearby stakeholders experience noise and vibration disruption during the demolition and construction	High	<ul style="list-style-type: none"> Construction Noise and Vibration Management Plan to be prepared by construction contractor. Noise and vibration monitoring on site. Consultation with stakeholders of surrounding receiver buildings when developing the construction schedule taking into account noise sensitive periods. Regular liaison with surrounding community to notify of upcoming noisy works and how they will be managed.
Nearby stakeholder experience potential dust impacts	Moderate	<ul style="list-style-type: none"> Construction Air Quality Management Sub-Plan to be prepared by construction contractor identifying available dust mitigation strategies.
Construction related vehicles impacting on local parking	Low	<ul style="list-style-type: none"> Construction workers will use MP1 construction compound for parking.
Increase of construction traffic	Moderate to high	<ul style="list-style-type: none"> Construction Pedestrian and Traffic Management Plan to be prepared by construction contractor. Have a “no surprises” approach by openly communicating construction traffic arrangements with nearby stakeholders.

Potential or existing risk	Likelihood	Mitigation strategies
Serious emergencies: Onsite disasters or hazards, death of construction workers or public, serious damage to private property etc.	Low to moderate	<ul style="list-style-type: none"> Infrastructure NSW and construction contractor to agree on an emergency management protocol and associated communications protocol.
Increase in bulk and size of the new stadium	High	<ul style="list-style-type: none"> Have a “no surprises” approach so community members are informed of new size and height before construction commences. Make information on the design available to the community
Demolition and construction impacting on events held at the SCG	High	<ul style="list-style-type: none"> Undertake works in accordance with the approved hours of works and liaise with Sydney Coordination Office, Transport Management Centre and RMS as required. Construction contractor to ensure worksite is secure and safe.
Members unhappy with the temporary and/or permanent solutions proposed for members’ facilities	Moderate to high	<ul style="list-style-type: none"> SCG Trust to share ongoing communication with members as temporary and permanent solutions are finalised.
Clubs and or codes unhappy with relocation of headquarters, training facilities and fixtures	Moderate	<ul style="list-style-type: none"> SCG Trust to continue working closely with hirers to finalise arrangements for relocated fixtures.
Fans and members unhappy with facilities provided at relocated games	Low to moderate	<ul style="list-style-type: none"> Ongoing communication with fans and members to remind them of the long-term vision and what the project will deliver when complete.
Concerns about the quality of the field of play at the SCG	Low	<ul style="list-style-type: none"> SCG Trust to maintain pitch to a superior quality throughout the redevelopment period.

3. Stakeholder analysis

To meet obligations set out in the Development Consent (condition B10 a), this section addresses the stakeholders to be consulted with during all project phases.

To best understand the stakeholders for this project and most effectively communicate and engage with these groups, the following categories have been developed:

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

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

3.1 Federal and State government

Responsibility	Infrastructure NSW
Description	<ul style="list-style-type: none"> • Gladys Berejiklian, MP – NSW Premier • The Hon Kerry Phelps, MP - Federal Member for Wentworth • The Hon Tanya Plibersek, MP – Federal Member for Sydney • Alex Greenwich, Member for Sydney • The Hon Stuart Ayres, MP – Minister for Sport • Relevant NSW Government departments and agencies (including Department of Planning and Environment, Centennial Park and Moore Park Trust, Transport for NSW, RMS, EPA and OEHL)
Issues	<ul style="list-style-type: none"> • Alignment with Federal and State objectives and plans • Delivering a world-class SFS on time, within budget and to the community’s expectations • Ensuring all necessary regulations and conditions are met • Minimising disruption to the local community during construction and operation • Commitment to community consultation
Communication tools	<ul style="list-style-type: none"> • Meetings • Briefings

3.2 Local government

Responsibility	Infrastructure NSW
Description	The SFS is in the City of Sydney local government area. The City of Sydney is represented by a Lord Mayor and nine Councillors who are elected for a four-year term. The last election was in September 2016. The current Lord Mayor is Councillor Clover Moore and current Deputy Lord Mayor is Councillor Linda Scott. Current Councillors are Craig Chung, Christine Forster, Robert Kok, Professor Kerryn Phelps AM, Linda Scott, Jess Scully, Professor Philip Thalys and Angela Vithoulkas. Due to the proximity of Randwick, Waverley and Woollahra local government areas, these councils are also key local government stakeholders for the project.
Issues	<ul style="list-style-type: none"> • Minimising disruption to the local community during construction and operation • Commitment to community consultation • Project justification
Communication tools	<ul style="list-style-type: none"> • Meetings • Briefings

3.3 Project neighbours

3.3.1 Residents

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

	<ul style="list-style-type: none"> • Signage • Collateral e.g. Factsheets and flyers • Community pop-up stalls and drop-in information sessions
--	--

3.3.2 Non-residents

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

Communication tools	<ul style="list-style-type: none"> • Briefings • Meetings • Phone/email • Website • Signage • Collateral e.g. Factsheets and flyers
----------------------------	---

3.3.3 Community groups

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

3.4 Stadium users

3.4.1 General patrons and fans

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

3.4.2 SCG Trust contractors, broadcasters, and emergency services

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

3.4.3 SCG Trust Members

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

3.5 Major business and tourism stakeholders

Responsibility	SCG Trust, in collaboration with Infrastructure NSW
Description	<p>This category refers to stakeholders who have the capacity to significantly impact public perceptions about the project, given their reach and positions of authority. This includes:</p> <ul style="list-style-type: none"> • Committee for Sydney • Destination NSW • Tourism and Transport Forum • Western Sydney Business Chamber • Western Sydney Leadership Dialogue
Issues	<ul style="list-style-type: none"> • Delivering a world-class SFS on time, within budget and to the community’s expectations

	<ul style="list-style-type: none"> • Managing Sydney’s growth and prosperity • Attracting major international events to Sydney and gaining the associated economic benefits • Promoting Sydney’s liveability through quality of entertainment/ events • Supporting Sydney’s journey to becoming an even smarter and more responsive city through the use of data and technology • Driving Sydney’s productivity and competitiveness through cementing our reputation as city for world-class events • Enhancing Sydney’s appeal to businesses, visitors and newcomers • Delivery timelines • Pedestrian and light rail connections
Communication tools	<ul style="list-style-type: none"> • Meetings • Briefings

3.6 SFS tenants and stadium hirers

3.6.1 National Rugby League

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

3.6.2 Rugby Australia

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

3.6.3 University of Technology Sydney

Responsibility	SCG Trust, in collaboration with the construction contractor and Infrastructure NSW
Description	The University of Technology Sydney (UTS) has established research and education facilities within the Rugby Australia headquarters for staff and students.
Issues	<ul style="list-style-type: none"> • Noise during demolition and construction impacting on exam periods • Access to building during demolition and construction • Potential impacts to laboratory equipment • UTS students and staff receive timely and accurate information through UTS' communications channels • Potential project delays • Staff parking impacts

Communication tools	<ul style="list-style-type: none"> • Meetings • Monthly briefings • Doorknock • Letterbox drop • Phone/email • Website • Signage
----------------------------	---

3.6.4 Cricket NSW

Responsibility	SCG Trust, in collaboration with the construction contractor and Infrastructure NSW
Description	The Cricket NSW headquarters and indoor practice nets are in the Precinct and will need to be relocated by September 2019 during the demolition and construction. Outdoor practice nets will stay in their current location. They also hire the SCG throughout the year to host sporting events.
Issues	<ul style="list-style-type: none"> • Relocation of headquarters during the demolition and construction period • Relocation indoor practice nets during the demolition and construction period • ICC World Cup T20 (21 Feb – 8 March; 18 Oct – 15 Nov 2020) • Scheduling – increased number of events held at the SCG • Potential project delays
Communication tools	<ul style="list-style-type: none"> • Meetings • Briefings • Phone/email • Website • Signage

3.6.5 Sydney FC

Responsibility	SCG Trust, in collaboration with the construction contractor and Infrastructure NSW
Description	The Sydney FC Administration headquarters are in the Precinct and will need to be relocated during the demolition and construction. They also hire the SFS throughout the year to host sporting events.
Issues	<ul style="list-style-type: none"> • Relocation of fixtures during the demolition and construction period

	<ul style="list-style-type: none"> • Relocation of headquarters during the demolition and construction period • Design of the new stadium • Potential project delays
Communication tools	<ul style="list-style-type: none"> • Meetings • Briefings • Phone/email • Website • Signage

3.6.6 Sydney Roosters

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

3.6.7 NSW Rugby and Waratahs

Responsibility	SCG Trust, in collaboration with the construction contractor and Infrastructure NSW
Description	The NSW Rugby and Waratahs hire the SFS throughout the year to host sporting events.
Issues	<ul style="list-style-type: none"> • Relocation of fixtures during the demolition and construction period • Relocation of training facilities during the demolition and construction period

	<ul style="list-style-type: none"> • Design of the new stadium • Potential project delays
Communication tools	<ul style="list-style-type: none"> • Meetings • Briefings • Phone/email • Website • Signage

3.6.8 Football Federation Australia

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

3.6.9 Other tenants

Responsibility	SCG Trust, in collaboration with the construction contractor and Infrastructure NSW
Description	<p>Other tenants will need to be relocated during the demolition and construction. These include:</p> <ul style="list-style-type: none"> • Sydney Swans Academy and Sales Office • AFL NSW/ACT • PRP Imaging and Stadium Medical Centre • Azure Café • UTS Stadium Club
Issues	<ul style="list-style-type: none"> • Relocation of business during the demolition and construction period

	<ul style="list-style-type: none">• Design of the new stadium• Potential project delays
Communication tools	<ul style="list-style-type: none">• Meetings• Briefings• Phone/email• Website• Signage

4. Communication tools

To meet obligations set out in the Development Consent (condition B10 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.

4.1 INSW SFS Redevelopment webpage

What	The Infrastructure NSW SFS Redevelopment webpage provides a comprehensive source of project information. The website will be promoted in all communication activities. Regular updates to the website will ensure currency of information. Other communication material such as community updates will be stored on the webpage. The SCG Trust also hosts a site dedicated to the SFS redevelopment. Content is in line with that of Infrastructure NSW.
When	Ongoing
Why	To inform

4.2 Project 1800-line and email

What	The dedicated project 1800-line and email address are key access points for the community to receive project information. Protocols for managing enquiries and complaints through the project phone line and email are set out in Chapter 6.
When	Ongoing
Why	To inform

4.3 Collateral

What	Engagement activities are supported by a series of collateral, including fact sheets and project updates. Some pieces have been produced to provide overarching information on the project, while others relate to a specific milestones or elements of the project. These will be updated and developed as new elements emerge.
When	As required with a minimum of quarterly project updates.
Why	To inform

4.4 Key stakeholder meetings and briefings

What	<p>Project briefings will continue to be provided to relevant stakeholders at key milestones. This will assist in ensuring these stakeholders are informed and consulted on the project, providing factual and up-to-date information for distribution to their networks and in media.</p> <p>The level and form of stakeholder briefing will vary to meet the needs of individual stakeholders, for example local government stakeholders will be briefed at each milestone, while other stakeholder groups may receive one-off presentations as required.</p> <p>A community consultative committee (CCC) will be formed as required by the Development Consent (condition B9). It is anticipated that the CCC will include representatives of the local community.</p> <p>Should there be a need to create further community-based forums during the works, a meeting-style forum could be established with interested representatives from community stakeholders (identified in the stakeholder matrix). These forums could be established on an issue-specific basis. The decision to hold such community-based forums will be gauged from feedback received from stakeholders and in consultation with the CCC Chair.</p>
When	Monthly and ongoing – dependent on stakeholder needs and feedback
Why	To inform and consult

4.5 Community Consultative Committee

What	<p>To meet obligations set out in the Development Consent (condition B9) a CCC will be established for the duration of the delivery period. This will provide a forum for open discussion between representatives of the project, the community and other stakeholders on issues directly relating to operations, environmental performance and community relations, and to keep the community informed on these matters.</p>
When	A regular calendar of CCC meetings will be established by the Chair in consultation with group members
Why	To inform and consult

4.6 Good neighbour activities

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.
When	As required with a minimum of quarterly project updates.
Why	To inform and build positive relationships

5 Procedures for managing enquiries and feedback

To meet obligations set out in the Development Consent (condition B10 d) i-iii) this section addresses the procedures and mechanisms to receive and respond to enquiries, feedback and complaints.

A nominated person from the project team will be responsible for receiving and responding to enquiries, feedback and complaints. The following protocols and procedures will be in place during the demolition period and 12 months following completion, to effectively manage enquiries and complaints received from the community and other stakeholders. The nominated person will be supported by an Infrastructure NSW Project Manager.

5.1 Contacts protocol

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

5.1.1 Contact points

There will be three main points of public contact:

- Direct phone number: 1800 931 109
- Email address: sfsredevelopment@infrastructure.nsw.gov.au
- Postal address: Sydney Football Stadium Redevelopment

PO Box R220

Royal Exchange NSW 1225

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 nominated person for response and action. Outside of standard working hours, calls will be answered for actioning the next working day; or in the case of an emergency, the nominated Project Team member will be contacted by the call centre.

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

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

5.2 Responding to and recording contacts received

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

Contact type	Method	Acknowledge	Resolve	Note
Enquiry	Face to face	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			

5.2.1 Enquiries handling procedure

Enquiries or feedback received by the nominated person 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 nominated person will liaise with the project team to provide an answer. The enquiry or feedback will be logged into the Stakeholder Consultation database.

5.2.2 Complaints handling procedure

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

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

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

5.2.3 Dispute resolution

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

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

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

5.2.4 Recording contacts

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

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

Appendix A – Project neighbours

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

