



# Community Communications Strategy / Community Engagement Plan

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N228

Moore Park Precinct Village and Car Park  
Project

23 March 2026



## Revision History

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Version	Date	Revision Description	Project/Site Manager Sign off
01	15/02/24	Draft Plan	Nicholas Papanikolaou
02	04/03/24	Updated plan	Nicholas Papanikolaou
03	22/04/25	Updated Plan for MOD-10 including new Org Chart	Nicholas Papanikolaou
04	17/10/25	Updated Org Chart	Amr Mohamed
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# Community Communications Strategy / Community Engagement Plan

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# 1. Glossary

Acronym	Definition
BMP	Business Management Plan
CCC	Community Complaints Commissioner
CCS	Community Communications Strategy
CEMF	Construction Environmental Management Framework
CEMP	Construction Environmental Management Plan
CHMP	Interchange Access Plan, and the Construction Heritage Management Plan
CM	Consultation Manager
CNVIS	Construction Noise and Vibration Impact Statement
CNVMP	Construction Noise and Vibration Management Plan
CNVP	Construction Noise and Vibration Plan
CICG	Communications Interface Coordination Group
CoA	Conditions of Approval
CSSI	Critical State Significant Infrastructure
DA	Development Application
DPIE	Department of Planning, Industry and Environment
ER	Environmental Representative
PCT	Project Communications Team
S&CEM	Stakeholder and Community Engagement Manager
SCO	Sydney Coordination Office
SSD	State Significant Development
TTLG	Traffic and Transport Liaison Group
WCAG	Web Content Accessibility Guidelines

## 2. Project Description

### 2.1 Project Purpose

The development will deliver a new 1340-space underground multi-level car park and Precinct Village above, linking the Sydney Football Stadium at the Public Concourse level. The new development will substitute the former SSDA approved 540-space at-grade carpark, formally operated on this parcel of land prior to the demolition of Allianz Stadium.

This development will transform the Moore Park Precinct, offering visitors year-round access to quality food and beverage offerings linked with adjacent open spaces for gatherings and organised events. The development will enhance the Moore Park Precinct amenity, creating greater vibrancy and patronage year-round. On game day, this development will serve to extend patron's length of stay, arriving earlier and leaving later, thereby flattening the peak ingress and egress curve. This will have flow-on benefits to ground transport whilst offering a purpose-built facility.

### 2.2 Project Objective

Venues NSW (VNSW) as the Principal, intends to upgrade the current on-grade MP1 carpark scheme, as approved under the Sydney Football Stadium Re-development (SFSR), into a Precinct Village and Carpark.

The main design objective of the Carpark is to create efficient entry and exiting of vehicles, and efficient internal circulation without creating any pinch points and congestion.

### 2.3 Project Location

The Precinct Village and Car Park is located on the land west of the SFS, currently approved under SSD 9835 as the MP1 Car Park. It will extend to Moore Park Road and Driver Avenue and will adjoin the existing UTS, Rugby Australia and NRL Central buildings, all of which are to be retained and do not form part of the project site.



Figure 1 Project Location

## 2.4 Project Specific Functional Elements

The Precinct Village and Car Park will include:

- 1,340 space multilevel carpark with the following access arrangements:
  - » 1 x access point from Driver Ave, to be used on event and non-event days.
  - » 1 x lane at the access point on Driver Ave required to be exclusive for emergency vehicle access and egress;
  - » 1 x egress point onto Driver Ave to be used on event and non-event days, with three-lane egress required during events;
  - » 1 x egress point onto Moore Park Road to be used on approved event days only (in accordance with SSD conditions of consent);
  - » dedicated area within the car park for operation/servicing vehicles.
- An Outside Broadcast (OB) Compound, located in the position of the OB Compound in the existing MP1 carpark.
- Heavy Vehicle access to the SFS Service Road for delivery, service, maintenance and Emergency Services vehicles, and the OB Compound for broadcast vehicles. Access Roads must be designed and constructed to facilitate Stadium Activities, including those associated with Concert Events, and to allow safe and easy movement and turning of Heavy Vehicles without causing damage.
- Reconfiguration of the currently approved drop off requirements for the elderly and mobility impaired.
- Free flow level pedestrian access to and from the SFS concourse from Driver Ave and Moore Park Road.
- Electric car charging provisions in line with the requirements in the Approved SSD.
- A versatile and community public domain, comprising:
  - » provision for 4 x north-south orientated tennis courts on non-event days with the potential to become an event platform on event days, including provision for a Tennis Clubhouse;
  - » children's playground;
  - » food and beverage (F&B) restaurants with associated amenities in a single storey pavilion plus outdoor dining areas adjacent to the F&B spaces (Will be executed at later stage by Others. Excluded from current scope of BESIX Watpac).
- A customer service office with ticket window and merchandise display.
- Vertical transport provisions.
- Utilities provision augmentation.

## 2.5 Moore Park Precinct Village and Carpark

Current construction program for the project continues for the years 2025 and 2026 in the East and West Structures .

Standard construction hours are 7am-6pm Monday to Friday and 8am-1pm Saturday, excluding public holidays. Any work outside of these hours will need to be approved under the Out of Hours Work Protocol.

# 3. Introduction

## 3.1 Purpose of Plan

The purpose of the Community Engagement / Community Communications Strategy (CCS) outlines how BESIX Watpac will conduct stakeholder and community engagement activities during project construction. BESIX Watpac’s strategic objectives are to minimise disruption during construction and maximise project benefits with stakeholders and the local community. This CCS outlines the communications approach for project construction up to twelve months after the completion of construction.

The document addresses the requirements listed in Condition B19 of the project approval for SSD-9835 and section 11.2 of the GC21 Preliminaries

Table 1 Requirements for CCS

Requirements of Condition B19 as per approval for SSD-9835	Section Discussed
<p><i>No later than two weeks before the commencement of any works, a Community Communication Strategy must be submitted to the Planning Secretary for approval. The CCS must be approved by the Planning Secretary prior to the commencement of any works or within another timeframe agreed with the Planning Secretary. The Community Communication Strategy must provide mechanisms to facilitate communication between the Applicant, the relevant Council and the community (including adjoining affected landowners / occupants, sensitive receivers and others directly impacted by the development), during the design and construction of the development and for a minimum of 12 months following the completion of construction.</i></p> <p><i>The Community Communication Strategy must:</i></p>	
(a) identify people to be consulted during the design and construction phases;	5.1.1
(b) set out procedures and mechanisms for the regular distribution of accessible information about or relevant to the development;	6
(c) provide for the formation of community-based forums, if required, that focus on key environmental management issues for the development;	6
(d) set out procedures and mechanisms: (i) through which the community can discuss or provide feedback to the Applicant; (ii) through which the Applicant will respond to enquiries or feedback from the community; and (iii) to resolve any issues and mediate any disputes that may arise in relation to construction and operation of the development, including disputes regarding rectification or compensation.	6
Requirements of GC21 Preliminaries 11.2 Community Engagement Plan	Section Discussed
The Contractor must develop, implement and maintain a Community Engagement Plan. The Community Engagement Plan must	Context
(i) be informed by and sit within the State’s Overarching Stakeholder and Community Engagement Strategy;	4.1.1
(ii) ensure alignment with the Contract Program;	2.5
(iii) describe ways that community interests and issues will be addressed; and	7
(iv) describe ways the community will be informed of design and project impacts;	6
The Contractor must ensure the communications and engagement process is robust and will:	Context

(i) demonstrate a willingness to listen and consider community concerns;	7
(ii) provide high-quality information;	7
(iii) create opportunities for community feedback, where possible;	7
(iv) ensure participants are aware of what they can and cannot influence; and	7
(v) respond to emergent issues and correct erroneous information in a timely fashion.	7
<b>The Community Engagement Plan must, as a minimum, address and detail:</b>	<b>Context</b>
(i) the stakeholder and community engagement management team structure including:	4.1
a. Key Personnel and other significant appointees;	4.1
b. authority and roles of Key Personnel and other significant appointees;	4.1
c. lines of responsibility and communication;	4.1
d. minimum skill levels of each role; and	4.1
e. interfaces with the overall project organization structure including Principal.	4.1
(ii) principles and methodologies for proactive community engagement;	6
(iii) strategies for responding to and accommodating the reasonable expectations of the community;	7.1
(iv) community engagement and communication activities;	6
(v) in a schedule, the key issues which are likely to be of concern/interest to the community and how these issues will be managed proactively;	6
(vi) key messages to be used in the preparation of information materials and responding to enquiries and complaints;	6
(vii) communication and consultation tools to be used for keeping the stakeholders and community informed and to seek input on specific issues;	
(viii) communication protocols and procedures, including those associated with approvals and handling enquiries from media and political representatives;	7.2 4.2
(ix) a strategy for communicating traffic and access changes and ensuring integration across the communications and traffic and transport management functions;	6
<b>When preparing the Community Engagement Plan, the Contractor may wish to consider, but not limit itself to, the following:</b>	
(i) the deployment of a Stakeholder and Community Relations Manager;	4.1
(ii) ongoing community liaison;	6
(iii) community meetings;	6
(iv) public displays, local events and activities;	6
(v) website and social media;	6
(vi) complaints management;	7.3
(vii) incident and crises management;	7.3
(viii) media relations and events; and	7
(ix) response to community representations.	7.1

# About this plan

This Community Communications Strategy (CCS) outlines how BESIX Watpac will conduct stakeholder and community engagement activities during project construction. BESIX Watpac's strategic objectives are to minimise disruption during construction and maximise project benefits with stakeholders and the local community. This CCS outlines the communications approach for Project construction up to the completion of construction.

## 3.2 Objectives

BESIX Watpac's overarching strategic objectives in the management of community liaison issues are to minimise the impact of the Moore Park Precinct Village and Carpark and to maximise project benefits and sustainability.

The objectives of this plan are to outline how BESIX Watpac will:

- Comply with the community consultation obligations and Project Planning Approval
- Engage with all stakeholders, including local residents, businesses and vulnerable communities, throughout project construction (providing detail on the tools, activities and indicative timing)
- Provide timely, accurate and relevant information to the community
- Work cooperatively with VNSW and relevant interface contractors to provide a coordinated and consistent approach, and to mitigate cumulative impacts
- Minimise disruption and maximise project benefits for stakeholders and the local community
- Enhance and protect the reputation of Venues NSW, the NSW Government and BESIX Watpac.

## 3.3 Relationship to other plans

This CCS will interface with other plans including the Noise and Vibration Management Plan, Construction Traffic Management Plan and the Construction Management Plan

## 3.4 Accountabilities

BESIX Watpac's Project Manager is accountable for this CCS, including authorising and monitoring the document, and delegating responsibilities to implement the plan.

Members of the Project Communications team are accountable for ensuring the requirements of the CCS are implemented within their area of responsibility.

## 3.5 Document update and review

The CCS will be reviewed and submitted to Venues NSW every six months and will be updated as required to address:

- Changes in the construction program
- Changes to stakeholder and community needs
- Changes to stakeholder and community information requirements
- Lessons learned from the stakeholder engagement process over the life of the project.

BESIX Watpac will progressively review, monitor and evaluate this plan as required to ensure it remains relevant and effective for managing project activities. Updates to the CCS will be submitted to Venues NSW for review and approval.

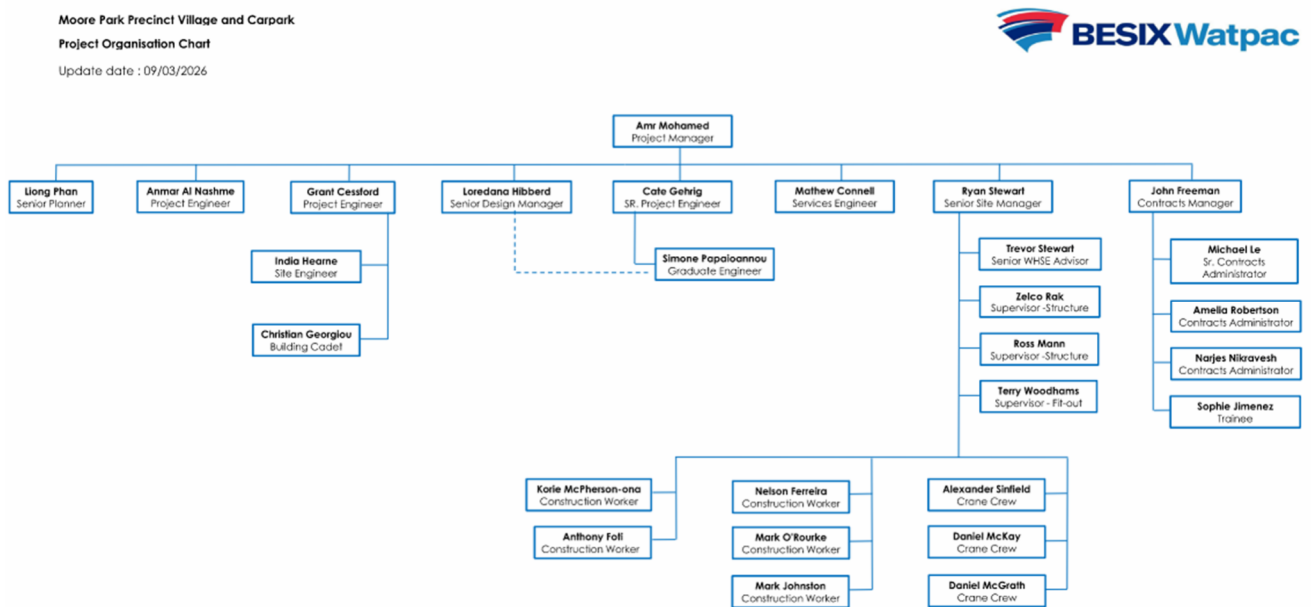
## 4. Roles and Responsibilities

### 4.1 Team Structure and Responsibilities

BESIX Watpac’s Project Communications team will undertake all communication and engagement activities for BR COP and will be responsible for implementing this CCS and ensuring it remains up to date.

All personnel will be available throughout the duration of the Project. In the event of periods of leave, an alternate Communications resource will be available to cover the role.

**Figure: Project Organisation Structure**



**Figure: Project Communications Team Structure**

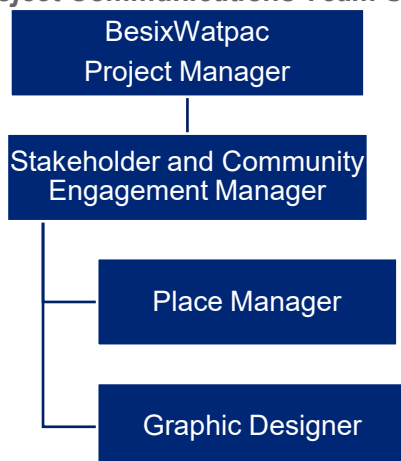


Table 1 below outlines the responsibilities of each role within the Project Communications Team (PCT). The PCT will report into the Project Manager.

**Table 1: Key Project Communications Roles and Responsibilities**

Role	Responsibilities
Stakeholder and Community Engagement Manager	<ul style="list-style-type: none"> <li>• Provides advocacy of community issues and concerns within the project and into Venue NSW</li> <li>• Leads on the development, planning and delivery of the Community Communications Strategy</li> <li>• Leads the Project Communications team, managing the Public Affairs and Events Manager, Place Manager and Graphic Designer</li> <li>• Ensures that the Project Communications Team complies with all Venue NSW procedures, processes, protocols and plans.</li> </ul>
Public Affairs and Events Manager	<ul style="list-style-type: none"> <li>• Drafts and creates content for public materials, media and government responses relating to the project</li> <li>• Public affairs, issues and media management, including on call duties and social media monitoring</li> <li>• Leads on communications planning for project milestones, events and site visits</li> <li>• Copy writing, review and approval of all public communications materials relating to the project.</li> </ul>
Place Manager	<ul style="list-style-type: none"> <li>• Supports the stakeholder and community manager in the delivery of the community communications strategy and the business management plan</li> <li>• Managing community enquiries and complaints, including on call duties and recording in Consultation Manager</li> <li>• Leads on community engagement training as part of site inductions and toolbox talks</li> <li>• Complaints monitoring and reporting.</li> </ul>
Graphic Designer	<ul style="list-style-type: none"> <li>• Creating accessible communications graphics, content, collateral and channels</li> <li>• Animations</li> <li>• Videography</li> <li>• Photography</li> <li>• Web content development and maintenance</li> <li>• Site signage, visuals and graphics, including preparation for print production.</li> </ul>

Note: These roles will be undertaken by a single resources

## 4.2 Coordination with Venues NSW

Project success will be guided by a strong partnership between Venues NSW and BESIX Watpac. Venues NSW manages strategic planning. They will maintain long-term relationships with many stakeholders throughout the project lifecycle, from planning, approvals, procurement, construction and operations. These include the VNSW website, email address, social media, school education program and media liaison.

BESIX Watpac will ensure that the Project Specific Community Engagement Strategy aligns with the State's Overarching Stakeholder and Community Engagement Strategy, Venues NSW maintains certain communication systems and processes to facilitate clear access to information and contacts for the community and stakeholders.

Venue NSW also retains responsibility for key stakeholder relationships including with Government Ministers, Members of Parliament and other stakeholders. Stakeholder enquiries and issues will be referred to Venue NSW when they are outside the scope of Besix Watpac works.

BESIX Watpac will provide regular information through identified information channels. Any additional information or communications materials will be provided to Venues NSW as required on request.

# 5. Communications Approach

The Moore Park Village Precinct and Carpark is a high-profile project in a premium location and is likely to attract a high level of interest and media attention. Project benefits will need to be balanced with ongoing impacts to the community and businesses in the Moore Park and surrounding areas.

BESIX Watpac's overarching strategic objectives in the management of community liaison issues are to minimise the impact of the construction works and maximise its benefits and sustainability.

## 5.1 Our Stakeholders

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

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

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

Moore Park and surrounding suburbs such as Paddington is a high-density residential and commercial centre impacted by prolonged construction. BESIX Watpac will work closely with Venue NSW to enable a smooth transition and to maintain continuity of information and stakeholder relationships.

An overview of our stakeholders is below and a detailed stakeholder matrix. The stakeholder matrix will be reviewed and refined with input from Venue NSW and will be regularly updated throughout project construction.

**Table 3: Project Stakeholders**

<b>INFORM</b> Promote project benefits and keep people informed	<b>CONSULT</b> Explain the project and respond to concerns	<b>INVOLVE</b> Engage and test approach	<b>COLLABORATE</b> Plan and implement solutions and mitigations	<b>EMPOWER</b> Project leadership and decision making
<p>Broader Sydney and NSW citizens</p> <p>Journalists</p> <p><b>Passenger groups:</b> Action for Public Transport; BIKE Sydney; NSW Commuter Council</p> <p><b>Industry Groups: Committee for Sydney:</b></p> <p>Sydney Cricket Ground Trust and Members</p> <p>Centennial Parklands Community Consultative Committee</p> <p>Centennial Park Residents Association</p> <p>Moore Park Residents Association</p> <p>Paddington Society</p> <p>Paddington &amp; Darlinghurst Community Working Group</p> <p>Saving Moore Park</p>	<p><b>Local Businesses:</b></p> <p>University of Technology Sydney (Moore Park Road)</p> <p>Australian Turf Club</p> <p>Moore Park Golf Club</p> <p>Entertainment Quarter + Fox Studios</p> <p>Victoria Barracks COFA (UNSW)</p> <p>Australia Rugby Union,</p> <p>National Rugby League</p> <p>Piccolo Me</p> <p>Azure Café</p> <p>PRP Imaging and Stadium Medical Centre</p> <p>UTS Stadium Club</p> <p>Surrounding businesses within Surry Hills and Paddington</p> <p><b>Health facilities:</b></p> <p>Sydney Cricket Ground Trust and Members</p> <p><b>Childcare facilities:</b></p> <p>Kira Child Care Centre</p> <p><b>Local Sporting groups:</b></p> <p>Sydney Rooster</p> <p>Sydney Swans</p> <p>Sydney FC</p> <p>Cricket NSW</p> <p>NSW Rugby and Waratahs</p> <p>Football Federation Australia</p>	<p>Local residents</p> <p>Local businesses</p> <p>Local residential and commercial landlords</p> <p>Local tourist attractions</p> <p>Local hotels</p> <p><b>Homeless groups/charities:</b></p> <p>City of Sydney Homelessness Unit; The Station; St Paul's Coptic Mission</p> <p><b>Disability groups: Disability Advocacy NSW; Disability Council; Ability First Australia</b></p> <p><b>Indigenous groups: the Gadigal People; Aboriginal Affairs NSW; Empowered Communities</b></p> <p><b>Heritage organisations:</b></p> <p>Heritage Council of NSW</p>	<p>City of Sydney</p> <p>Greater Sydney Parklands</p> <p>Project Suppliers</p> <p><b>Utilities:</b></p> <p>Sydney Water/Ausgrid/Origin Energy</p> <p><b>Local public transport providers:</b></p> <p>Light Rail, bus services</p> <p>Emergency Services</p> <p><b>Major Event Planners:</b></p> <p>All Events held at the Sydney Football Stadium and Sydney Cricket Ground managed through Venues NSW</p> <p>Broadcasters</p> <p>Destination NSW; The Big Design Market; Vivid Sydney; Sydney Festival; City of Sydney – NYE Fireworks</p>	<p>Venues NSW</p> <p>Premier of NSW</p> <p>Federal Member for Wentworth</p> <p>Federal Member for Sydney</p> <p>NSW Member for Sydney</p> <p>NSW Minister for Sport</p> <p>TfNSW</p> <p>INSW</p> <p>Department of Premier and Cabinet</p> <p>Department of Planning, Industry and the Environment</p>

## 5.2 Maximise Project Benefits

The Moore Park Precinct will enhance the Moore Park amenity, creating greater vibrancy and patronage year-round. We want local residents and businesses to feel invested in this project, and have a part of a wider team helping to deliver the project. BESIX Watpac will work with key project stakeholders to assess the needs of the local community to create a series of community investment partnerships with tailored and targeted community participation, and subject to changes in the community created by Covid, participate in activities including:

- Supply chain opportunities with local social enterprise organisations that support diversity and inclusion
- A Moore Park Precinct project loyalty card for local businesses, to encourage our 200+ site workers to use local businesses
- Schools engagement and outreach in local schools. Outreach will include school visits from project workers to encourage STEM learning, and site visits for young people to promote construction engineering and technology careers
- Capturing project progress through still and time-lapse photography, video and animations
- Ongoing opportunities for positive media, including milestone events
- Public open days during works
- Site visits for key stakeholders.

The Stakeholder and Community Engagement Manager will work with the Sustainability Manager and key project stakeholders to develop a process around the selection of appropriate initiatives, including developing criteria to identify, review, select, implement and evaluate suitable initiatives.

## 5.3 Minimising disruption and construction impacts

BESIX Watpac is committed to minimising disruption, delay and inconvenience to impacted stakeholders and communities. We will use a variety of communication tools to help stakeholders understand potential impacts, mitigation measures, and how to contact the project team with any concerns, questions or complaints.

Community concerns and priorities are likely to include:

- Construction impacts, including vehicle movements, traffic impacts, noise, vibration and dust
- Protecting homes, property, public amenity and heritage
- Cumulative impacts of other projects in the Moore Park precinct
- Construction fatigue
- Managing impacts on nearby businesses during construction, maintaining access for deliveries, tenants and customers, visibility and avoiding, if possible, effects on sensitive equipment or other operations
- High expectations for ongoing communication, transparency and partnering, particularly on mitigation measures and public domain improvements.

We have set out likely issues and mitigations in Table 4 below. Further detail on how BESIX Watpac will specifically minimise disruption to businesses and commercial tenants is available in the Stakeholder Management Plan.

**Table 4: Likely issues and mitigations**

Area	Issue	Mitigations
Reputation	Value for money Achieve delivery vision On time and on budget Project Interfaces	<ul style="list-style-type: none"> <li>Strong collaboration between BESIX Watpac and Venues NSW</li> <li>Identify risks and opportunities at planning stage through risk workshop</li> <li>Strong interface governance and controls</li> <li>Track, report and respond to concerns and complaints</li> </ul>
Safety	COVID Safety	<ul style="list-style-type: none"> <li>Strict COVID-19 safety strategy to protect workers and the public</li> <li>Project Safety Management Plan</li> </ul>
	Pedestrian and cyclist safety	<ul style="list-style-type: none"> <li>Traffic Management Plan</li> <li>Prominent wayfinding and hazard signage. Safety barriers installed along Hickson Road to minimise site interface</li> <li>Active traffic management at site entry and exit points</li> </ul>
	Worker safety	<ul style="list-style-type: none"> <li>Safety First site communications</li> <li>Safety site inductions</li> <li>Monitoring and report of safety incidents</li> </ul>
Construction Impacts	Traffic and parking	<ul style="list-style-type: none"> <li>Traffic Management Plan including notifications in advance of major changes, in coordination with relevant agencies including emergency services</li> <li>Early notification of traffic changes. Provide prominent wayfinding and clear signage</li> <li>Management of site access and truck haulage routes. Coordinate deliveries to manage volume and frequency. Manage deliveries within site boundary</li> </ul>
	Noise and vibration	<ul style="list-style-type: none"> <li>Noise and Vibration Management Plan to apply all possible controls and minimise unreasonable noise and vibration</li> <li>Work to be done within approved working hours wherever possible. Implement and comply with out of hours work protocol</li> <li>Liaison with sensitive receivers locally to time works around specific times</li> <li>Early engagement with neighbours around likely noise and vibration impacts</li> <li>Clear and frequent project communications, including early notification of works particularly for out of hours work</li> <li>Reversing alarms and airbrakes kept to a minimum</li> </ul>
	Disruption to services and utilities	<ul style="list-style-type: none"> <li>Accurate identification and locating of services and utilities. Early notification of any disruption to services and utilities, in coordination with providers</li> </ul>
	Disruption to Moore Park area users	<ul style="list-style-type: none"> <li>Strong relationships established with major event planners</li> <li>Construction activities to be coordinated and managed around planned events schedule</li> </ul>
	Construction fatigue across Moore Park	<ul style="list-style-type: none"> <li>Strong interfaces with other contractors to coordinate work to minimise disruption and impacts</li> </ul>
	Visual amenity	<ul style="list-style-type: none"> <li>Site hoardings with attractive visuals to be installed. Graffiti will be removed promptly. Project floodlights to face away from local residences wherever possible. Site waste will be removed promptly</li> </ul>
	Disruption to nearby businesses	<ul style="list-style-type: none"> <li>Build relationships with existing business forum to liaise with local businesses to manage business continuity and access throughout the works</li> <li>Establish a Stakeholder Management Plan to support and promote local businesses</li> <li>Early and frequent communications around project works</li> </ul>

	Preserving local heritage	<ul style="list-style-type: none"> <li>Heritage management plan to protect the heritage locations for the works e.g. Busby Bore</li> </ul>
	Disruption to local homeless community	<ul style="list-style-type: none"> <li>Engagement with local homelessness charity</li> </ul>
Environment	Air quality and pollution	<ul style="list-style-type: none"> <li>Construction Environment Management Plan, including air quality monitoring and active dust suppression measures</li> </ul>
	Water quality	<ul style="list-style-type: none"> <li>Construction Environment Management Plan. Discharge and reuse in accordance with the plan. Monitoring and inspections. Staff training</li> </ul>
	Contaminated material	<ul style="list-style-type: none"> <li>Ensure all statutory requirements are met for removal of contaminated materials</li> </ul>
Jobs and Skills	Economic opportunities	<ul style="list-style-type: none"> <li>Stakeholder Management to include project opportunities for local businesses</li> <li>Creation of social sustainability partnerships to increase workforce participation and small business opportunities e.g. Beehive, Kickstart etc.</li> </ul>

## 6. Communication tools and activities

BESIX Watpac will follow the IAP2 Spectrum of Public Participation to help guide the way we interact with stakeholders and community members. The Project Communications team will use a range of communications channels, tools and activities, tailored to the specific audience's needs, preferences and knowledge (see table 5 below for more detail).

The following communication tools, methods and activities will be used throughout the life of the project. We will regularly distribute project information through these channels, in an active, engaging and accessible format.

BESIX Watpac will work with Aboriginal and Torres Strait Islander communities currently living in and historically associated with the Moore Park and Millers Point areas, including through industry participation and employment initiatives.

We will make sure to address the needs of Language Other Than English (LOTE), Culturally and Linguistically Diverse (CALD), and vulnerable communities, including meeting the protocols within the VNSW Strategy for the Management of Homeless People during construction.

The tools, methods and activities outlined in this section will be used in conjunction with the procedures outlined within this plan, to resolve any issues and mediate any disputes that may arise in relation to environmental management and delivery of the project.

**Table 5: Communication tools and activities summary**

Tools and activities	Purpose	Frequency/timing
<b>Community contact</b>		
Community email address mooreparkprecinct@besixwatpac.com	Allows access to project team during construction hours	Available 24 hours a day, seven days a week during construction
Project website mooreparkprecinctvillage.com	Provides compliance with approval conditions. This holds copies of approved management plans  Provides information about the project's activities along with notifications and project information, job opportunities and compliance documents	Throughout the project and 6 months after completion of the project

	Provides general project information, images, animations, notifications, newsletters	
	24-hour contact information and email newsletter subscription details	
Project Communications Team email	Allows project team to respond to email enquiries and coordinate stakeholder meetings	Available 24 hours a day, seven days a week during construction
<b>Public Communication Material</b>		
Community notification letter	Advise community and stakeholders of construction activities no later than seven (7) days in advance and include: Scope of work Location of work Hours of work Duration of activity Type of equipment used Likely impacts including noise, vibration, traffic, access and dust Mitigation measures	Quarterly and as required for out of hours work, new activities  Notifications will be delivered to all properties within 100m of the relevant work zone for all work during standard construction hours.  Where required, out of hours work notifications will be distributed to residents and businesses within a 100m radius of the site.
Emergency work notifications	Email information to advise properties of emergency work within two hours of starting work	As required
Site signage and hoarding banners	Signage used to identify the site and provide contact information for the community  Venues NSW may provide artwork to be printed on external barriers. BESIX Watpac will provide site layouts for location and measurements of all boundary hoardings, sheds, fencing and access gates.  Viewing holes will be provided in hoarding.	As required, including steel hoarding at the northern entrance site.
Frequently asked questions and key messages	Resource used by the team as a reference for enquiry responses. Can also be used for websites, fact sheets and briefing notes as required	Ongoing
Translation services	To communicate with non-English speaking communities	As required
Photography and video recordings	Used to record the construction process and progress and assist with explaining aspects of work to stakeholders	Monthly
<b>Face-to-face and interactive tools</b>		
Community information sessions	Held in collaboration with Venues NSW team as required for major project updates. Attended by PCT and appropriate subject matter experts.  BESIX Watpac will be responsible for delivering supporting materials, subject to approval requirements	As required

Moore Park Local Residents Forum	For residents and community groups within 100m of construction sites. The focus is on key environmental management measures relating to construction activities.	As required
Business Consultation through existing community groups and direct contact	For businesses within 100m of construction sites. These events provide a convenient update on construction activities and mitigation measures and an opportunity to provide feedback	As required
Doorknocks	Discuss potential project impacts and proposed mitigation with residents, businesses and other stakeholders. Leave behind written information and contact details for community members who are not at home	7 days in advance of work, where required
Stakeholder meetings	Discuss project activities including work in progress or upcoming work and potential issues, one-on-one or with a group	As required
Site visits	Inform selected stakeholders about progress of the project and any key milestones or activities taking place with appropriate personnel on site	As required
School presentations and events	Participation in schools' engagement program	As required
<b>Other communication</b>		
Construction signage	Information or directional signage at the location of traffic changes to advise road users and pedestrians on the duration and nature of change, as well as alternate paths if required	As required
Traffic alert email	Communication to transport operators and emergency services to advise of traffic changes, including road or lane closures and detours	As required
Variable message signs VMA	Additional notice to advise road users of traffic changes	As required

## 7. Communication Protocols

### 7.1 Approvals and Communication Timeframes

All project communication materials, including social media, marketing and promotional materials, media articles, industry presentations or award submissions will be submitted to VNSW for approval before publication in time to meet notification requirements contained in the Conditions of Approval and the Environmental Protection Licence, as shown in table below

Contact Type	Method	Acknowledge	Resolve	Note
Enquiry	Face to Face	Acknowledge within 24 hours of receipt (Mon – Fri)	Within two days	Advise Venues NSW within 24 hours of receipt
	Telephone			
	Email			
	Letter			
Enquiry	Face to Face	Acknowledge within 2 hours of receipt	Endeavor to resolve within one working day	Advise Venues NSW immediately upon receipt
	Telephone			
	Email			
	Letter			

### 7.2 Enquiries Handling Procedure

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

### 7.3 Complaints handling procedure

Complaints received by the nominated person via post, the phone line or email will be referred directly to the project team and simultaneously logged with Venues 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 Venues 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.

## 7.4 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. Venues NSW Project Manager, if not resolved then -
4. Construction contractor and Venues NSW discussion. The construction contractor Project Director and Venues NSW Project Manager to determine if the complaint is to be forwarded to mediation.

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

## 7.5 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.

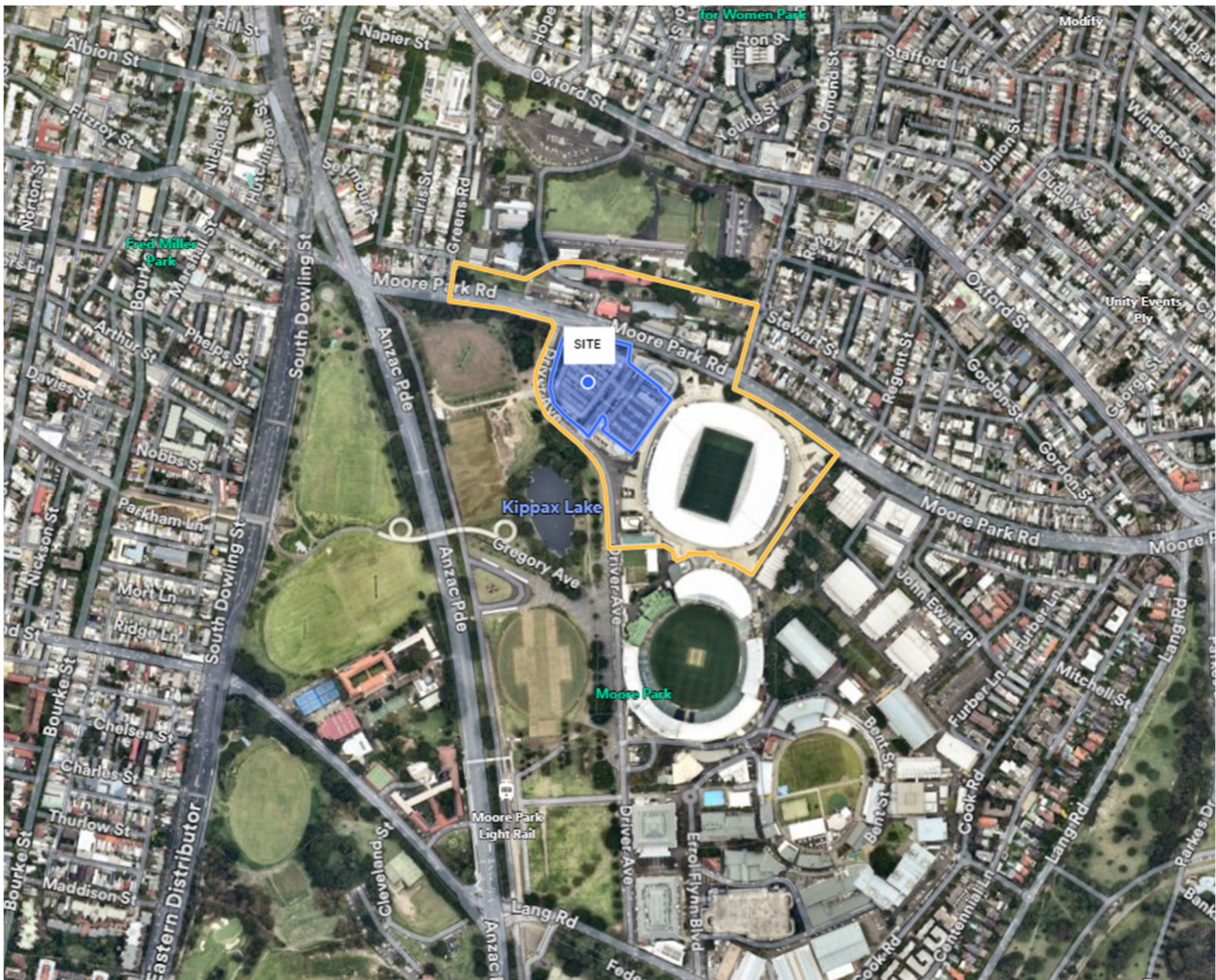
# Appendix A

# Project

# Neighbours

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



# Appendix B

# Dispute Handling

# Flowchart

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



