

## SOUTH EVELEIGH

### COMMUNITY CONSULTATION AND ENGAGEMENT PLAN – MARCH 2019

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## 1.0 Introduction

### 1.1 Purpose of the Plan

This Community Communication Strategy (the Strategy) provides an overview of how communications and engagement will be undertaken between Mirvac, the City of Sydney and the community during the redevelopment of the Locomotive Workshop (the Project) and for a minimum of 12 months following the completion of construction. This Strategy is an update of the Community Consultation and Engagement Plan prepared and approved under SSD 7317.

This Strategy aims to:

- Set out the communications and engagement objectives and principles of the Project;
- Identify relevant stakeholders and community members;
- Detail the proposed communications tools and engagement activities used to provide information and gather feedback;
- Outline how disputes will be mediated and resolved; and
- Outline how enquiries and complaints will be received and responded to during construction.

Although this Strategy largely sets out an approach to communications and engagement between Mirvac and the community, a number of authorities such as the NSW Department of Planning and Environment, City of Sydney, the Heritage Council of NSW, WorkCover NSW and the Environmental Protection Authority, have statutory obligations to investigate and perform necessary enforcement and complaint resolution in relation to compliance with consent conditions and the state's environment, safety, road traffic, and other relevant laws. This Strategy does not affect the rights or abilities of the community to raise matters of compliance, environmental management, safety, or other matters to the relevant agency or authority.

### 1.2 Consultation on the Plan

This Strategy is informed by the Communications and Engagement Strategy prepared for SSD 7317 and has been prepared in consultation with the Community Liaison Group (established as part of SSD 7317) and the nominated heritage consultant for the project.

The communications and engagement activities outlined within the Strategy have been developed in compliance with the project's Conditions of Consent, which include the following requirements:

"The Community Liaison Group established under SSD 7317 and a suitably qualified heritage consultant/s and/or heritage expert/s is to be used for SSD 8517/ SSD 8449, to ensure that the community is kept informed and has an opportunity to feedback on the construction of the Locomotive Workshop. All complaints are to be recorded on a complaint register and reported regularly to the Community Liaison Group."

"The Community Communication Strategy prepared and approved under SSD 7317 shall be updated in consultation with the Community Liaison Group and heritage consultant/s and or experts (Condition B10 & B6) 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 design and construction of the development and for a minimum of 12 months following the completion of construction."

The project's full Conditions of Consent can be viewed on the Department's Major Projects Planning Portal.

The companion documents for this plan include:

- Construction Noise and Vibration Management Plan;
- Air Quality Management Plan;
- Waste Management Plan;
- Construction Pedestrian and Traffic Management Plan;
- Stage 2 Heritage Interpretation Plan for the Locomotive Workshop;
- Remediation Environmental Management Plan;
- Arborists Report;
- Updated Conservation Management Plan;
- Updated Heritage Asset Management Strategy; and
- Moveable Collections Management Plan.

### 1.3 Objectives

The objectives of the Strategy are to:

- Ensure that stakeholders and the local community are kept informed and have the opportunity to provide feedback on the construction of the Locomotive Workshop;
- Facilitate communication with stakeholders and community members, including adjoining affected landowners and businesses;
- Be a good neighbour to the local community, businesses and stakeholders during design and construction;
- Raise awareness of potential disturbances and provide advance notice of impactful works;
- Ensure that the Project is adaptable to design and construction methodology changes or refinement to minimise impacts on affected stakeholders;
- Minimise unnecessary disturbances to the local community; and
- Ensure that community and stakeholder enquiries, complaints and disputes are managed and resolved effectively.

### 1.4 Principles

In order to maintain and build trust with the community and stakeholders it is important to adopt a genuine and proactive approach to communications and engagement. In delivering this approach, Mirvac's transparent and comprehensive communications and engagement process will be:

- **Proactive** - communicate with the Aboriginal community, local community, youth, and other stakeholders including the City of Sydney, adjoining affected landowners and businesses, and others directly impacted by the development. Ensure they remain informed through the provision of timely, relevant and targeted information.
- **Accessible** - the team will be accessible to potentially affected members of the community and other stakeholders.
- **Responsive** - respond in an effective manner to individual concerns. Ensure every reasonable effort is made to resolve issues to the satisfaction of all involved in the shortest time possible.
- **Inclusive** - ensure those from non-English speaking backgrounds have access to information about the project to ensure there are 'no surprises'.
- **Organised** - record engagement activities to ensure that issues are properly dealt with and documented.

## 2.0 Stakeholder Analysis

The implementation of this Strategy will engage local community members and stakeholders who may be affected by the Project. These stakeholders have been identified during planning and early community engagement phases for the Locomotive Workshop, as well as previous engagement activities undertaken for SSD 7317. These stakeholders include:

- Heritage authorities, including the Office of Environment and Heritage NSW, NSW Heritage Council and heritage advisors from the Heritage Division of NSW and City of Sydney;
- Government agencies and departments;
- Elected representatives;
- Heritage academics and experts;
- Residential owners/tenants;
- Adjoining affected residents/landowners and businesses;
- Existing South Eveleigh owners/tenants;
- Members of the public/South Eveleigh tenant customers;
- Local Aboriginal Land Councils and stakeholders;
- Community groups, including local heritage groups;
- Railway associations;
- Heritage enthusiasts/volunteers;
- Former workers;
- Blacksmith and blacksmith community;
- Union representatives;
- Cultural and other heritage or tourism organisations;
- Local arts and cultural organisations;
- Young persons aged between 18-25;
- Start up and innovation business ecosystems;
- Universities, schools and other educational institutions;
- Local media outlets;
- Private transport operators and private vehicles users;
- Couriers and delivery vehicles;
- Other interested parties.

It is recognised that stakeholders and level of interest may vary at different stages of the Project. Some of the stakeholders will maintain an interest throughout all stages of the project, while others may only have an interest at specific times.

### 3.0 Communications and Engagement Approach

A range of different communications tool and engagement techniques will be used by Mirvac to disseminate information, raise awareness of design and construction phases of the Project, and invite feedback. These will allow the project team to distribute information on design and construction progress and management, provide the mechanisms to respond to enquiries, and to allow the community and other stakeholders to discuss and raise any concerns.

#### 3.1 Dedicated Resources

Communications and engagement activities for the Project will continue to be coordinated by the dedicated Communications and Engagement Manager at South Eveleigh. The Manager coordinates engagement activities and is the single point of contact for the community and stakeholders, with the ability to escalate issues in a timely manner. The table below includes details below about the complaints handling process.

#### 3.2 Regular Forums and Panels

Mirvac will continue to coordinate a Community Liaison Group and provide dedicated briefings for South Eveleigh tenants. The Advisory Panel, heritage authorities’ sub-panel and other sub-panels will also continue.

Tool / technique	Description	Target Stakeholders
<b>Community Liaison Group</b>	<p>The CLG continues to meet regularly, acting as a forum for providing information about the type and timing of design and construction works. It also ensures that the community has a direct line of contact to the project team to ask questions and raise issues.</p> <p>Relevant plans are presented to members for comment as outlined in the project’s conditions of approval or as amended.</p> <p>The Terms of Reference for the Group which includes objectives, membership, operation and meeting details is included in <b>Appendix A</b>.</p>	<p>Members were chosen through and Expression of Interest process and include representatives of potentially affected properties, including local residents, businesses, the Alexandra Child Care Centre and individuals from the local community who have a demonstrable interest in the project.</p> <p>It also now includes the nominated Heritage Consultant for the project as outlined in the conditions of approval. Meeting Summaries are sent to the City of Sydney and the Department of Planning and Environment. CLG members circulate these summaries through their own networks.</p> <p>New member applications can be made via the South Eveleigh website, which outlines the process and Terms of Reference (TOR).</p>
<b>Advisory Panel and sub-panels:</b> <ul style="list-style-type: none"> <li>• <b>Education and Employment</b></li> <li>• <b>Technology and Innovation</b></li> <li>• <b>Youth</b></li> </ul>	<p>The Advisory Panel was established to offer opportunities for key stakeholders to provide input and guidance to bring the vision for South Eveleigh to life.</p> <p>The Advisory Panel acts as a consultative body that provides advice to the project team on the delivery of the shared vision for South Eveleigh with a focus on the priority themes of strong communities; heritage; art and culture; education and tech/innovation.</p> <p>Theme specific Sub-Panels have also been established by the project team and meet as required, to facilitate coordinated dialogue on the priority themes for the project.</p>	<p>Strategic partners and stakeholders including City of Sydney, University of Sydney, Urban Growth Development Corporation, CBA, Cicada Innovations, Transport for NSW, Eora TAFE, NCIE and others.</p>

Tool / technique	Description	Target Stakeholders
<b>Heritage authorities' sub-panel</b>	<p>The heritage authorities' sub-panel was introduced in May 2017 to consult with key heritage advisors on the development of the SSDA's for the Locomotive Workshop.</p> <p>Consultation with the NSW Heritage Council and City of Sydney on detailed design information and other relevant plans (as outlined in the conditions of approval) will continue via the sub-panel meetings throughout the design and construction of the project.</p>	The NSW Heritage Council and heritage advisors at the Heritage Division and the City of Sydney.

### 3.3 Engagement Activities

Tool / technique	Description	Target Audiences
<b>Stakeholder briefings</b>	Briefings are undertaken as required to ensure key stakeholders receive timely, accurate and relevant information about the project and activities taking place on site. Both proactive and reactive.	Key stakeholders including the City of Sydney, NSW Heritage Council, elected representatives, other government agencies, heritage groups, the Blacksmith and wider community, former workers, Indigenous stakeholders, volunteers, the local community, unions and relevant railway associations.
<b>Consultation workshops</b>	Consultation with stakeholders and the community to take place as required on particular aspects, i.e. the Stage 2 Heritage Interpretation Plan for the Locomotive Workshop.	Stakeholders, heritage experts, local communities and businesses.
<b>Door-knocking</b>	Where impacts are greater or where there are sensitive neighbours, the letterbox drop will be combined with a door knock to ensure any concerns can be discussed face-to-face.	Local residents and businesses.
<b>Community information sessions</b>	Public information sessions with attendance from representatives of the project team to take place as required.	Stakeholders, local community members and businesses.
<b>Business engagement and supply chain</b>	Commitment from Mirvac to "shop local" to support local businesses. Local businesses will be engaged where possible, examples are catering for retail at South Eveleigh, sausages from local butcher, Heritage Day using local artists, and commissions for Blacksmith works.	Local businesses and community members.
<b>Annual Community Day</b>	Mirvac's commitment to support the local community by dedicating staff to help at local schools, child care, etc. 40 staff dedicate 1 day to the local school/childcare and provide supplies to complete works (gardening, cleaning, etc).	Local community organisations.

### 3.4 Public Information Channels

Mirvac will continue to utilise a variety of public information channels to raise awareness of design and construction works and ensure the public and stakeholders have advance notice of potential impacts as well as an understanding of ongoing progress on the Locomotive Workshop.

Tool / technique	Description	Target Stakeholders
<b>Notifications</b>	Notifications describing the type, location and duration of significant construction works continue to be letterboxed to potentially impacted properties. The letter box drop area for the project update newsletter has been indicated in the map in the appendix with ongoing notifications to be letterboxed within the area as indicated on the map number 1 (see appendix). Notifications continue to be letterboxed with a target notice period of seven days prior to any major work commencing. Notifications form a part of the update newsletter, which is available on the South Eveleigh website and is emailed to CLG members. Relevant authorities are notified of out-of-hours load deliveries.	Local community members and businesses.
<b>Letters and postcards</b>	Additional targeted letters to inform community members and stakeholders will be used to communicate other issues related to the project. Postcards will be used to invite the local community to consultation workshops.	Stakeholders and local communities.
<b>Flyers</b>	Distribution to local community members on project issues, invitations to events, etc.	Local community members and businesses.
<b>Website</b>	A dedicated area of the South Eveleigh website includes the latest project information and background material including: project description, program information, latest notifications, complaints register and updates. The website address is advertised in all communications materials.	Stakeholders, local community members, businesses, general public.
<b>Newsletter / project update</b>	Regular project updates on progress and upcoming construction activities are provided via email distribution and are also available on the South Eveleigh website and in hard copy at the Mirvac project office.	Stakeholders, local communities, tenants and businesses.
<b>Tenant newsletter</b>	Regular project updates on progress and upcoming construction activities are provided via email distribution to tenants.	Tenants
<b>Variable Message Signs (VMS) on site</b>	For any major changes to pedestrian or vehicle access through site.	Local community members and businesses, road and footpath users.
<b>Site hoardings</b>	Signage and posters on hoardings to communicate works and contact details for enquiries.	Local community members and businesses.
<b>Media releases</b>	As required for major events, aspects of the works and project progress.	General public, interested stakeholders and the community.
<b>Advertising</b>	Local newspaper adverts will be placed for any change of public access arrangements on site. Plus, as required for public engagement activities (see Section 4.4).	General public, interested stakeholders and the community.
<b>Translation service on request</b>	Advertised on notifications and project newsletters. Materials will be translated upon request.	General public, interested stakeholders and the community.

### 3.5 Contact and Communications Channels

Tool / technique	Description	Target Audiences
<b>Project email</b>	A dedicated project email <a href="mailto:south.eveleigh@mirvac.com">south.eveleigh@mirvac.com</a> has been established by Mirvac as a means of contacting the project to source information, provide feedback and lodge complaints. Advertised on all materials. Auto-acknowledgement, response within 2 working days.	Stakeholders, local community members and businesses.
<b>1800 phone number</b>	A dedicated 24-hour phone number has been established for general enquiries and construction complaints (1800 870 549). The line is operated by project office during construction hours (including Saturdays) established in the Project's Conditions of Approval and a message service provided outside of these construction hours. The phone number is advertised on all communication materials.	Stakeholders, local community members and businesses.
<b>Community emails</b>	Emails are issued regularly to update the community and interested stakeholders about the project. Sign up to the mailing list is available through the project website and information and engagement events.	Stakeholders, local community members and businesses.
<b>Social media</b>	South Eveleigh Facebook page and Instagram account used to communicate latest updates and respond to enquiries.	General public and interested stakeholders and the community.
<b>Mirvac project office</b>	Open from Monday to Friday from 9:00am to 5:00pm. Drop in meetings can be arranged via email, social media and phone. Located in Building 3, 2 Davy Road, Eveleigh.	Interested stakeholders, local community members and businesses.



### 3.6 Management Processes

Tool / technique	Description	Target Audiences
<b>Enquiry and complaint register</b>	A contact database continues to be maintained by the Communications and Engagement Manager. Details of person, time, location, nature of contact (request for information, complaint, enquiry) action taken and close out details are included. Complaints and enquiries are closed out within a target of 7 days.	Stakeholders, local community members and businesses.
<b>Considerate contractor training and toolbox talks</b>	<p>All workers and visitors attending the site are required to complete a project induction, which will clearly set out obligations and requirements in relation to health, safety, environmental and community issues.</p> <p>The Principal Contractor is also responsible for properly training all necessary staff on the procedures required by the CFEMP. All employees, sub-contractors and consultants are required to provide evidence of appropriate licences or permits to operate machinery or other equipment required to perform their works on the site.</p> <p>The Principal Contractor or Principal Contractor's agent retains site induction records, evidence of appropriate licenses or permits and other documents as necessary as training records for the project.</p> <p>In addition, toolbox talks are undertaken on a regular basis and will include, where required, information on the environmental aspects of the construction. Where required, specific training will be provided to the relevant personnel on hazards associated with specific tasks and the controls to be implemented to minimise environmental harm and community impact.</p>	Stakeholders, local community members and businesses.
<b>Complaints handling process</b>	<p>Acknowledgement within 24 hours. The Communications and Engagement Manager liaises with the project team on a response and provides an initial update to the enquirer within a target of 2 working days. The Communications and Engagement Manager aims to achieve close out within 7 days. Close out involves the Communications and Engagement Manager providing details to the complainant on what action has been taken immediately or on an ongoing basis.</p> <p>Mirvac is committed to addressing environmental impacts and the Communications and Engagement Manager and project team representatives meet to discuss adjustments to work methodology/practices when an environmental impact relating to dust, noise, traffic, etc. arises. All standing complaints are reported to the CLG.</p>	Stakeholders, local community members and businesses.
<b>Mediation and resolution of disputes</b>	The Communications and Engagement Manager will perform a central role in the mediation and resolution of disputes. The manager will liaise internally to determine a suitable response and will report standing disputes to the CLG. This will be recorded in the meeting summary (detailed in Section 4.3).	Stakeholders, local community members and businesses.

## **SOUTH EVELEIGH**

### **COMMUNITY LIAISON GROUP – TERMS OF REFERENCE**

**March 2019**

#### **INTRODUCTION**

South Eveleigh (formerly known as the Australian Technology Park (ATP)) has been continuously developed since its establishment in 1996, founded on a vision to sustain a thriving, technology-focused, growth-oriented business park producing leading products and services. A consortium led by Mirvac acquired the Australian Technology Park site from the NSW Government in November 2015. Mirvac has taken over management of the site and the existing Locomotive Workshop. A State Significant Development Application for three new buildings on the site was approved by the Planning Assessment Commission in December 2016.

As part of the Conditions of Consent for SSD 7317, Mirvac has established a Community Liaison Group (CLG) that will meet regularly during construction on site. This Group will act as a forum for providing information about the type and timing of construction works. It will also ensure the community has a direct line of contact to the project team to ask questions and raise issues. Additionally, as part of the Conditions of Consent for SSD 8517 and SSD 8449 the CLG will act as an important forum for the community to learn about the construction and design of the Locomotive Workshop, ask questions, and provide feedback.

The CLG will draw members comprising representatives of potentially affected properties, including local residents, businesses, the Alexandra Child Care Centre and individuals from the local community who have a demonstrable interest in the project. Additionally, as part of the Conditions of Consent for SSD 8517 and SSD 8449, a suitably qualified heritage consultant/expert will form part of the CLG to provide an update on the redevelopment Locomotive Workshop, particularly the heritage interpretation. It is intended that the CLG will run until the completion of project construction. The CLG's focus will be in line with all relevant approvals for the site and will be guided by these Terms of Reference.

#### **OBJECTIVES**

The objectives of the Community Liaison Group are to provide a forum through which:

- The needs of potentially affected communities are represented as the project progresses including communication about the construction of the project in a clear, consistent and timely manner;
- Recommendations can be made to the project team, including the Site Manager, regarding potential initiatives to mitigate the works-related impacts on communities through the construction of the project;
- Community concerns and complaints can be raised and the project team to demonstrate resolution of all complaints through a complaints register;
- Relevant plans including the Community Consultation and Engagement Plan (CCEP) and Construction Framework Environmental Management Plan (CFEMP) can be presented for comment to occur as outlined in the project's conditions of approval or as amended. Comments will need to be received to coincide with the commercial and project delivery requirements of the project.
- The community have the opportunity to receive regular updates on the redevelopment of the Locomotive Workshop, ask questions of the heritage consultant/expert and provide feedback.

## MEMBERSHIP

- The Chair of the CLG will be appointed by Mirvac.
- The CLG will draw members comprising representatives of potentially affected properties, including local residents, businesses, the Alexandra Child Care Centre and individuals from the local community who have a demonstrable interest in the project.
- Members will be chosen by Mirvac through an Expression of Interest process.
- Members should commit to attend all meetings and if unable to attend, provide appropriate notice where possible.
- Alternate delegates are permissible, but attendance should be notified in advance to the secretariat.
- No quorum for the CLG is required.
- The number of CLG members may vary over time. The Chair will ensure there is appropriate representation of affected communities and stakeholders amongst the group's members. Membership may change including the appointment of additional representatives based on skills or experience.
- As well as nominated Group members, meetings may be attended by senior representatives of the project team or appointed contractors. Specialist advisors or consultants may also be invited to attend meetings as required.
- As part of the Conditions of Consent for SSD 8517 and 8449, a suitably qualified heritage consultant/expert will form part of the CLG group.
- From time to time, individual members of the Group may be called upon to provide advice and comment on particular issues as they arise between scheduled meetings.

## OPERATION

The Community Liaison Group will operate in the following way:

- Meetings are to be conducted constructively, and with respect towards and between all participants.
- Members will be encouraged to bring to the meetings feedback they have received, and subsequently brief their local community or organisation on what was discussed at the meetings.
- Any real or potential conflict of interest should be declared by members.
- The project team will provide secretariat support.
- Where a response cannot be given at the meeting, questions shall be taken on notice and a reply provided within seven working days subsequent to the session.
- The project team will consider all advice and feedback provided by the CLG.
- Members will have access to 24-hour contact details, location of site offices and a 24-hour phone number for construction related issues.
- General out of session enquires can be directed to the secretariat.
- Members of the general public are permitted to attend meetings as observers when approval has been sought in advance from the secretariat.
- Members of the CLG are not authorised to provide written or verbal statements to the media about CLG matters, including items discussed at meetings and comments made by members during a meeting.
- Members are not permitted to record meetings using electronic devices.

## MEETINGS

- The CLG will meet every 6 – 8 weeks during construction, or as otherwise required and notified by the Chair.
- Meetings will run for approximately 1-2 hours and occur on a weekday evening after 6pm.

- Agendas will be issued one week before each meeting.
- A Meeting Summary will be circulated within two weeks of the meeting and sent to the City of Sydney and the Department of Planning and Environment.
- Extraordinary meetings may be required throughout the duration of the project to discuss specific issues. Appropriate notice will be given for these meetings.



