

# SYDNEY MODERN PROJECT

Art Gallery of New South Wales expansion

## COMMUNITY COMMUNICATIONS STRATEGY

FINAL – October 2019



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## Feedback on the strategy

Feedback and comments on this Community Communications Strategy can be sent to the Project email: [smp@richardcrookes.com.au](mailto:smp@richardcrookes.com.au) or post: c/: Richard Crookes Constructions, Sydney Modern Project Team, Art Gallery of New South Wales, Art Gallery Road, The Domain, Sydney NSW 2000.

# 1 Introduction

## 1.1 Summary

The Art Gallery of New South Wales (AGNSW) is undertaking a major expansion known as the Sydney Modern Project (the project), designed by Tokyo-based architecture and design practice SANAA. The project is a new stand-alone building, located north of the existing Gallery building, partly extending over the Eastern Distributor land bridge and is primarily on top of two disused WWII naval oil tanks (also referred to as ‘fuel bunker’) located to the north east of this land bridge. The project includes the integration and adaptive re-use of the oil tanks.

The project site is owned by the NSW Government. Its management is split across three NSW Government entities: the Royal Botanic Gardens and Domain Trust, Roads and Maritime Services, and the Gallery. The land tenure arrangements for the project, including areas of subdivision for current and future leases, have been agreed with all land owners.

In November 2018, the Gallery was granted approval of its State Significant Development Application (SSD 6471) for the project by the Minister for Planning, subject to Conditions of Consent. The new building comprises a covered unenclosed entry plaza, exhibition spaces, shop, food and beverage facilities, visitor amenities, art research and learning spaces, multipurpose space, adaptive reuse of a disused oil tank as a gallery space, new roof terraces and landscaping, and associated site works and infrastructure. The new and existing buildings will be linked via an outdoor public art garden with landscaping, new public amenities and art display.

The project will provide for enhanced landscaping, pedestrian links and universal access across the broader site, reinforcing the area’s importance as an art, cultural and garden precinct for Sydney, and will strengthen the almost 150-year historic association of art and cultural facilities in the Domain.

The project will significantly increase the Gallery’s capacity to accommodate future increases in patronage and remain competitive as a leading cultural institution in Australia, and as a major cultural destination in the wider Asia-Pacific region.

On 13 September 2018, a Project Authorisation Order was signed by the NSW Premier, giving Infrastructure NSW (INSW) responsibility to procure and deliver the project on behalf of the NSW Government and AGNSW. Richard Crookes Constructions (RCC) has been contracted to deliver the project with work scheduled to commence in late 2019 and due for completion in 2022.

Further details about the project, State Significant Development Application and Minister’s Consent can be found on the NSW Department of Planning and Environment website at:

[www.planningportal.nsw.gov.au/major-projects/project/4721](http://www.planningportal.nsw.gov.au/major-projects/project/4721)

The approval contains conditions which must be met prior to the commencement of demolition works. This report meets the requirements of condition B6 – Community Communications Strategy.

## 1.2 Project site plan

The project site plan is shown at Figure 1. The expansion area is north of the existing Gallery on underutilised and disturbed parts of the Domain, partly extending over the Eastern Distributor land bridge and is primarily on top of two disused WWII naval oil tanks located to the north east of this land bridge.

The project site sits within the Crescent Precinct of the Domain, adjacent to the Phillip Precinct. The Woollahroomloo residential areas and wharf are situated east of the site. The site forms part of the eastern green edge of Central Sydney.

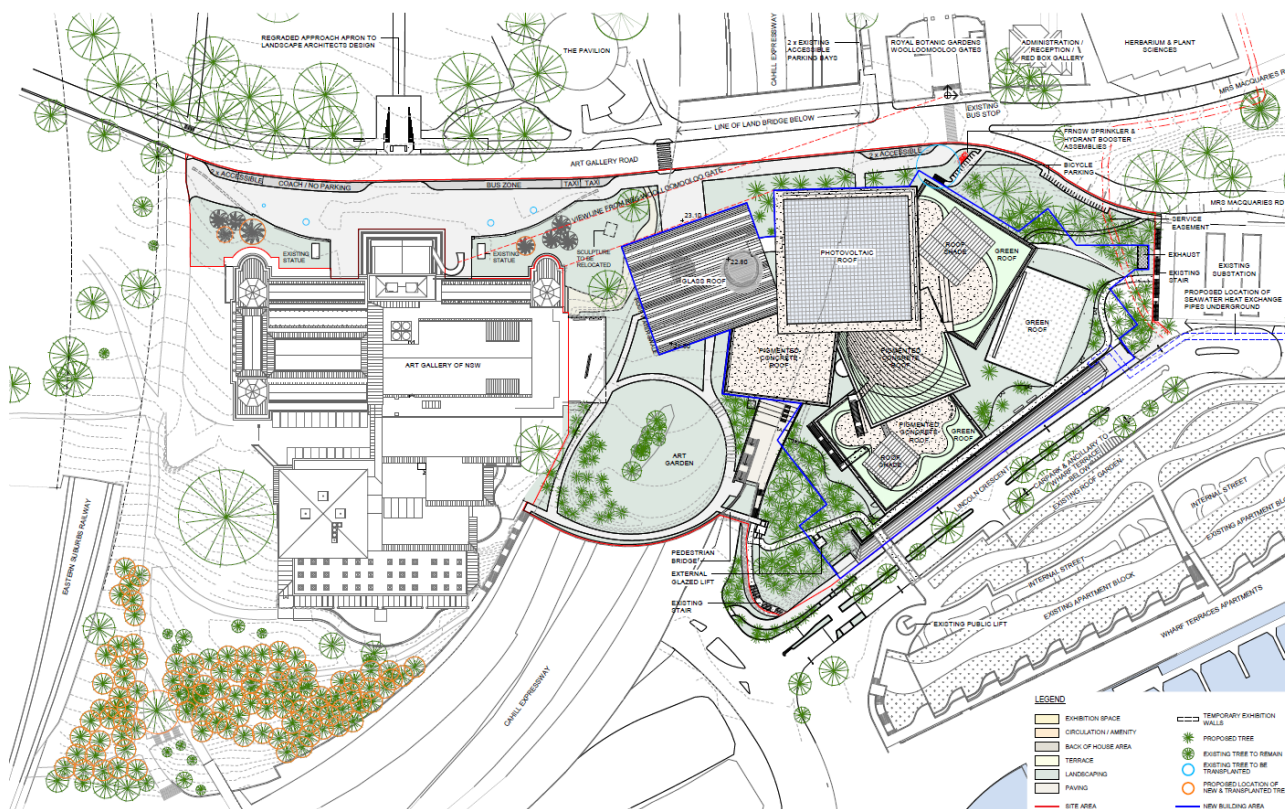


Figure 1: Project site plan

## 1.3 Description

The project is a new stand-alone building, located north of the existing Gallery building, partly extending over the Eastern Distributor land bridge and is primarily on top of two disused WWII naval oil tanks (also referred to as ‘fuel bunker’) located to the north east of this land bridge. The project includes the integration and adaptive re-use of the oil tanks.

The new building comprises a covered unenclosed Entry Plaza, exhibition spaces, shop, food and beverage facilities, visitor amenities, art research and learning spaces, multipurpose space, adaptive reuse of a disused oil tank as a gallery space, new roof terraces and landscaping, and associated site works and infrastructure.

## 1.4 Project benefits

The project will result in:

- » Close to double the current exhibition space to share more of NSW's art collection with the public
- » The opportunity for the Gallery to host more of the best Australian and international exhibitions in NSW
- » Increased visitation to over 2 million per year, delivering wider economic benefit to the NSW economy of more than \$1 billion over the next 25 years
- » A significant increase in student and teacher visits per year, providing new dedicated spaces and facilities for learning and participation, with innovative and interactive programs
- » Enhanced digital capabilities to expand engagement with schools, communities, artists and visitors both at the Gallery and remotely
- » The nation's most prominent display of Aboriginal and Torres Strait Islander art and culture that is front and centre in the new building
- » Improved universal access between Woolloomooloo and the CBD via the Gallery as well as enhanced connectivity and wayfinding, supporting a variety of precinct events and activities
- » The first 6-star Green Star design rated art museum in Australia
- » The delivery of an architectural landmark for Sydney designed by Pritzker prize-winning architects SANAA
- » New opportunities for the Gallery's membership bodies.

## 1.5 Project timeline

The following table outlines the key project milestones since inception of the Gallery's long-term strategy in 2007 through to anticipated completion of the expansion in 2022.

Timing	Milestone
2007	Gallery Trustees recognise need for long-term strategy to take the Gallery into the 21 <sup>st</sup> century
2008	Johnson Pilton Walker commissioned to produce strategic masterplan
2011	Sydney Modern Masterplan Framework, jointly prepared by the Gallery and Johnson Pilton Walker, completed
2013	<ul style="list-style-type: none"><li>• Sydney Modern strategic vision and masterplan launched</li><li>• NSW Government committed \$10.8 million to advance plans for the Gallery expansion</li></ul>
2014	Two-stage international design competition to appoint architect commenced with 12 shortlisted architects invited to participate
2015	<ul style="list-style-type: none"><li>• SANAA unanimously chosen by the Sydney Modern Jury as preferred architect</li><li>• NSW Government committed \$4 million to progress the design and planning of the project</li></ul>
June 2017	NSW Government committed \$244 million to build the Sydney Modern Project; Gallery commits to raising \$100 million through private benefaction (target achieved in 2018)

Timing	Milestone
November 2017	State Significant Development Application lodged with the NSW Department of Planning and Environment
April 2018	Response to Submissions Report lodged with the NSW Department of Planning and Environment following review and consideration of all submissions received
August 2018	Project Authorisation Order issued by the Premier declaring Infrastructure NSW delivery authority for the Project
October 2018	Infrastructure NSW, on behalf of the NSW Government and the Gallery, issue a formal Request for Tender as part of the competitive tender process to shortlisted construction companies following an Expression of Interest in August 2018
November 2018	Approval of State Significant Development Application for the project by the NSW Minister for Planning
September 2019	Richard Crookes Constructions announced as building contractor
2019	Commencement of construction
2022	Expected completion of the new building

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

## 2 Community Communications Strategy

### 2.1 Purpose and scope of the strategy

This Community Communications Strategy has been prepared to outline procedures and mechanisms to facilitate communication between the Proponent, City of Sydney Council and the community, including adjoining affected landowners and businesses, and others directly impacted by the project, during design, construction and for a minimum of 12 months following the completion of construction.

The overarching objective of the Community Communications Strategy is to ensure all stakeholders are kept proactively well-informed about the progress of the project through relevant communication channels, with multiple avenues available for the community to seek further information, ask questions or voice issues related to the project that are responded to by the Proponent, where relevant.

### 2.2 Objectives

The objectives of this strategy are to:

1. Promote informed dialogue with stakeholders and the community
2. Proactively identify and manage project issues in a transparent way
3. Enhance stakeholder relationships, particularly among neighbours and relevant authorities
4. Manage stakeholder and community expectations
5. Ensure that communication is distributed broadly and on time to keep the wide range of stakeholders well informed
6. Meet the requirements of the development consent conditions for the project.

The Proponent will keep directly affected neighbours, residents, property and business owners, government departments and agencies, interested stakeholders and the broader community informed.

An enquiries and complaints management process will be implemented prior to the commencement of any work to record, monitor, and respond to enquiries/resolve complaints, where possible, in a timely manner. The process strives to be responsive and find solutions, where feasible.

### 2.3 Requirements of the strategy

This Community Communications Strategy meets the requirements of Conditions of Consent B6 Community Communications Strategy. The strategy will be implemented prior to construction and for a minimum of 12 months following the completion of construction.

The table below details how the requirements of condition B6 have been met.

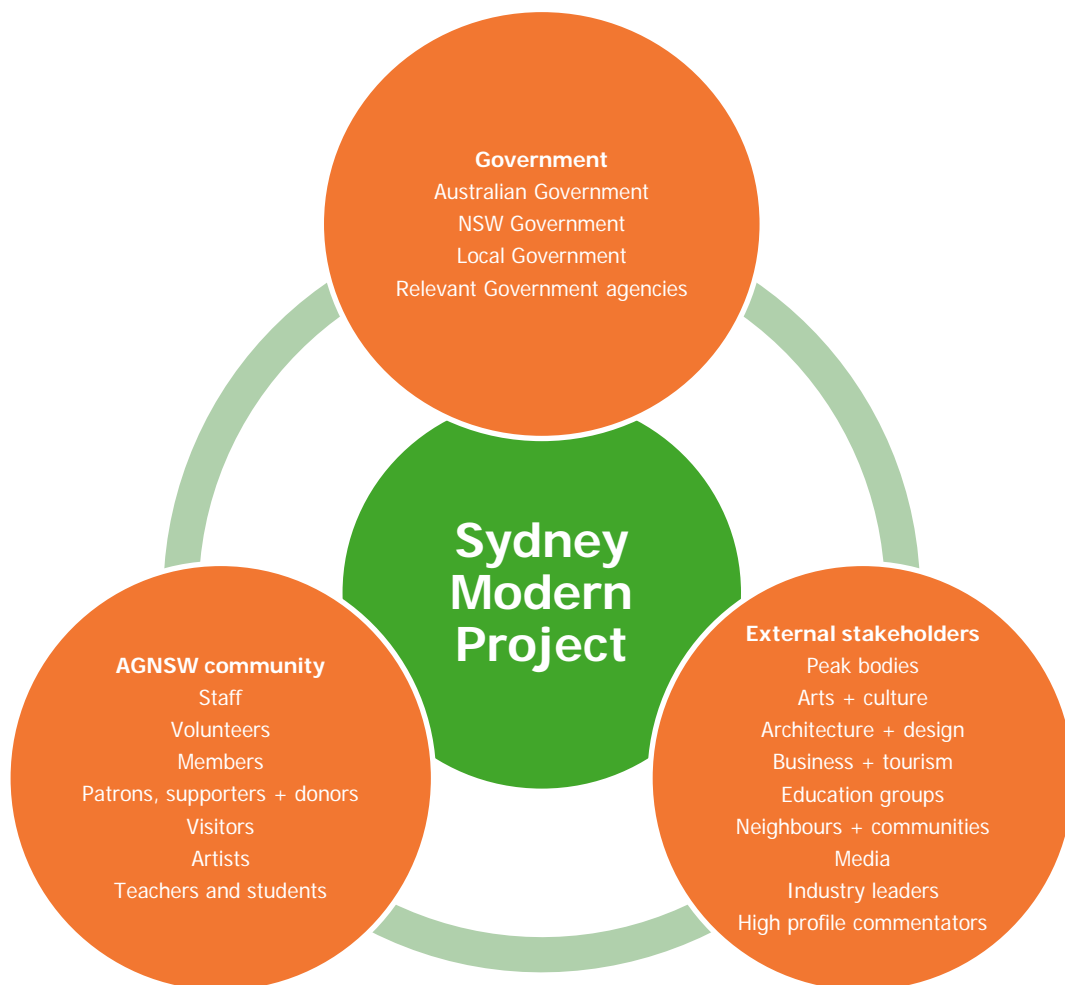
Condition Requirement	Where Addressed
A Community Communication Strategy must be prepared to provide mechanisms to facilitate communication between the Applicant, City of Sydney Council and the community (including adjoining affected landowners and businesses, and others directly impacted by the development), during the design and construction of the development and for a minimum of 12 months following completion of construction	Entire report.
The Community Communication Strategy must:	
identify people to be consulted during the design and construction phases;	Section 3
set out procedures and mechanisms for the regular distribution of accessible information about or relevant to the development;	Section 5
provide for the formation of community-based forums, if required, that focus on key environmental management issues for the development;	Section 5
set out procedures and mechanisms: <ul style="list-style-type: none"> <li>- through which the community can discuss or provide feedback to the Applicant;</li> <li>- through which the Applicant will respond to enquiries or feedback from the community; and</li> <li>- 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.</li> </ul>	Section 5 and Section 6



## 3 Stakeholder identification

Stakeholder consultation and community engagement has been a key focus for the Proponent since the inception of the Sydney Modern Project. The Proponent will continue to engage its internal community, political and government leaders and influencers, peak bodies and industry groups, neighbours, and other stakeholders, both directly and indirectly impacted by the project.

### 3.1 Stakeholder overview



**Figure 2: Stakeholder overview**

## 3.2 Key stakeholders

The table below sets out the stakeholder environment for the project. Due to the location and prominence of the project, stakeholders which need to be consulted have been broken up into the following categories:

- Federal and State government
- Local government
- Project stakeholders
- Project neighbours
- AGNSW community
- Interest groups and broader community.

This section provides a breakdown of each stakeholder group, including the interests and proposed communication tools to be used.

### 3.2.1 Federal and State government

<b>Description</b>	<p>A number of Federal and State government organisations will need to be consulted to ensure they are kept up to date on progress as well as briefed as part of formal approval processes.</p> <p>Key individuals are as follows:</p> <ul style="list-style-type: none"> <li>• NSW Premier</li> <li>• NSW Minister for Arts</li> <li>• Federal Member for Sydney</li> <li>• State Member for Sydney</li> </ul> <p>Relevant NSW Government departments and agencies including:</p> <ul style="list-style-type: none"> <li>• Department of Premier and Cabinet</li> <li>• NSW Treasury</li> <li>• Department of Planning, Industry and Environment</li> <li>• Environmental Protection Authority</li> <li>• Sydney Coordination Office</li> <li>• Traffic Management Centre</li> <li>• Sydney Water</li> <li>• NSW Heritage Division</li> <li>• Department of Primary Industries</li> <li>• Office of Environment and Heritage</li> <li>• Emergency Services – NSW Police, Fire, Ambulance, State Emergency Services and Rescue NSW</li> </ul>
<b>Areas of interest</b>	<ul style="list-style-type: none"> <li>• Alignment with Federal and State objectives and plans</li> <li>• Delivering a new world-class Art Gallery on time, within budget and to stakeholder expectations</li> <li>• Ensuring all necessary regulations, management plans and conditions of approval are met</li> <li>• Minimising construction and operational impacts to the local community</li> </ul>
<b>Communication tools</b>	<ul style="list-style-type: none"> <li>• Meetings and briefings</li> <li>• Website</li> <li>• Project updates and notifications</li> </ul>

Other government organisations which may require some level of engagement throughout the delivery phase could include, Greater Sydney Commission, NSW Government Architect, Australian Museum, Sydney Opera House, Sydney Living Museums, State Library of NSW, Museum of Contemporary Art Australia, Australian National Maritime Museum and Destination NSW.

### 3.2.2 Local government

<b>Description</b>	The Sydney Modern Project is located 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 Jess Scully. Current Councillors are Craig Chung, Christine Forster, Robert Kok, Professor Kerry Phelps AM, Jess Miller, Linda Scott, Professor Philip Thalys and Angela Vithoulkas.
<b>Areas of interest</b>	<ul style="list-style-type: none"> <li>• Minimising construction and operational impacts to the local community</li> <li>• Alignment with the City of Sydney plans and objectives</li> <li>• Ensuring all necessary regulations, management plans and conditions of approval are met.</li> </ul>
<b>Communication tools</b>	<ul style="list-style-type: none"> <li>• Meetings and briefings</li> <li>• Website</li> <li>• Project updates and notifications</li> </ul>

### 3.2.3 Project stakeholders

#### Royal Botanic Gardens and Domain Trust

<b>Description</b>	The Sydney Modern Project will be located on land currently owned and maintained by the Royal Botanic Gardens (RBG) and Domain Trust. A Development Deed has been executed between RBG, AGNSW and Roads and Maritime Services (RMS).
<b>Areas of interest</b>	<ul style="list-style-type: none"> <li>• Compliance with the Development Deed and Interface and Access Deed</li> <li>• Safety and security of the site</li> <li>• Construction traffic and parking</li> <li>• Pedestrian access</li> </ul>
<b>Communication tools</b>	<ul style="list-style-type: none"> <li>• Meetings and briefings</li> <li>• Website</li> <li>• Project updates and notifications</li> </ul>

## Roads and Maritime Services

<b>Description</b>	<p>The Sydney Modern Project will be located on land currently owned by the Royal Botanic Gardens (RBG) and Domain Trust, as well as part of a landbridge which is owned by Roads and Maritime Services (RMS) and Airport Motorway Limited (Transurban).</p> <p>A Development Deed has been executed between RBG, AGNSW and RMS, and an Interface and Access Deed has been executed between RMS, Transurban and AGNSW.</p>
<b>Areas of interest</b>	<ul style="list-style-type: none"><li>• Compliance with the Development Deed and Interface and Access Deed</li><li>• Safety and security of the site</li><li>• Construction and maintenance impacts to the Eastern Distributor</li><li>• Construction traffic</li></ul>
<b>Communication tools</b>	<ul style="list-style-type: none"><li>• Meetings and briefings</li><li>• Website</li><li>• Project updates and notifications</li></ul>

## Airport Motorway Limited / Transurban group

<b>Description</b>	<p>The Sydney Modern Project will be located on land currently owned by the Royal Botanic Gardens (RBG) and Domain Trust, as well as part of a land-bridge which is owned by Roads and Maritime Services (RMS) and Airport Motorway Limited (Transurban).</p> <p>A Development Deed has been executed between RBG, AGNSW and RMS, and an Interface and Access Deed has been executed between RMS, Transurban and AGNSW.</p>
<b>Areas of interest</b>	<ul style="list-style-type: none"><li>• Compliance with the Development Deed and Interface and Access Deed</li><li>• Safety and security of the site</li><li>• Construction and maintenance impacts to the Eastern Distributor</li><li>• Construction traffic</li></ul>
<b>Communication tools</b>	<ul style="list-style-type: none"><li>• Meetings and briefings</li><li>• Website</li><li>• Project updates and notifications</li></ul>

### 3.2.4 Project neighbours

#### Wharf Terrace Apartments

<b>Description</b>	<p>The Sydney Modern Project is surrounded by medium density residential areas in the suburbs of Woolloomooloo and Potts Point.</p> <p>The Wharf Terrace Apartments are located on Lincoln Crescent immediately opposite the Sydney Modern Project site. The apartments have a long history of engagement with AGNSW and include several highly engaged residents through the Strata Committee.</p>
<b>Areas of interest</b>	<ul style="list-style-type: none"> <li>• Increase in bulk and size of the Gallery</li> <li>• Construction noise, dust and vibration impacts</li> <li>• Construction traffic and parking</li> <li>• Pedestrian access</li> <li>• Future operation of the gallery</li> <li>• Removal of trees and public space in the precinct</li> </ul>
<b>Communication tools</b>	<ul style="list-style-type: none"> <li>• Meetings and briefings</li> <li>• Project updates and notifications</li> <li>• Phone/email</li> <li>• Website</li> <li>• Site signage</li> </ul>

#### Residents, businesses and patrons of Woolloomooloo Finger Wharf

<b>Description</b>	<p>The Sydney Modern Project is surrounded by medium density residential areas in the suburbs of Woolloomooloo and Potts Point.</p> <p>Woolloomooloo Finger Wharf is located on Cowper Wharf Roadway opposite the Wharf Terrace Apartments with views of the Sydney Modern Project site. The wharf includes a number of restaurants, a hotel and residential apartments. The wharf has a long history of engagement with AGNSW and include several highly engaged stakeholders through the Building Management Committee.</p>
<b>Areas of interest</b>	<ul style="list-style-type: none"> <li>• Increase in bulk and size of the Gallery</li> <li>• Construction noise, dust and vibration impacts</li> <li>• Construction traffic and parking</li> <li>• Pedestrian access</li> <li>• Future operation of the gallery</li> <li>• Removal of trees and public space in the precinct</li> </ul>
<b>Communication tools</b>	<ul style="list-style-type: none"> <li>• Meetings and briefings</li> <li>• Project updates and notifications</li> <li>• Phone/email</li> <li>• Website</li> <li>• Site signage</li> </ul>

### Residents and businesses of Woolloomooloo and Potts Point

<b>Description</b>	The Sydney Modern Project site is surrounded by the areas of Woolloomooloo and Potts Point which includes residents, businesses, education facilities and a Federal Government Naval Base.
<b>Areas of interest</b>	<ul style="list-style-type: none"> <li>• Construction noise, dust and vibration impacts</li> <li>• Construction traffic and parking</li> <li>• Pedestrian access</li> </ul>
<b>Communication tools</b>	<ul style="list-style-type: none"> <li>• Meetings and briefings</li> <li>• Project updates and notifications</li> <li>• Phone/email</li> <li>• Website</li> <li>• Site signage</li> </ul>

### 3.2.5 Art Gallery of NSW Community

<b>Description</b>	<p>On a daily basis, AGNSW has a number of interactions with its community, including:</p> <ul style="list-style-type: none"> <li>• Staff</li> <li>• Volunteers</li> <li>• Members</li> <li>• Patrons, supporters and donors</li> <li>• Gallery visitors (and visitors to the precinct)</li> <li>• Artists</li> <li>• School groups</li> <li>• Sydney Modern Project e-news subscribers</li> <li>• Community and Gallery partners across Sydney and Western Sydney, regional NSW, Australia and internationally</li> </ul>
<b>Areas of interest</b>	<ul style="list-style-type: none"> <li>• Construction noise, dust and vibration impacts</li> <li>• Construction traffic and parking</li> <li>• Pedestrian access</li> <li>• Future operation of the gallery</li> </ul>
<b>Communication tools</b>	<ul style="list-style-type: none"> <li>• Meetings and briefings</li> <li>• Project updates and notifications</li> <li>• Phone/email</li> <li>• Website</li> <li>• Site signage</li> <li>• Additional activities</li> </ul>

### 3.2.6 Interest groups and broader community

#### Local Aboriginal Land Councils

<b>Description</b>	Represent the Aboriginal community who live in the area or have an association with the project site, by protecting interests, promoting awareness and providing support. The Sydney Modern Project site falls within the Metropolitan Local Aboriginal Land Council.
<b>Areas of interest</b>	<ul style="list-style-type: none"><li>• Aboriginal culture and heritage of the site</li><li>• Significant finds of Aboriginal objects</li></ul>
<b>Communication tools</b>	<ul style="list-style-type: none"><li>• Meetings and briefings</li><li>• Project updates and notifications</li><li>• Website</li></ul>

#### Interest groups

<b>Description</b>	Interest groups from across arts and culture, education, accessibility, architecture and design, business and tourism.
<b>Areas of interest</b>	<ul style="list-style-type: none"><li>• Construction noise, dust and vibration impacts</li><li>• Construction traffic and parking</li><li>• Pedestrian access</li><li>• Future operation of the gallery</li></ul>
<b>Communication tools</b>	<ul style="list-style-type: none"><li>• Meetings and briefings</li><li>• Project updates and notifications</li><li>• Phone/email</li><li>• Website</li><li>• Site signage</li><li>• Additional activities</li></ul>

### 3.2.7 Peak bodies and associations

<b>Description</b>	At various points in the delivery phase certain peak bodies and associations may require some level of engagement. Peak bodies and associations could include, the Australian Institute of Architects, Australian Institute of Landscape Architects, Committee for Sydney, Property Council of Australia (NSW), Tourism & Transport Forum, Sydney Business Chamber and National Trust NSW.
<b>Areas of interest</b>	<ul style="list-style-type: none"><li>• Construction program</li><li>• Industry benefits and impacts</li><li>• Heritage</li></ul>
<b>Communication tools</b>	<ul style="list-style-type: none"><li>• Meetings and briefings</li><li>• Project updates and notifications</li><li>• Website</li></ul>

### 3.2.8 Media

<b>Description</b>	<p>At key milestones in the project's delivery as well as during the operational readiness phase, proactive media consultation may take place.</p> <p>Please refer to the media protocols at section 10.</p>
<b>Areas of interest</b>	<ul style="list-style-type: none"><li>• Construction program</li><li>• Gallery benefits and exhibitions</li><li>• Heritage</li></ul>
<b>Communication tools</b>	<ul style="list-style-type: none"><li>• Media releases</li><li>• Briefings</li><li>• Media events</li></ul>



## 4 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 construction of the project. Suggested mitigation strategies are provided, noting these should be reviewed and revised as required during the course of construction.

Potential or existing risk	Likelihood	Mitigation strategies
Nearby stakeholders experience noise and vibration disruption during demolition and construction	Moderate to high	<ul style="list-style-type: none"> <li>Construction Noise and Vibration Management Plan to be prepared by the Proponent.</li> <li>Noise and vibration monitoring on site.</li> <li>Consultation with stakeholders of surrounding receiver buildings when developing the construction schedule taking into account noise sensitive periods.</li> <li>Regular liaison with surrounding community to notify of upcoming noisy works and how they will be managed.</li> <li>Project 1800 line and email.</li> </ul>
Nearby stakeholder experience potential dust impacts	Moderate	<ul style="list-style-type: none"> <li>Construction Air Quality Management Sub-Plan to be prepared by the Proponent identifying available dust mitigation strategies.</li> <li>Regular liaison with surrounding community to notify of upcoming works and how they will be managed.</li> <li>Project 1800 line and email.</li> </ul>
Construction related vehicles impacting on local parking	Moderate	<ul style="list-style-type: none"> <li>Construction workers will be encouraged to use public transport to travel to and from site or use offsite locations for parking.</li> </ul>

Potential or existing risk	Likelihood	Mitigation strategies
Increase of construction traffic	Moderate	<ul style="list-style-type: none"> <li>Construction Traffic Management Plan to be prepared by Proponent.</li> <li>Have a “no surprises” approach by openly communicating construction traffic arrangements with nearby stakeholders.</li> <li>Project 1800 line and email.</li> </ul>
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"> <li>Incident management protocol and associated communications protocol.</li> <li>INSW to conduct quarterly safety audits</li> </ul>
Construction impacting on events or exhibitions held at the existing gallery, or in the precinct	High	<ul style="list-style-type: none"> <li>Ongoing liaison between INSW, RCC, AGNSW, and the Royal Botanic Gardens and Domain Trust.</li> <li>RCC to ensure worksite is secure and safe.</li> </ul>
Program delays which result in works taking longer than anticipated	Moderate	<ul style="list-style-type: none"> <li>Ongoing regular consultation with project stakeholders, neighbours and AGNSW community.</li> <li>Project 1800 line and email.</li> </ul>
Delay to the Sydney Modern Project opening	Low	<ul style="list-style-type: none"> <li>Ongoing liaison between INSW, AGNSW, Create NSW and RCC.</li> <li>Regular consultation with all stakeholders to manage expectations.</li> </ul>
Pedestrian access across the site/precinct	Low to moderate	<ul style="list-style-type: none"> <li>Regular liaison with surrounding community to notify of upcoming works and changes in access.</li> <li>Wayfinding to be placed on site hoarding.</li> <li>Project 1800 line, email and website.</li> </ul>

## 5 Communication tools

This section describes the communication tools to support the objectives and aims of this strategy.

The Proponent will keep directly affected neighbours, residents, property and business owners, government departments and agencies, interested stakeholders and the broader community informed during the progress of the project. A range of communication tools have been identified below, including procedures, mechanisms and schedules for the regular distribution of information about or relevant to the project.

The Contractor may choose to allocate liaison personnel to communicate with stakeholders on planned works or activities that require explanation and solutions to alleviate issues that may arise during the project's construction phase. Additional activities undertaken by the Contractor may include an initial community consultation session before the commencement of construction; distribution of letters of introduction to the surrounding properties advising project specifics, including commencement date, duration, contact details, site safety and public protection; and regular provision of project information and updates to key stakeholders advising of upcoming activities.

### 5.1 Project 1800-line, email and postal address

<b>What</b>	<p>A dedicated project 1800-line, email and postal address are key access points for the community to receive project information and provide feedback.</p> <p>Details of the 1800-line, email and postal address are as follows:</p> <ul style="list-style-type: none"><li>• Telephone: 1800 717 705</li><li>• RCC Project Email: <a href="mailto:smp@richardcrookes.com.au">smp@richardcrookes.com.au</a></li><li>• Postal: C/: Richard Crookes Constructions Sydney Modern Project Team, Art Gallery of NSW, Art Gallery Road, The Domain, Sydney NSW 2000</li></ul>
<b>When</b>	Ongoing
<b>Why</b>	To inform and receive feedback

In addition to the above, stakeholders will be able to enquire about the project via the 'Contact the Gallery' portal on the Gallery's website ([www.artgallery.nsw.gov.au/about-us/contact-the-gallery/](http://www.artgallery.nsw.gov.au/about-us/contact-the-gallery/)), with the option of selecting "Sydney Modern Project" under area of enquiry.

### 5.2 Website

<b>What</b>	<p>A dedicated Sydney Modern Project website has been established by AGNSW. The site provides a comprehensive source of project information and will be promoted in all communication activities.</p> <p>Regular updates to the website will ensure currency of information. Other communication and project materials such as project updates, notifications and management plans will also be stored on the site.</p>
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	<p>Infrastructure NSW also hosts a webpage dedicated to the Sydney Modern Project which will include a base level of information and be linked to AGNSW's site.</p> <p>Project e-news updates will coincide with updates to the project website and following their distribution, will be uploaded onto the 'Project update' page of the website. Media releases distributed by the Gallery will also be uploaded onto the website.</p> <p>Stakeholders will continue to be able to sign-up to receive project updates via the 'find out more' page of the website. By signing-up, stakeholders will be added to the database of 'Sydney Modern Project e-news subscribers' and receive regular e-news updates about the project.</p>
<b>When</b>	Ongoing
<b>Why</b>	To inform

## 5.3 Project updates and notifications

<b>What</b>	<p>Project updates and notifications will be distributed to inform project stakeholders, neighbours and the community of current and upcoming work with the potential to impact on stakeholders and the community. Notifications will be issued for activities such as construction commencement, milestones, changes to scopes of work, out of hours work and when local conditions or access are altered.</p> <p>Notifications will include but not be limited to scope and location of work, achievement of notable milestones, hours of activity, type of equipment used, anticipated impacts and contact details.</p> <p>Project updates and notifications will also be letterbox dropped to affected neighbours and emailed to the project distribution list.</p> <p>E-news updates will continue to be distributed on a regular basis to those who have registered to receive project updates, known as 'Sydney Modern Project e-news subscribers'. E-news updates will be distributed to coincide with key project developments, announcements and milestones. Once distributed to the database of subscribers, the updates will also be uploaded onto the 'Project update' page of the website for all stakeholders to be able to access.</p>
<b>When</b>	Minimum quarterly
<b>Why</b>	To inform

## 5.4 Stakeholder meetings and briefings

<b>What</b>	<p>Project meetings and briefings will continue to be provided to relevant stakeholders. 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.</p> <p>The level and form of stakeholder briefing will vary to meet the needs of individual stakeholders.</p>
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	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.
<b>When</b>	As required – dependent on stakeholder needs and feedback
<b>Why</b>	To inform and consult

## 5.5 Site signage

<b>What</b>	Site signage will be used to inform the local community and visitors about the project, share project information and contact details for enquiries, complaints and 24hr site contact information
<b>When</b>	Ongoing
<b>Why</b>	To inform

## 5.6 Additional activities

<b>What</b>	<p>Additional engagement tools and activities will be undertaken to support project communications throughout the delivery and operation of the new gallery. These may include, but are not limited to:</p> <ul style="list-style-type: none"> <li>• in gallery project displays</li> <li>• brochures</li> <li>• magazine articles</li> <li>• e-newsletters</li> <li>• blogs</li> <li>• social media posts</li> <li>• advertising</li> </ul> <p>While some will be produced to provide overarching information on the project, others may relate to a specific milestones or elements of the project.</p>
<b>When</b>	As required
<b>Why</b>	To inform

## 6 Procedures for managing public enquiries and feedback

The following procedures will be implemented prior to commencement of any work and 12 months following completion to record, monitor, respond to and resolve complaints and enquiries, where possible, in a timely manner. The process involves a customer-focused approach, taking all reasonable measures to resolve complaints as soon as possible. The process strives to be responsive and find solutions, where feasible.

A nominated representative from RCC will be responsible for receiving and responding to enquiries, feedback and complaints. The following protocols and procedures will be in place during construction works, to effectively manage enquiries and complaints received from the community and other stakeholders. The nominated representative will be supported by AGNSW and INSW project team.

### 6.1 Contacts protocol

The nominated representative from RCC 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 as required.

#### 6.1.1 Contact points

There will be three main points of public contact:

1. Project telephone number: **1800 717 705**
2. Postal address: **C/: Richard Crookes Constructions**  
**Sydney Modern Project Team**  
**Art Gallery of NSW**  
**Art Gallery Road, The Domain**  
**Sydney NSW 2000**
3. Project email address: [smp@richardcrookes.com.au](mailto:smp@richardcrookes.com.au)

The telephone line will be answered by a nominated representative from RCC following a filtering process either via a telephone prompt or call centre. This will ensure that a personalised response can be given to all callers.

All relevant calls will be logged and immediately actioned for response if not closed out at the time of the initial call. Outside of standard working hours, calls will be recorded via an answering machine service or call centre and sent to the nominated representative from RCC for actioning the next working day. In the case of an emergency or out of hours works, the nominated representative will be contacted.

The project email address which RCC manages will be checked at least once a day on weekdays.

AGNSW will filter enquiries received through the existing AGNSW 1800 line and email directing those which are construction related to the nominated representative from RCC.

Face to face contact is likely to occur through doorknocks and walk-arounds as required. Any queries directed to the project team while working in and around the site are to be referred to the project 1800-line or nominated person from RCC.

In addition to the above, stakeholders will be able to provide feedback about the project via the 'Contact the Gallery' portal on the Gallery's website ([www.artgallery.nsw.gov.au/about-us/contact-the-gallery/](http://www.artgallery.nsw.gov.au/about-us/contact-the-gallery/)), with the option of selecting "Sydney Modern Project" under area of enquiry.

## 6.2 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
<b>Enquiry</b>	Face to face	Acknowledge within 24 hours of receipt	Within two working days
	Telephone		
	Email		
	Letter		
<b>Complaint</b>	Face to face	Endeavour to acknowledge within 2 hours of receipt	Within one working day
	Telephone		
	Email		
	Letter		

Where enquiries or complaints require more detailed information or investigation, extended timeframes may be granted.

### 6.2.1 Enquiries handling procedure

Enquiries or feedback received by the nominated representative from RCC will be answered using pre-approved key messages or responses to FAQs. If the enquiry cannot be answered using the key messages or FAQs, the nominated representative will liaise with the project team to provide an approved response. The enquiry or feedback will be logged into the Stakeholder Consultation database.

## 6.3 Complaints handling procedure

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

The project team is to advise the nominated representative as soon as practicable after investigation as to the nature and cause of the complaint to enable the nominated representative to report back and close out the issue.

Where a complaint is made directly to workers onsite, they are to immediately advise the nominated representative of the complaint for logging and actioning. The nominated representative will maintain ongoing contact with the caller/emailer until the issue is resolved satisfactorily and will keep Infrastructure NSW informed of progress.

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

## 6.4 Dispute resolution

While every appropriate effort will be made, if a situation, issue or complaint raised is unable to be resolved within a reasonable time period to the satisfaction of the complainant, then this matter will be considered a dispute.

A dispute will be resolved as follows:

- Relevant senior representative from the contractor, if not resolved then –
- Relevant senior representative from the Infrastructure NSW, if not resolved then –
- Head of Projects NSW, if not resolved then –

A discussion between the construction contractor, Infrastructure NSW and AGNSW will take place. The construction contractor senior representative and Head of Projects NSW will then 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.

## 6.5 Recording contacts

A file note record will be kept of all contacts, including telephone, email, letter and face-to-face communication. Details will be entered either directly into a consultation database maintained by the nominated representative from RCC, or documented on a Record of Contact Form and subsequently entered into the consultation database. Relevant individuals from the contractor, Infrastructure NSW and AGNSW will have access to the consultation database.

The consultation 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.