



Frasers Broadway

Site Clearance and Recycling: Community Awareness plan (CAP)

Information for Contractors: October 2007

Background: need for a Community Awareness Plan (CAP)

Frasers Broadway (the former Kent Brewery site) is a high profile redevelopment that will be the focus of ongoing attention due to the scale of the project, its protracted planning history and the site's prominent location along a major access route to the Sydney CBD. The brewery site is also adjacent to a well organised and long established residential community in Chippendale and is in close proximity to major educational institutions, with a combined student and staff population of over 50,000 – adding to the project's visibility. Media interest in the site is also already strong.

In delivering the Broadway project, Frasers requires that all activities on site further the company's corporate reputation and optimise the overall sustainability of the redevelopment. Sustainability in this context refers not only to management of environmental factors but also the social dimension of how change brought around by the redevelopment impacts positively and negatively upon the local and broader community. Fraser's success in effectively addressing the impacts of the project will be critical to maintaining constructive relations with the consent authority, the NSW Department of Planning (DoP) and the City of Sydney Council (CoS). Maintaining cooperative, working relationships with these organisations will be essential to delivering the development on time and on budget.

As the "first impression" of the Frasers Broadway redevelopment, the site clearance and recycling stages will need to adopt a proactive and considered approach to managing stakeholder relations and communication. The conduct of site clearance and recycling will set the tone for the remainder of the project and have significant implications for Fraser's reputation, branding and marketing of the project.

This document is intended to provide prospective contractors and the core consultant team with an overview of Frasers' approach to stakeholder relations and outline the company's expectations of contractors who will be working with them on the Broadway site.

Principles underpinning the CAP

Frasers' expectation is that contractors hired to undertake site clearance, recycling and allied activities on site will pay due consideration to the following overarching principles:

- Community awareness and neighbourliness
- Maintaining the tidy appearance of the site
- Anticipating impacts and mitigating where possible/feasible
- Ensuring the safety of members of public in the vicinity of the site and the workforce directly involved in the project



- Adhering to the construction management plan (CMP) particularly truck routes and parking in designated areas
- Ensuring compliance with environmental management systems
- Identifying opportunities to deliver tangible community benefits e.g. employing local young people, sourcing goods and services from local providers and making available educational opportunities for students at nearby universities and colleges where possible/feasible

Coverage of the CAP

The CAP will guide day-to-day stakeholder relations and communications. Key stakeholders to be engaged as part of the site clearance and recycling program will include:

Priority stakeholders

- Residents and business within the draft project influence zone (see image one)
- Operators and residents of the Clare and Abercrombie hotels, located on site
- University of Technology Sydney (UTS), Sydney Institute of Technology (SIT) and Notre Dame University: engaging at student/staff level as well as property management departments
- Blackfriars Childcare Centre
- St. Benedict's Church, Broadway.

Other stakeholders

- Stakeholders in the broader Chippendale area and parts of Ultimo, as part of regular communication process
- Liaison with agencies such as Integral Energy, RTA, Sydney Buses and Sydney Water Corporation will also occur as part of the overall process and be undertaken by the project manager.

Internal stakeholders

- Frasers Property
- Core consultant team
- Site clearance and recycling contractors and subcontractors.

Objectives of the CAP

A project of this magnitude is likely to have unavoidable impacts upon immediate and surrounding neighbours. Therefore it is important that the program of works actively considers how all aspects of the project might impact upon neighbouring residents, businesses and other institutions that share this



area. This requires that all contractors are encouraged to proactively identify potential impacts and develop strategies to mitigate these impacts, within the bounds of economic feasibility.

Accordingly, the community awareness plan (CAP) is based on three broad-based objectives:

1. **Mitigate** impacts where possible
2. **Inform** internal stakeholders of the benefits of effective stakeholder relations and communications and provide tools to assist them to achieve this. Inform external stakeholders of the requirements and activities associated with the site clearance and recycling process in a timely and professional manner
3. **Listen** proactively to stakeholder complaints, questions and queries
4. **Respond** to stakeholder queries, questions and complaints in a timely and professional manner and implement systems to ensure that these influence future activities on-site.

These objectives form a feedback loop that seeks to work towards continuous improvement in stakeholder relations.

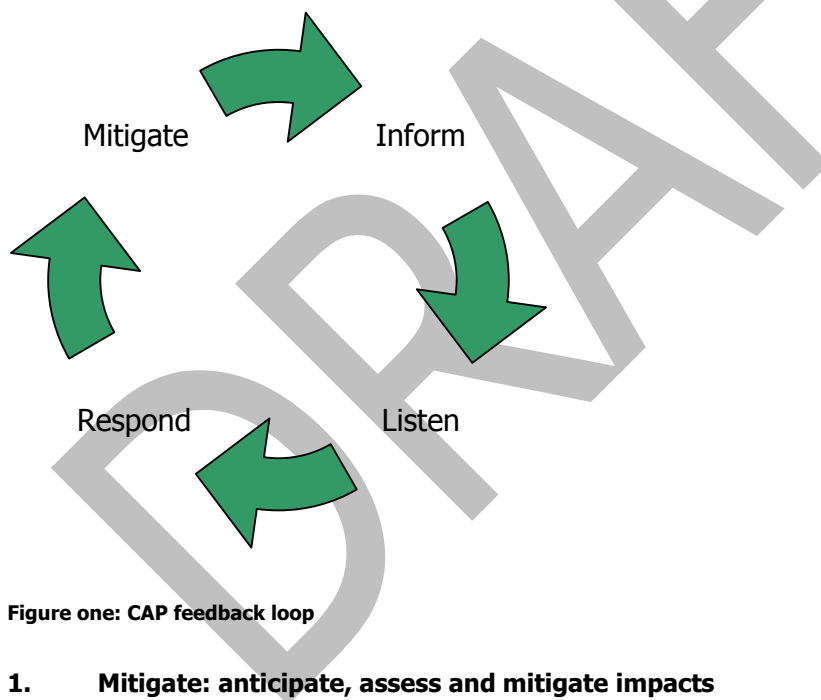


Figure one: CAP feedback loop

1. **Mitigate: anticipate, assess and mitigate impacts**

Applying the CAP, the first step in the detailed work and task planning for site clearance and recycling will be the production of a staged mitigation work plan which draws on the mitigations outlined in the demolition application. Utilising information available in the demolition application, the work plan will – at task level – identify, assess and provide steps to mitigate (if possible) potential impacts on neighbouring communities. Impacts to be considered through the CAP process should include but not be limited to:

- Noise (including noise from equipment, radios, workers on site etc)



- Dust and air emissions
- Light overspill
- Water and runoff
- Vibration
- Privacy and overlooking
- Tidiness and appearance of the site
- Safety of:
 - Nearby residents,
 - Pedestrians around the perimeter of the site
 - Children at nearby Blackfriars childcare
 - Vehicles on nearby roads.
- Traffic management: including managing interruptions, construction traffic in local streets (where unavoidable), vehicle marshalling and workers' parking
- Out of hours construction activity (where unavoidable).

The assessment process should also include:

- Identification of areas most impacted
- Range of feasible mitigation strategies
- Proactive and reactive strategies in case of failure of mitigation strategy
- Designated personnel who will respond to or address any issues or complaints
- Mechanisms to communicate matters arising internally across the project team and externally to relevant stakeholders.

Where impacts cannot be fully mitigated, the key to successfully managing the redevelopment process will be the implementation of strategies to:

- Establish in consultation with affected parties reasonable and fair expectations regarding the redevelopment process
- Provide regular, accessible and open channels of communication with all stakeholders
- Genuinely respond to the needs of affected parties where issues arise



- Ensure accountability through fully documenting issues raised, actions taken and formally closing out matters with the relevant parties. This could include customer satisfaction surveys and regular review of complaints handling procedures to ensure continuous improvement.

2. Inform

Frasers Broadway is large and complex project that will entail many contractors working simultaneously on the site. Strong internal communications will need to be implemented to ensure all works can be planned for and that mitigation work plans can be implemented.

Internal communications

All workers on site will be required to undergo an induction program. The CAP will support this induction program by providing clear guidance on:

- Achieving community awareness and neighbourliness
- Fraser's expectations of the conduct of all personnel working onsite
- Personnel to whom workers can report any issues of potential concern
- Personnel responsible for implementing the construction management plan (CMP)
- Lines of responsibility across the various teams onsite
- Internal and external communication procedures
- Proactive and defensive strategies to address incidents that may occur
- Protocols for logging, assessing, escalating and actioning complaints and suggestions.

External communications

External communications activities will need to ensure that identified stakeholders remain informed of the work program and receive advanced notice of key events such as high impact works or out of hours activities. At this point it is anticipated that primary liaison with external stakeholders will be undertaken by the site manager or an appointed delegate. External communications will occur at two levels:

- a. Continuation of the general community information and stakeholder engagement process that Frasers has already commenced. This will entail providing information about the ongoing work program and mitigation measures through:
 - The project newsletter: the distribution area is indicated by the pink line in image one.
 - The project website www.frasersbroadway.com.au
 - Community information sessions as needed



- Project notice boards on each side of the site's perimeter hoarding
- Notifications in local media as required.
- b. More intensive engagement of residents, business and other stakeholders within the draft project influence zone (indicated by the green line in image one) at stages when they are likely to be affected by activities on site. It is anticipated much of the initial phase of communication, such as the preparation of dilapidation reports, will involve a high level of communication, likely face to face.

Key activities in this stage will include:

- A comprehensive data base of stakeholders within the draft project influence zone: including resident and non resident property owners names contact details, commercial and retail contact names and details, business hours and out of hours contact numbers
- Introductory letters outlining the objective and commitments underpinning the CAP, the proposed work program and mechanisms for lodging queries or complaints
- Safety presentation to children and parents at Blackfriars childcare
- Project information and safety update to UTS, Notre Dame and SIT
- Commitment to 10 days advance notice for planned extraordinary or out of hours work. In the event of emergencies or unscheduled variations to the demolition work plan notification would occur through broadcast emails, SMS or leaflet drop.

3. Listen

The CAP will include a number of mechanisms to collect stakeholder complaints, queries and feedback, including:

- Feedback and complaints handling procedures and commitments
- A nominated 1800 number for information/complaints to be staffed during construction hours and whenever out of hours work is occurring. Out of hours calls will be managed through:
 - An emergency out of hours point of contact (site security) for immediate response; or
 - An answering service for non-urgent complaints or queries, with a guaranteed response time by midday the next working day.

The site manager and their delegated community relations officer will assume primary role in liaising with nearby stakeholders and responding to issues. A protocol will be developed for receiving, responding and closing out on all complaints and suggestions received. This will include logging the details of the caller and the nature and time of incident. The incident will be prioritised and addressed according to criteria such as:

- Urgency of matter



- Likely extent of impact
- Likely threat to safety and property
- Extent of deviation from the construction management plan (CMP) and conditions of approval.

4. Respond

The CAP will underpin Frasers' efforts to aim for continuous improvement in environmental and community performance. Two levels of response will occur through the CAP, immediate response to stakeholder issues and a systemic response to influence changes in practice where needed. This could be achieved through monitoring of the complaints handling procedure and assessment of our performance in minimising the impacts of construction activity.

The immediate response will be as follows: on receipt of queries and complaints, the stakeholder will be contacted and informed of the next steps in the process and when to expect a final resolution to the issue. In closing out the incident, the stakeholder will receive an update that outlines:

- The nature of the problem
- Reason (if any) for its occurrence
- The criteria upon which the problem was assessed and prioritised
- How the issue has been addressed
- Steps undertaken to prevent reoccurrence of the problem.

The systemic response could include:

- Weekly incident reports forwarded to the Frasers PM
- Regular evaluation of impact mitigation strategies linked to query and complaints management, to inform continuous improvement
- Development and implementation of Key Performance Indicators for contractors in meeting CAP objectives.

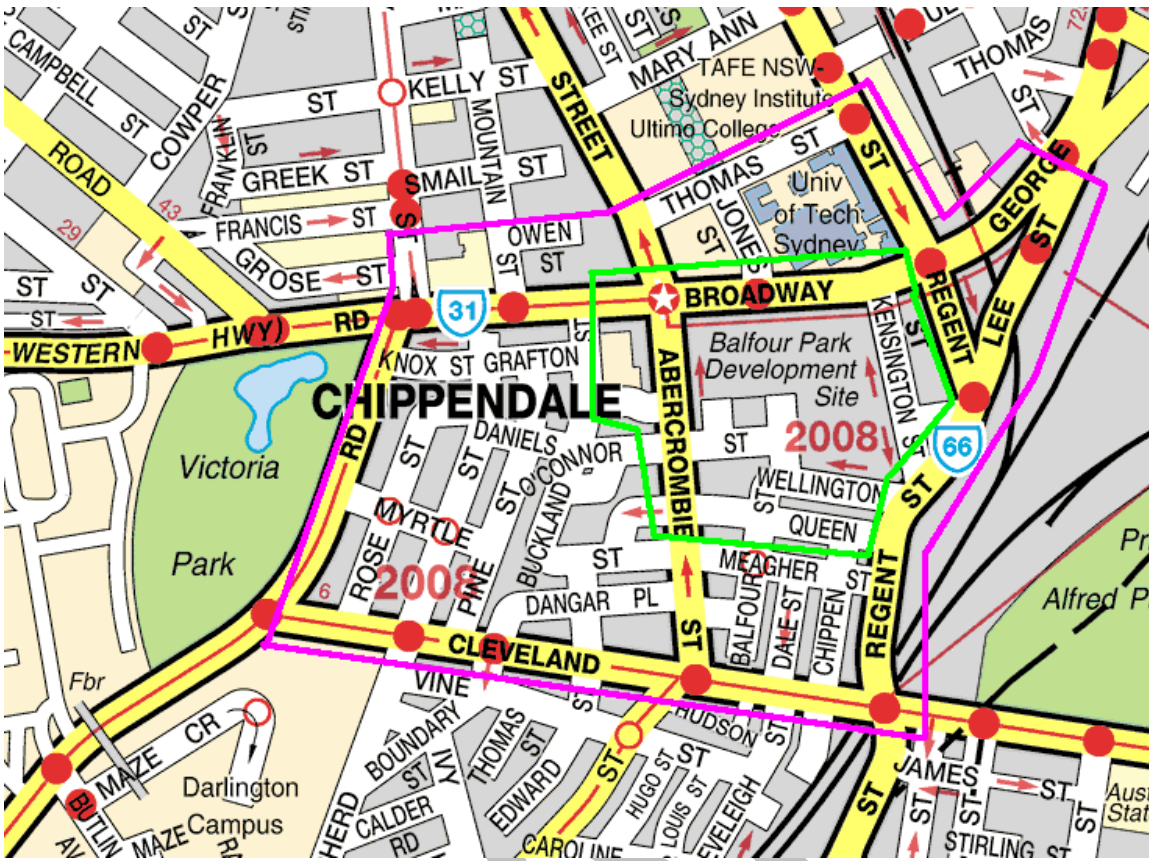


Image one: draft project influence zone

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