



Community Communication Strategy

90-102 Regent Street, Redfern

Client: The Trust Company Australia (Limited) ATF
WH Regent Trust

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Elton Consulting is now part of the WSP Group.

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1 Introduction

1.1 About the project

WH Regent Trust is redeveloping a site at 90-102 Regent Street, Redfern, to create an 18-storey mixed-use development comprising student accommodation and retail premises. The site has a land area of 1,278 sqm and occupies five sites:

- » 90 Regent Street: two-storey attached terrace residential dwellings.
- » 92 Regent Street: two-storey attached terraces mixed-use building with ground floor retail.
- » 94 Regent Street: two-storey attached terraces mixed-use building with ground floor retail.
- » 96 Regent Street: two-storey attached terraces mixed-use building with ground floor retail.
- » 98-102 Regent St: four-storey mixed-use building with ground floor retail.

These buildings will be demolished as part of the redevelopment.

The site is bounded by Regent Street to the east, Marian Street to the north, William Lane to the west and the site of a former BP service station to the south:

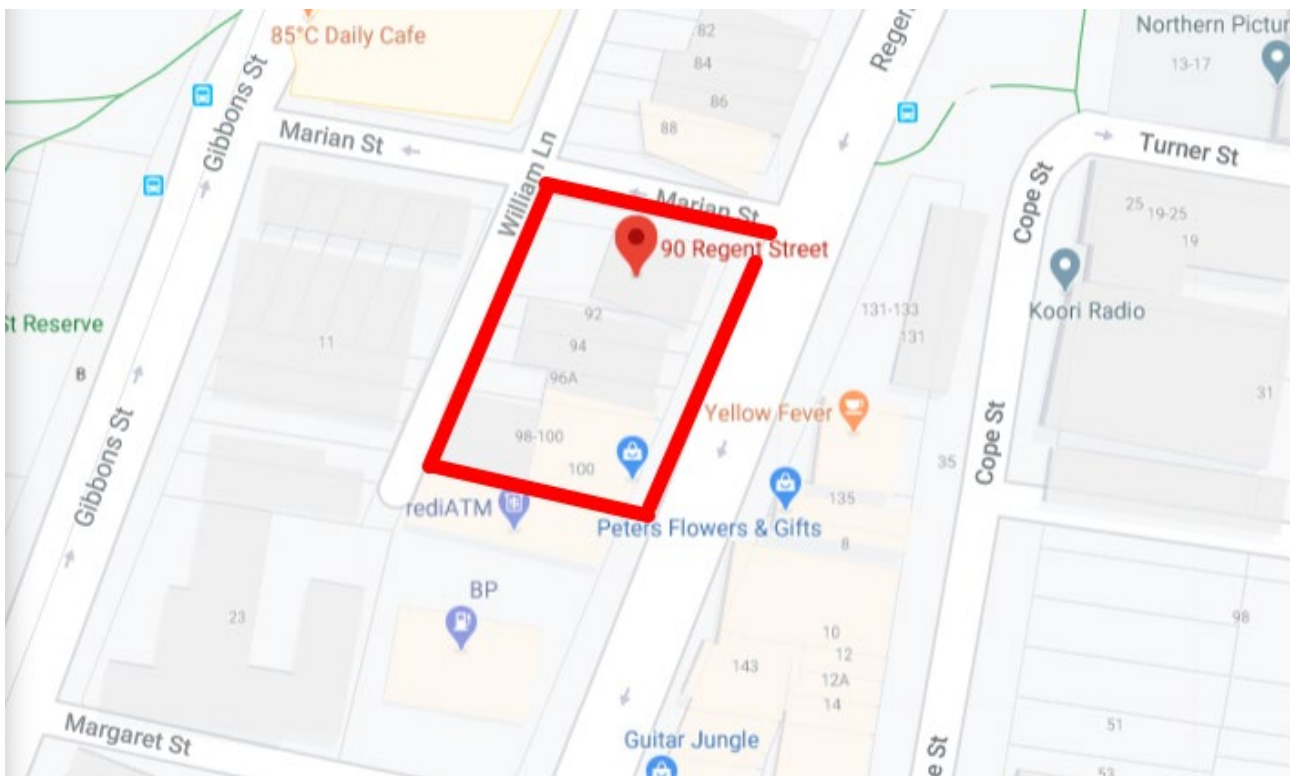


Image 1: 90-102 Regent Street site

The key features of the development include:

- » Around 408 student beds, including a mix of single and twin occupancy studios and single rooms with ensuite bathrooms
- » Indoor and outdoor communal spaces within a secure environment for residents
- » A small provision for retail space on the ground floor

- » Public domain improvements, including the widening and activation of William Lane and Marian street, and planting new street trees along Regent Street, Marian Street and William Lane.
- » Back-of-house areas for residents including a laundry, gym and bicycle storage
- » The integration of Aboriginal heritage and stories in key design elements.

Due to the value and location of the project, it is classified a State Significant Development (SSD). The proposal recognises the project's location within a State Significant Precinct (SSP) and is designed to respond to the SSP including:

- » Supporting the ongoing development of the town centre by providing a high-quality building that is compatible and consistent with recent and approved developments to the north and west of the site, including student accommodation and affordable housing.
- » Providing employment-generating activities and residential development compatible with the surrounding non-residential uses.
- » Maximising uptake of public and active transport options given the site's proximity to Redfern Railway Station and various bus routes. The site is also ideally located for student accommodation, as it is within walking distance of several tertiary institutions including University of Sydney, University of Technology Sydney, TAFE NSW Ultimo Campus and Notre Dame University Sydney.

The site is zoned 'Zone E: Business – Commercial Core', which permits residential and retail use with development consent.

It is expected that construction works will begin at the site in late 2021 and take around 20 months to complete.

1.1.1 Recent and concurrent projects

There are a number of housing projects in the immediate area which are at various stages of planning and construction. These are:

- » **13-23 Gibbons Street, Redfern:** a student housing proposal. A SSD application (SSDA) for the project was approved by the Department of Planning, Industry and Environment (DPIE) on 6 October 2020.
- » **104-116 Regent Street, Redfern:** a student housing proposal with pending DA.
- » **Iglu Student Accommodation:** Iglu operates student housing at 66 Regent Street, Redfern and is currently delivering more student housing at 80-88 Regent Street.
- » **St George Community Housing (SGCH):** in 2017, SGCH and the City of Sydney purchased a site at 11 Gibbons Street, Redfern to build 160 affordable and social housing units. DPIE approved its DA on 10 September 2019, with construction nearing completion (at June 2021).

1.2 Communication to date

Elton Consulting, on behalf of WH Regent Trust, conducted a community consultation program between September and October 2020 to support the project's SSDA. The engagement process aimed to:

- » Comply with the requirements of the SEARs for this project
- » Gather feedback from stakeholders to inform the concept design and assist in finalising the documentation phase of the project
- » Assist in facilitating the future planning approvals processes
- » Reduce the risk of misinformation about potential project impacts, and demonstrate that these had been considered in planning and design
- » Communicate the developer's commitment to transparency in the engagement, planning and development processes

- » Establish a 'no surprises' approach so that stakeholders largely knew what to expect during future planning approvals phases.

The outcome of this community consultation program was submitted to WH Regent Trust in a report in late October 2020 and was subsequently incorporated into planning application documents. Since then, WH Regent Trust has continued to communicate with regulatory authorities in relation to planning requirements and stakeholders in response to their queries.

The outcomes from this community consultation program as well as others undertaken by WH Regent Trust within the Redfern area have informed the development of this Community Communications Strategy (CCS).

1.3 Objective of this strategy

This Community Communications Strategy (CCS) has been developed to achieve the following objectives:

- » Respond to the project's Development Consent as decided on 24 June 2021.
- » Provide timely information to impacted stakeholders and provide a mechanism for feedback.
- » Guide community communications for the project in the lead up to, during, and for a minimum of 12 months following the completion of construction.
- » Build and maintain good relationships with impacted stakeholders and the surrounding community.
- » Manage community expectations and build trust by delivering on commitments.
- » Proactively address and correct misinformation in the public domain.

With respect to Development Consent, this CCS specifically responds to the following:

Section C6

A Community Communication Strategy must be prepared to provide mechanisms to facilitate communication between the Applicant, the relevant Council and the community (including adjoining affected landowners and businesses, and others directly impacted by the development), during the design and construction of the development and for a minimum of 12 months following the completion of construction.

Section C7

The Community Communication Strategy must:

- a) *identify people to be consulted during the design and construction phases;*
- b) *set out procedures and mechanisms for the regular distribution of accessible information about or relevant to the development;*
- c) *provide for the formation of community-based forums, if required, that focus on key environmental management issues for the development;*
- 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.*

The Community Communications Strategy must be submitted to the Planning Secretary for approval no later than one month before the commencement of any work.

The Community Communication Strategy, as approved by the Planning Secretary, must be implemented for a minimum of 12 months following the completion of construction.

Section C12:

Prior to the commencement of construction works, or as otherwise agreed by the Planning Secretary, the following must be made available for community enquiries and complaints for the duration of construction:

- a) a toll-free 24-hour telephone number(s) on which complaints and enquiries about the carrying out of any works may be registered;*
- b) a postal address to which written complaints and enquiries may be sent; and*
- c) an email address to which electronic complaints and enquiries may be transmitted.*

Section C18:

(g) ensure all potentially impacted sensitive receivers are informed by letterbox drops prior to the commencement of construction of the nature of works to be carried out, the expected noise levels and duration, as well as contact details for a construction community liaison officer.

Section D38:

D38. The Applicant shall ensure that the 24-hour contact telephone number is continually attended by a person with authority over the works for the duration of the development.

1.4 Responsibility for community communications

WH Regent Trust and the appointed construction contractor will share responsibility for community liaison and communications for the construction phase of the project, with WH Regent Trust assuming sole responsibility for post-construction liaison and communications in the 12 months following completion.

WH Regent Trust's responsibilities include:

- » Providing stakeholders and the local community with email, postal and 24-hour toll-free telephone contact details
- » Developing and implementing procedures and mechanisms to support the management of community and stakeholder feedback, enquiries and disputes
- » Directing construction-specific queries to the appointed construction contractor.

The appointed **construction contractor** will be responsible for:

- » The creation of their own, construction-specific community communications plan, including the identification of a community liaison officer
- » Ensuring the 24-hour telephone contact number is continually attended by a relevant person
- » Providing proactive communication materials to stakeholders at regular intervals (see **Appendix A** for catchment area)
- » Ensuring potentially impacted sensitive receivers are informed by letterbox drop prior to commencement of relevant construction works, including construction notifications related to road closures, remediation, noise, vibration, extended duration or out-of-hours work
- » Construction signage and wayfinding
- » Responding to construction-specific queries from stakeholders, including those referred by WH Regent Trust
- » Providing at all times a relevant person to attend the 24-hour toll-free contact telephone number.

Contact details for enquiries will be clearly displayed on collateral used for community communications (refer to *Section 3 – Engagement tools and timeframes*).

2 Stakeholder analysis

Key stakeholders and their likely interests have been identified through prior community engagement. These stakeholders include nearby residents and businesses, body corporates, and local community groups.

The approach to communications with community stakeholders is set out in Table 1, following:

Table 1 Communications approach – community stakeholders

Stakeholder(s)	Likely interest	Interest level	Engagement techniques
1 Margaret St / 'Katia' building	<ul style="list-style-type: none"> » Construction impacts (particularly noise, traffic, dust, vibration, dilapidation) » Availability of a point of contact for issues, enquiries » Construction coordination between nearby concurrent developments to manage and mitigate impacts 	High	<ul style="list-style-type: none"> » Direct contact with strata manager: telephone, email, postal, meetings » Notifications: newsletter / e-newsletter » Community feedback contact details » Letterbox drop
Owner of 118 Regent St	<ul style="list-style-type: none"> » Construction impacts (particularly noise, traffic, dust, vibration, dilapidation) » Availability of a point of contact for issues, enquiries 	Medium	<ul style="list-style-type: none"> » Direct contact with owner: telephone, email, postal, meetings » Notifications: newsletter / e-newsletter » Community feedback contact details
Owners / occupants of surrounding / nearby business and residential buildings (see appendices for map) including: <ul style="list-style-type: none"> » Proximate businesses on Regent Street » Future occupants of 11 Gibbons Street » Iglu Student Accommodation at 80-88 Regent Street 	<ul style="list-style-type: none"> » Construction impacts (particularly noise, traffic, dust, vibration, dilapidation) » Availability of a point of contact for issues, enquiries » Construction coordination between nearby concurrent developments 	Medium	<ul style="list-style-type: none"> » Notifications: newsletter / e-newsletter » Letterbox drop » Doorknock, drop-in visit » Community feedback contact details » Signage
Neighbouring development projects	<ul style="list-style-type: none"> » Construction impacts (particularly noise, traffic) » Availability of a point of contact for issues, enquiries » Coordination of key construction activities 	Medium	<ul style="list-style-type: none"> » Notifications: newsletter / e-newsletter » Letterbox drop » Doorknock, drop-in visit » Community feedback contact details » Signage

Community groups (including REDWatch, North Eveleigh Info)	» Amenity, aesthetics	Low	<ul style="list-style-type: none"> » Direct contact: telephone, email, postal, meetings » Notifications: newsletter / e-newsletter » Community feedback contact details for residents
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Table 2 Communications approach – regulatory authorities

Stakeholder	Likely interest	Interest level	Engagement techniques
City of Sydney Council (including councillors)	<ul style="list-style-type: none"> » Community communications and liaison » Community concern » Impact on local traffic » Point of contact for enquiries 	» Medium	<ul style="list-style-type: none"> » Email » Telephone » Meetings » Briefings
Department of Planning, Industry and Environment	<ul style="list-style-type: none"> » Community communications and liaison » Community concern » Point of contact for enquiries 	» Medium	<ul style="list-style-type: none"> » Email » Telephone » Meetings » Briefings
Member for Newtown, Ms Jenny Leong MP	<ul style="list-style-type: none"> » Community communications and liaison » Community concern » Point of contact for enquiries 	» Medium	<ul style="list-style-type: none"> » Email » Telephone » Meetings » Briefings
Roads & Maritime Services	<ul style="list-style-type: none"> » Impact on local traffic, particularly on condition of local roads » Point of contact for enquiries 	» Medium	<ul style="list-style-type: none"> » Email » Telephone » Meetings » Briefings
Transport for NSW (including Sydney Trains)	<ul style="list-style-type: none"> » Impact on local traffic, particularly mass transit scheduling (including delays to bus routes) » Point of contact for enquiries 	» Medium	<ul style="list-style-type: none"> » Email » Telephone » Meetings » Briefings

3 Engagement tools and timeframes

Effective communication between the project team (including the construction contractor) and stakeholders is key to building productive relationships and ensuring construction planning and delivery is informed by community feedback.

This section outlines the procedures and mechanisms for the distribution of information to stakeholders.

Table 3 Engagement tools & timeframes

Engagement tool	Who	Why	When
Contact telephone number, postal and email address	» All interested stakeholders	» Provide a point of contact for community and stakeholders to give feedback, raise concerns and register for e-newsletter updates » Respond quickly to emerging issues	» Acknowledgement / response within 2 business days of receipt
Newsletter / e-newsletter	» Nearby residents » All other interested stakeholders	» Create wider community awareness of the project » Provide up-to-date project information, including construction timing » Provide updates on past and future project milestones	» Immediately prior to start of works, then minimum of six-monthly » Intermittently, when required, to provide important additional and time-sensitive updates associated with project milestones
Direct contact: phone call / email / postal / meeting / briefing	» Strata management for 1 Margaret St / 'Katia' building » Owner of 118 Regent St » Regulatory authorities » Service providers	» Provide project information, including potential impacts and changes to timetabling	» Immediately prior to start of works, then minimum of six-monthly » Intermittently, when required to provide important additional & time-sensitive updates associated with project milestones
Letterbox drop / doorknock	» Nearby residents	» Proactively advise: > Start of construction > What to expect during construction > Works producing noise / vibration / dust impacts	» Immediately prior to start of works » At important project milestones

Engagement tool	Who	Why	When
		<ul style="list-style-type: none"> > Hazardous materials removal > Major project milestones > Contact details for updates and enquiries 	
Construction signage	» Nearby residents	<ul style="list-style-type: none"> » Update impending works producing noise / vibration / dust impacts, and hazardous materials removal » Provide contact details for updates and enquiries 	» At commence of construction (updated as required)
Community-based forums	» Recruitment to be targeted depending on issue	» Focus on environmental issues and related solutions / impact mitigations	» If / as required

Note: consideration has been given to holding community information drop-in sessions, and the creation of a dedicated website, for community communication. However, given the reasonably small footprint of households impacted by construction works, and the low level of interest indicated by stakeholders engaged to date, these additional techniques have been deemed unsuitable.

4 Action plan

This section outlines a plan for proactive communication with stakeholders identified in Section 2, and referencing the tools and timeframes outlined in Section 3.

4.1 Communications tools and timeframes

Table 4 Proactive communications, per stakeholder group

Stakeholder(s)	Tool	Timeframe	Proposed content / topic
All stakeholders	Newsletter / e-newsletter	Before commencement of demolition (August 2021)	<ul style="list-style-type: none"> » Details about the project including its design and aesthetic goals, indigenous credentials, materials, etc » Outline of benefits and drivers » Hours of work » Timeline of planned project milestones » Demolition work times » What to expect from the demolition process, including noise, dust or traffic impacts » Measures being adopted to minimise impact of demolition » Identify channels for feedback
		Before commencement of construction (October 2021)	<ul style="list-style-type: none"> » Update details about the project, including its design and aesthetic goals, indigenous credentials, materials, etc » Confirm benefits and drivers » Confirm hours of work » Update on timeline of planned project milestones » Construction work times » What to expect from the construction process, including noise, dust or traffic impacts » Measures being adopted to minimise impact of construction » Introduce construction contractor and identify channels for feedback
		After construction commencement (and in timely fashion, as required)	<ul style="list-style-type: none"> » Update on impending works producing noise / vibration / dust impacts, and hazardous materials removal
		Six-monthly (until construction is complete) and as required to	<ul style="list-style-type: none"> » Update on planned project milestones

Stakeholder(s)	Tool	Timeframe	Proposed content / topic
		inform about potentially impactful work	<ul style="list-style-type: none"> » Update on response to feedback, to date » Benefits and drivers » Reinforce channels for feedback
		Within 2 weeks of construction completion	<ul style="list-style-type: none"> » How 90-102 Regent St will operate as a student accommodation facility » Benefits and drivers » Reinforce channels for feedback and outline of post-construction communications and liaison
Strata management for: <ul style="list-style-type: none"> » 80-88 Regent St » 11 Gibbons St » 1 Margaret St / 'Katia' building 	Phone / email /meeting	Before demolition commencement	<ul style="list-style-type: none"> » Timeline of planned project milestones » Demolition work times » Detail about the building, including its design and aesthetic goals, indigenous credentials, materials, etc » Outline of benefits and drivers » What to expect from the demolition process, including noise, vibration, dust, dilapidation or traffic impacts » Measures being adopted to minimise impact of demolition » Identify channels for feedback
		Before construction commencement	<ul style="list-style-type: none"> » Benefits and drivers » Update on timeline of planned project milestones » Construction work times » What to expect from the construction process, including noise, vibration, dust, dilapidation or traffic impacts » Measures being adopted to minimise impact of construction » Introduce construction contractor and reiterate channels for feedback
		Six-monthly (until construction is complete) and as required to inform about potentially impactful work	<ul style="list-style-type: none"> » Update on planned project milestones » Update on response to feedback, to date » Benefits and drivers » Reinforce channels for feedback

Stakeholder(s)	Tool	Timeframe	Proposed content / topic
<p>Owner of 118 Regent Street</p>	<p>Phone / email</p>	<p>Before demolition commencement</p>	<ul style="list-style-type: none"> » Benefits and drivers » Timeline of planned project milestones » Demolition work times » What to expect from the demolition process including noise, vibration, dust, dilapidation or traffic impacts » Measures being adopted to minimise impact of demolition » Detail about the building, including its design and aesthetic goals, indigenous credentials, materials, etc » Identify channels for feedback
		<p>Before construction commencement</p>	<ul style="list-style-type: none"> » Benefits and drivers » Update on timeline of planned project milestones » Construction work times » What to expect from the construction process including noise, vibration, dust, dilapidation or traffic impacts » Measures being adopted to minimise impact of construction » Reiterate channels for feedback and introduce construction contractor
		<p>Six-monthly (until construction is complete) and as required to inform about potentially impactful work</p>	<ul style="list-style-type: none"> » Update on planned project milestones » Benefits and drivers » Construction work times » Update on response to feedback, to date » Reinforce channels for feedback
<p>Regulatory authorities Service providers</p>	<p>Phone / email</p>	<p>Prior to commencement / as required</p>	<ul style="list-style-type: none"> » Timeline of planned project milestones » Anticipated impact of construction changes to transport, roads, etc » Measures being adopted to minimise impact of demolition and construction » Identify channels for liaison

4.2 Progress updates

Progress updates would be communicated every six months, at a minimum. However, where changes to construction scheduling or the nature of specific construction activities will produce a significant impact to neighbouring properties, these changes would be proactively communicated as soon as possible.

4.3 Incoming community contact protocols

Stakeholders would contact WH Regent Trust representative via any of the following methods:

- » Telephone
- » Email
- » Post

Details for these channels would be clearly displayed on all collateral associated with community communications.

Acknowledgement of the contact would be made by WH Regent Trust representative within 2 business days.

4.4 Dispute resolution

Enquiries that cannot be resolved within a reasonable timeframe locally by a (yet-to-be-appointed) superintendent, and / or those requiring escalation, will be referred to the senior leadership of WH Regent Trust. At the time of this document's production, these are:

- » Aliza Teo, Assistant Development Manager: 0410 488 987 or alizateo@weehur.com.sg
- » Mark Surtees, Development Manager: 0406 588 469 or marksurtees@weehur.com.sg

Where issues cannot be satisfactorily resolved for both parties, despite escalation, then independent mediators would be engaged.

5 Administration and record-keeping

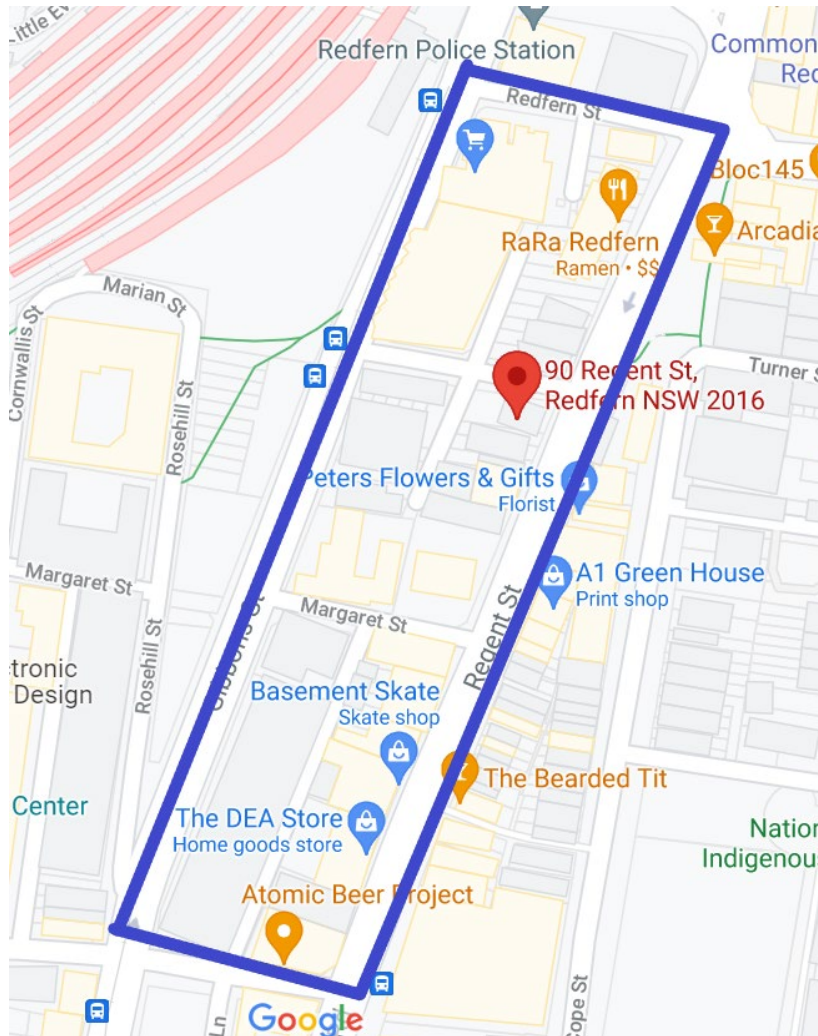
Through the construction phase, and for 12 months post-completion, community communications will:

- » Acknowledge, log and respond to incoming queries within 2 working days
- » Keep records of communications or engagement activities undertaken, issues identified, and outcomes achieved
- » Appropriately escalate any issues identified to WH Regent Trust leadership, where required
- » Appropriately escalate to an independent mediator where issues cannot be resolved by WH Regent Trust leadership
- » Establish and maintain a stakeholder list for ongoing communications
- » Establish and maintain a complaints register.

A Proactive communications area

Proactive communications would be limited to an area bounded by and including the following roads:

- » Gibbons Street (western boundary)
- » Boundary Street (southern boundary)
- » Regent Street (eastern boundary)
- » Redfern Street (northern boundary).



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