



Dedicated to a better Brisbane



CATEGORY

Infrastructure (Construction Stage)

Lendlease Engineering and Brisbane City Council

Kingsford Smith Drive upgrade: a new entry statement to Brisbane

Brisbane City Council's Kingsford Smith Drive upgrade is transforming one of the city's most significant transport routes into a vibrant urban corridor with the Brisbane River as the centrepiece. The design and construction of the project is being completed by Lendlease Engineering.

Brisbane City Council and Lendlease share a vision for creating a lasting piece of infrastructure that is more than just a road. In addition to providing increased road capacity, the upgrade will deliver significantly improved pedestrian, cycle and public transport facilities, upgraded public utility infrastructure and the rejuvenation of public spaces. A tree-lined boulevard and public art has also been included to provide a vibrant urban corridor and memorable experience for all road users.

The upgrade is being constructed in a highly urbanised environment impacting approximately 69,000 motorists daily, and approximately 7,500 properties. The diverse range of project stakeholders includes local residents, businesses, schools, community groups and road users, all of whom require tailored engagement with the project team due to differing communication needs and levels of interest.

In addition to the typical impacts of construction activities (noise, dust, vibration), the project has also managed a number of challenges including interruptions to services, impacts to property access and works within private properties, significant local road closures, geotechnical challenges impacting on construction timeframes and a highly complex construction methodology.

The community relations function of the project is provided by a team of community engagement professionals from Lendlease and Brisbane City Council, supported by their respective corporate teams. The project's Community Team is embedded within the wider project team and has been based on site since construction started in 2016.

Throughout the design and construction of the project, the project's communications team has endeavoured to ensure opportunities for meaningful engagement have been identified and implemented and information has been transparent, meaningful and timely.

Our approach

From the outset of the project, the project team employed and continues to deliver an engagement approach based on best practice, proven theory and recent project experience to address stakeholder questions, challenges, concerns and misconceptions about the upgrade.

Throughout construction, the Community Team has implemented a multi-channel approach to reach as many stakeholders as possible through a variety of traditional and digital communication methods, that is adaptive and responsive to community needs. This has ensured all stakeholders who want to engage with the upgrade have an opportunity to via a channel and time that suits them, with a familiar Community Team member.

The Community Team have also involved stakeholders in the construction and decision-making process, consistently demonstrating public participation values to implement a focused and tailored approach to arrive at mutually agreeable positions for adjacent construction activities, and to manage stakeholder expectations.

Given the significance of the project and its duration, the team employed collaborative and interactive campaigns to enable and empower stakeholders to provide input, including consultation and collaboration on public art, works within private property, reinstatement of items with historical significance and the planning of construction activities to minimise ongoing impacts.

This has largely been possible because the Project's Community Team has remained embedded within the construction team, allowing the ability to participate and influence planned construction activities, deliver timely and accurate construction information, and seek to minimise or avoid impacts where possible.

Outcomes

Since the award of the Design and Construct Contract in late 2015, the team have conducted more than 30,000 community interactions and engaged with more than 8,500 individual stakeholders, with less than four percent of total interactions being complaints. Engagement has aligned with all phases of the IAP2 engagement spectrum, including several opportunities for genuine community collaboration and empowerment, which has culminated in successful outcomes for both the project and Brisbane residents.