

Community Communications Strategy (CCS-PS)

Pitt Street Integrated Station Development

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Document Approval

Rev.	Date	Prepared by	Reviewed by	Approved by	Remarks
A	29/01/2019	A. Goldsmith	T. Yourell R. Harvey	J. Grant	Draft Issue
B	25/03/2020	A. Goldsmith	T. Yourell R. Harvey C. Kerpinotis	C.Kerpinotis	UPDATED ISSUE
0	17/07/2020	S.Power	R. Harvey	C.Kerpinotis	ISSUED FOR USE
1	19/01/2021	S.Power	E Eveleigh	C.Kerpinotis	6 month review
Signature:					

Details of Revision Amendments

Document Control

The Project Director is responsible for ensuring that this strategy be reviewed every six months throughout Pitt Street integrated station development. This strategy will be developed, amended and updated, if necessary, to reflect changes in:

- A. the design and Contractor's Program;
- B. stakeholder and community needs; and
- C. the Contractor's Activities

The Manager, Stakeholder and Community Relations is responsible for updating this plan to reflect changes as indicated above.

Amendments

Any revisions or amendments must be approved by the Project Director and/or Sydney Metro before being distributed / implemented.

Revision Details

Revision	Details
A	First issue – Draft for review by Sydney Metro
B	UPDATED ISSUE to address Sydney Metro review comments
0	ISSUED FOR USE
1	6 MONTH UPDATE Contents page formatting Minor grammar Section 8 – reference to Covid-19 gathering restrictions Section 11 – updated timetable for training on homeless people

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Introduction

1.1 Purpose

This Community Communications Strategy describes CPB Contractors' communication and engagement approach for the Pitt Street integrated station development works. This strategy will demonstrate how CPB will satisfy all contractual requirements and comply with the Sydney Metro Overarching Community Communications Strategy (SM-20-00118106).

It is designed to minimise the impacts of construction and provide a high level of satisfaction in meeting community expectations.

This strategy identifies stakeholders, how they will be informed about construction activities, key environmental issues and ways to discuss or provide feedback on how they are being managed.

1.2 Compliance Reference Table

Reference	Requirements	Refer to Plan/Element
SWTC Appendix F2 Requirements – Section 2.8 – Community Communications Strategy		
2.8 (a)	The Contractor must develop, implement and maintain the Community Communications Strategy – Pitt Street integrated station development which must comply with, and include all requirements of Appendix F5 and the Sydney Metro Overarching Community Communications Strategy (SM-20-00118106) and:	This strategy
	(i) include policies, processes and procedures for stakeholder and community relations and proactive communications management;	This strategy
	(ii) fulfil the requirements of any conditions of the Planning Approval;	This strategy with future development required
	(iii) be reviewed every six months and, in addition to the requirements in section 2.2 of this Appendix F2, undertake the ongoing development and updating throughout the duration of the Contractor's Activities including to consider: A. changes in the design and Contractor's Program; B. lessons learned to reduce Customers impacts (where there is an interface with Sydney Trains); C. changes in stakeholder and community needs; and D. changes in the Contractor's Activities and stakeholder and community information requirements.	This strategy
	(iv) include a "Business Management" chapter / section to ensure the impacts on businesses affected by the Contractor's Activities are minimised;	Section 11
	(v) identify how the Contractor will comply with the stakeholder and community relation requirements of the deed;	This strategy
	(vi) address and detail the stakeholder and community liaison management team structure, including key personnel, authority and roles of key personnel, lines of responsibility and communication, minimum skill levels of each role and interfaces with the Contractor's overall project organisations structure;	Section 5.1
	(vii) detail strategies for the management of community liaison issues, dealing with all stakeholders including the management of homeless people who may impact or be impacted by construction works, and mitigating impacts;	Section 12
	(viii) include specific key messages that will be used in public communications materials and when responding to enquiries and complaints;	Section 4.3
	(ix) provide details of the development and implementation of communication and consultation tools, including community-based forums;	Section 9
	(x) detail processes and procedures, for: A. the management of the interface between the Contractor and the	Section 5

Reference	Requirements	Refer to Plan/Element
	Principal's Representative; B. reporting; C. developing public communication materials; D. community and stakeholder consultation and timeframes for undertaking this consultation; E. handling complaints and enquiries; F. handling of media and government enquiries; G. incident and crisis communication management and reporting; H. monitoring and evaluation; and I. ensuring Subcontractors comply with the communications requirements of the deed;	Section 6.7 Section 8.2 Section 8.3 Section 9.2 Section 9.4 Section 10
	(xi) include stakeholder and community liaison Construction Site induction information to be provided to staff and Subcontractors;	Section 8
	(xii) include analysis of other major projects and influences around the Construction Site with the potential to result in cumulative impacts to the community and strategies for managing these combined impacts;	Section 6.4
	(xiii) include a comprehensive list of community liaison issues relating to the Project Works, the Temporary Works and the Contractor's Activities and a comprehensive list of stakeholders and stakeholder issues and interests;	Section 6
	(xiv) include a detailed "Milestone and Events" section / chapter, including details on how the Principal's Representative's requirements for events, including the Principal's Representative arranged events and the Principal's Representative arranged public events will be accommodated including, but not limited to those various events outlined in Appendix F5. This section must provide details of how VIPs, media, photographers and other stakeholders and the public will be accommodated to ensure their safety, whilst providing the required access to view the Project Works and the Contractor's Activities. The section must comply with the minimum requirements of Appendix F5;	Section 5.4.1 Section 5.4.2
	(xv) include a program for the implementation of (xv) community liaison activities, including a framework for the development of milestone implementation plans. This program must include key dates for the commencement and conclusion of construction activities, associated impacts to the community and the Contractor's proposed strategy for minimising impacts and informing the community; and	Section 5.4
	(xvi) identify innovative programs, processes and methodologies for the Contractor to support the Principal's Representative's engagement with and support to local communities, including engagement with schools, seniors, environmental groups, sporting groups, young people, businesses and other community groups.	Section 5.3
Pitt Street Integrated Station Development – Station Delivery Deed – Section 33.3 Media Requests		
	Without limiting clause 33.1 (<i>Confidentiality</i>) and clause 33.2 (<i>Principal's Public Disclosure Obligations</i>), if the PS Contractor receives a request from the media for comment with respect to any aspect of the PS Contractor's Activities, the PS Contractor must: A. promptly provide details of the request to the Principal; B. in relation to the matters contemplated by the Community Communications Strategy, respond only in accordance with the requirements of that Project Plan; and C. in relation to matters not contemplated by the Community Communications Strategy, not respond without the prior written consent of the Principal (such consent not to be unreasonably withheld or delayed).	This strategy
Sydney Metro City & Southwest Chatswood to Sydenham Conditions of Approval – Part B		
B1	A Community Communication Strategy must be prepared to facilitate communication between the Proponent, and the community (including Relevant Councils, adjoining affected landowners and businesses, and others directly impacted by the CSSI), during the	This strategy

Reference	Requirements	Refer to Plan/Element
	design and construction of the CSSI and for a minimum of 12 months following the completion of construction of the CSSI.	
B2	The Community Communication Strategy must:	
	(a) identify people or organisations to be consulted during the design and construction phases;	Section 7
	(b) set out procedures and mechanisms for the regular distribution of accessible information about or relevant to the CSSI;	Section 9
	(c) identify opportunities to provide accessible information regarding regularly updated site construction activities, schedules and milestones at each construction site including use of construction hoardings to provide information regarding construction, specific to the location;	Section 9
	(d) identify opportunities for the community to visit construction sites (taking into consideration workplace, health and safety requirements);	Section 4.5
	(e) involve construction personnel from each construction site in engaging with the local community;	Section 4.5
	(f) provide for the formation of issue or location-based community forums that focus on key environmental management issues of concern to the relevant community(ies) for the CSSI;	Section 8.2
	(g) set out procedures and mechanisms: <ul style="list-style-type: none"> i. through which the community can discuss or provide feedback to the Proponent; ii. through which the Proponent 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 environmental management and delivery of the CSSI. 	Section 10
B3	The Community Communication Strategy must be submitted to the Secretary for approval no later than three months from the date of this approval or one (1) month before commencement of any work, whichever is the latter.	Note
B4	Work for the purposes of the CSSI must not commence until the Community Communication Strategy has been approved by the Secretary, or within another timeframe agreed with the Secretary.	Note
B5	The Community Communication Strategy, as approved by the Secretary, must be implemented for the duration of the works and for 12 months following the completion of construction.	Section 3
B6	A Complaints Management System must be prepared before the commencement of any works in respect of the CSSI and be implemented and maintained for the duration of works and for a minimum for 12 months following completion of construction of the CSSI.	This strategy
B7	The Complaints Management System must include a Complaints Register to be maintained recording information on all complaints received about the CSSI during the carrying out of any works associated with the CSSI and for a minimum of 12 months following the completion of construction. The Complaints Register must record the: <ul style="list-style-type: none"> (a) number of complaints received; (b) number of people affected in relation to a complaint; and (c) nature of the complaint and means by which the complaint was addressed and whether resolution was reached, with or without mediation. 	Section 10
B8	The Complaints Register must be provided to the Secretary upon request, within the timeframe stated in the request.	Section 10
B9	The following facilities must be available within one (1) month from the date of this approval and for 12 months following the completion of construction and appropriately broadcast to collect community enquiries and complaints:	Section 10.5

Reference	Requirements	Refer to Plan/Element
	(a) a 24-hour telephone number for the registration of complaints and enquiries about the CSSI; (b) a postal address to which written complaints and enquires may be sent; (c) an email address to which electronic complaints and enquiries may be transmitted; and (d) place-based community manager for each of the station locations available to meet with community members on request.	
B10	The telephone number, postal address and email address required under Condition B9 of this approval must be published in a newspaper circulating in the local area and on-site hoarding at each construction site before commencement of construction and published in the same way again before commencement of operation. This information must also be provided on the website required under Condition B15 of this approval.	Section 10.5
B11	A Community Complaints Commissioner that is independent of the design and construction personnel must be nominated by the Proponent, approved by the Secretary and engaged during all works associated with the CSSI. The nominated Community Complaints Commissioner must be submitted to the Secretary for approval within one month of the date of this approval or within another timeframe agreed with the Secretary.	Section 5.2
B12	The role of the Community Complaints Commissioner is to follow up on any complaint where a member of the public is not satisfied by the Proponent's response. Any member of the public that has lodged a complaint which is registered in the Complaints Management System identified in Condition B6 may ask the Community Complaints Commissioner to review the Proponent's response. The application must be submitted in writing and the Community Complaints Commissioner must respond within 28 days of the request being made or other specified timeframe agreed between the Complaints Commissioner and the member of the public.	Section 5.2
B13	The Community Complaints Commissioner will: (a) review the Proponent's unresolved disputes between the project and members of the public if the procedures and mechanisms under Condition B2(g)(iii) do not satisfactorily address complaints; and (b) make recommendations to the Proponent to satisfactorily address complaints, resolve disputes or mitigate against the occurrence of future complaints or disputes.	Section 5.2
B14	The Community Complaints Commissioner will not act before the Proponent has provided an initial response to a complaint and will not consider issues such as property acquisition where other dispute processes are provided for in this approval, or clear government policy and resolution processes are available, or matters which are not within the scope of the CSSI.	Section 5.2

1.3 CPB Contractors communication objectives

CPB recognises that supporting Sydney Metro, in delivering Australia's biggest transport infrastructure project, calls for regular, timely and accurate communication of useful information that enhances the Project's reputation. CPB has formulated the following communication objectives for Pitt Street integrated station development.

CPB community and stakeholder communication objectives are to:

- support Sydney Metro to promote benefits and increase understanding of the Project with local communities and the broader Sydney community
- work collaboratively with interfacing contractors and key stakeholders to minimise Project impacts on stakeholders and the community
- mitigate issues by listening to and anticipating community and stakeholder needs
- manage community and stakeholder expectations regarding construction impacts through timely, accurate and proactive communications
- be a trusted, flexible and responsive partner for the NSW Government, its key stakeholders and local communities.

1.4 Management Plan Structure

The Community Communications Strategy (CCS) is designed to work in conjunction with the Sydney Metro Overarching Communications Strategy (SM-20-00118106). Further detail regarding how the project will manage interactions with vehicle and pedestrian traffic can be found within the Traffic and Pedestrian Management Plan (SMCSWSPS-CPB-ALL-TF-PLN-000001).

The Stakeholder and Community Relations Manager is responsible for the distribution of the CCS. It will be introduced in site inductions to all staff and subcontractors working at Pitt Street Station site and all personnel will perform their duties in line with its requirements.

The CCS will be reviewed every six months by the Stakeholder and Community Relations Manager and will undergo ongoing development based on design changes, development of a more thorough understanding of the stakeholder environment, changes to stakeholder, business and community needs and changes to contractor activities.

2. Project Summary

Sydney Metro is Australia's biggest public transport program. A new standalone railway, this 21st century network will revolutionise the way Sydney travels. Pitt Street Station is situated within the CBD, largely surrounded by high-rise commercial and residential buildings. The station is a binocular cavern station with north and south bound platform caverns running beneath Pitt and Castlereagh streets respectively. The station will have two entrance shafts from the surface at Pitt Street North and Pitt Street South connected to the platform caverns via adit tunnels.

Pitt Street North is located on Park Street between Pitt and Castlereagh streets, with the station entrance facing onto Park Street. The over station development (OSD) surrounds the station entrance and access is provided on Pitt, Park and Castlereagh streets.

Pitt Street South is located on the corner of Pitt and Bathurst streets. It is configured in an 'L' shape which wraps around the Edinburgh Castle Hotel with the station entrance opening onto Bathurst Street. Access to the OSD is provided from Pitt Street.

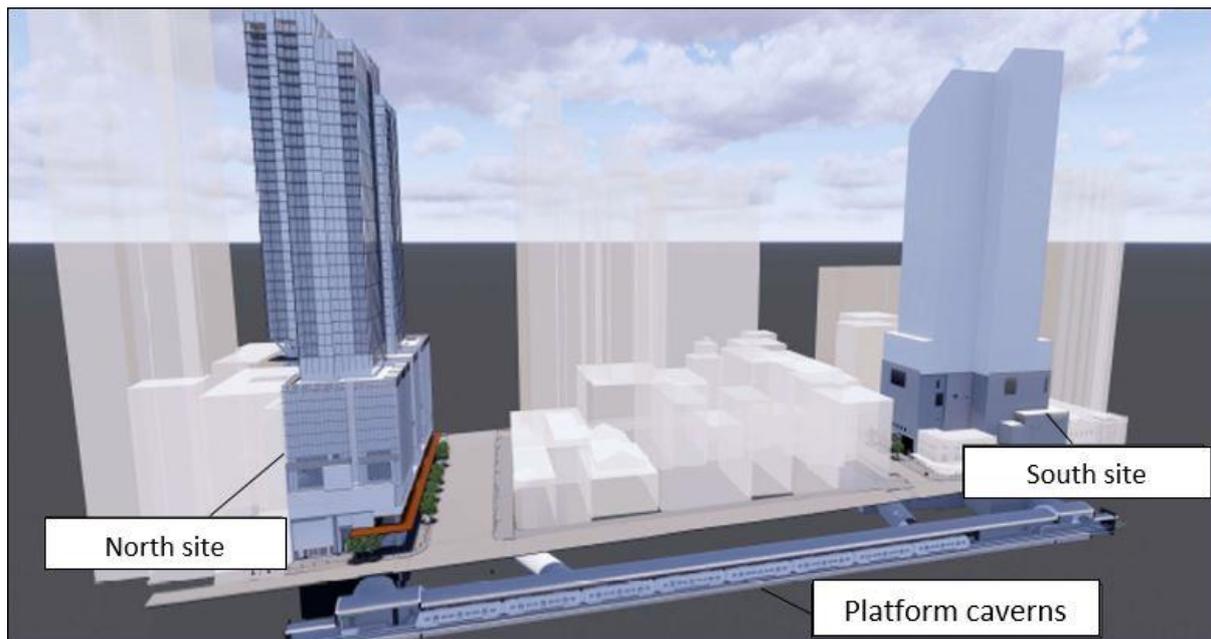


Figure 1: Pitt Street integrated station development

3. Approvals

The Pitt Street integrated station development works have been assessed and approved under the Environmental Planning and Assessment Act 1979 (EP&A Act) and are classified as Critical State Significant Infrastructure;

- SSI-7400. Sydney Metro City & Southwest Chatswood to Sydenham

Sydney Metro has prepared the TfNSW Sydney Metro Overarching Community Communication Strategy (OCCS) Revision 7, 22 October 2020.

The scope of the Pitt Street integrated station development works is outlined in Section 2. The CCS will be implemented for the duration of the Pitt Street integrated station development works as required by Condition B5. Community communication and complaints management will continue for 12 months following the completion of construction of the Project as required under Condition B5.

A detailed breakdown of the scope of work for each stage of the Pitt Street integrated station development is provided in the Construction and Site Management Plan (SMCSWSPS-CPB-ALL-CM-PLN-000001).

4. Strategy overview

4.1 Purpose

The purpose of the CCS (this Strategy) is to describe how CPB will deliver stakeholder and community relations and communication activities as part of the Pitt Street integrated station development works (the Project).

This strategy is guided by Sydney Metro's OCCS and Construction Environmental Management Framework (CEMF), the Project Planning Approvals, and contractual requirements including the Pitt Street integrated station development project Contract and Scope of Work and Technical Criteria (SWTC).

This CCS addresses the Planning Approvals SSI-7400 and includes:

- an overview of our strategic approach
- project context, scope of work, key issues for Pitt Street integrated station development works
- site specific issues, stakeholders and consultation approach
- description of roles and responsibilities, managing interfaces, developing opportunities and innovations, meeting our contractual requirements
- outline of supporting systems and tools, including consultation forums and information dissemination, enquiries and complaints management system required by the Project Approval, monitoring and measuring our performance and managing business and crisis communication
- description of the management system for construction related complaints
- outline of our strategy for minimising construction impacts on businesses
- outline of our strategy for minimising construction impacts on homeless people.

The audience for the CCS includes Sydney Metro, relevant authorities, project staff, major sub-contractors, consultants and the broader public. Each revision of the CCS will be submitted electronically to Sydney Metro in PDF format that complies with the Level AA accessibility requirements in the Web Content Accessibility Guidelines (WCAG 2.0).

4.2 Tailored and staged approach

During the early stages of the project i.e. in the design phase, Oxford Properties took the lead in community communications strategy and CPB acted in a support role. At approximately Q3 2020, CPB took the lead and Oxford Properties will be in the support role for the duration of the Project.

The approach of CPB in delivering communications and engagement throughout the Project will be influenced and guided by the nature of the work taking place and other project work by interfacing contractors.

CPB is responsible for coordinating stakeholder notifications and other communication activities for construction activity relating to the Pitt Street integrated station development only.

CPB will establish relationships with neighboring businesses, stakeholders and communities. The Project team will work collaboratively with adjacent project works to ensure consistent and clear messaging. The Project will maintain constant dialogue with neighboring contractors and works to eliminate cumulative impacts to our stakeholders. Where required, we will provide copy and information for joint notifications, traffic alerts, newsletters, social media posts and display material. We will attend community and business forums hosted by ourselves or adjacent projects and provide knowledgeable personnel and display materials. We will allow a seamless integration of Project notification and consultation experience by customers and stakeholders.

In December 2020, CPB took possession of sites where previous Project contractors have implemented their approved Community Communication Strategy and Business Management Plan. CPB are building on the established knowledge base and incorporate lessons learnt from previous projects experience in our planning and delivery of communications activities.

Pitt Street integrated station development will implement Sydney Metro's already established overarching communication objectives to establish a unified 'face' of the Project from the customers' perspective.

Sydney Metro overarching approach

Sydney Metro is committed to establishing genuine relationships with stakeholders and the community. This is underpinned by the belief that effective communication is a crucial element in the successful delivery of all our projects.

Our approach to communication and engagement is to:

- deliver a transport service that has been informed by engagement with stakeholders and the community.
- build key stakeholder, community and general public confidence in the projects.
- manage risks associated with stakeholder and community issues.

Our aim is to:

- address concerns about individual project impacts from directly affected stakeholders.
- provide adequate and coordinated stakeholder and community consultation that identifies and addresses issues in a timely manner.
- provide consistency across our external communication activities and interfaces with stakeholders during delivery of all Sydney Metro projects.

Source: Sydney Metro City & Southwest Overarching Community Communications Strategy 2020

4.3 Key messages

The following key messages will be reinforced in CPB's written and electronic information tools. They will be updated and tailored accordingly as the Project progresses.

4.3.1 Overarching messages

- Sydney Metro is Australia's biggest public transport project.
- This new standalone railway will deliver 31 metro stations and more than 66 kilometers of new metro rail.
- New automated single deck trains will deliver a fast, safe and reliable service.
- There will be no need for a timetable – customers will just turn up and go, with a train every four minutes in the peak.
- With customers at the centre of all design decisions, stations will be fully accessible and quick and easy to get in and out of; trains will be fast, safe and reliable; and technology will keep people connected at every step of the journey.
- Sydney Metro will integrate with new communities and transform existing urban centers, as well as the broader transport network, so customers have a range of transport options to get to and from their destinations.
- Sydney's new metro railway will have a target capacity of about 40,000 customers per hour, similar to other metro systems worldwide. Sydney's current suburban Systems can reliably carry 24,000 people an hour per line.

Sydney Metro Description

Sydney Metro is Australia's biggest public transport program. A new standalone railway, this 21st century network will revolutionise the way Sydney travels.

There are four core components:

- Metro North West Line (formerly the 36 kilometre North West Rail Link)

Services started in May 2019 in the city's North West between Rouse Hill and Chatswood, with a metro train every four minutes in the peak. The project was delivered on time and \$1 billion under budget.
- Sydney Metro City & Southwest

Sydney Metro City & Southwest project includes a new 30km metro line extending metro rail from the end of North West line Metro at Chatswood, under Sydney Harbour, through new CBD

stations and southwest to Bankstown. It is due to open in 2024 with the ultimate capacity to run a metro train every two minutes each way through the centre of Sydney.

Sydney Metro City & Southwest will deliver new metro stations at Crows Nest, Victoria Cross, Barangaroo, Martin Place, Pitt Street, Waterloo and new underground metro platforms at Central Station. In addition it will upgrade and convert all 11 stations between Sydenham and Bankstown to metro standards.

- Sydney Metro West

Sydney Metro West is a new underground railway connecting Greater Parramatta and the Sydney CBD. This once-in-a-century infrastructure investment will transform Sydney for generations to come, doubling rail capacity between these two areas, linking new communities to rail services and supporting employment growth and housing supply between the two CBDs.

Sydney Metro West stations have been confirmed at Westmead, Parramatta, Sydney Olympic Park, North Strathfield, Burwood North, Five Dock, The Bays, Pyrmont and the Sydney CBD. Further planning is underway to determine the locations of the Pyrmont and Sydney CBD stations.

- Sydney Metro - Western Sydney Airport

Metro rail will also service Greater Western Sydney and the new Western Sydney International (Nancy Bird Walton) Airport. The new railway line will become the transport spine for the Western Parkland City's growth for generations to come, connecting communities and travellers with the rest of Sydney's public transport system with a fast, safe and easy metro service. Six new stations will be delivered at St Marys, Orchard Hills, Luddenham, Airport Business Park, Airport Terminal and Western Sydney Aerotropolis. The Australian and NSW governments are partners in the delivery of this new railway.

4.3.2 Pitt Street integrated station development specific messages

The Pitt Street OSD will comprise both a residential building and a commercial office building, and ancillary uses including in-podium car parking and ground floor retail. The new buildings are up to 39 levels (including ground and plant levels) in over station development with buildings over the podium for commercial and residential build-to-rent accommodation.

With work yet to commence on the North and South sites for the Pitt Street over station development, this Project will provide a unique commuter experience upon completion. The Project work includes:

- pedestrian access from the Pitt Street precinct to the commercial and residential buildings above, and the metro station
- station entry via large pedestrian entrances on Bathurst Street and Park Street
- loading dock on ground level accessed from Castlereagh Street and Pitt Street
- retail on ground level at the south-east and south-west corners adjacent to Castlereagh and Pitt streets
- car parking spaces
- establishment of an above ground station footprint (station box).

Additionally, this project will allow for the provision of additional commercial floorspace in the CBD, greater opportunities for the general public to appreciate the heritage values of the adjacent heritage buildings and replacement of under-utilised commercial buildings with a new state of the art, modern commercial building.

As the project progresses, further key messages will be developed to meet communication requirements.

4.4 Community engagement definitions

The terms inform, consult, involve, collaborate and empower refer to the public participation spectrum developed by the International Association for Public Participation (IAP2). This spectrum shown in Figure 2 is found on the IAP2 website and in their guidance materials. CPB Contractors adopts these definitions as part of our approach to stakeholder and community engagement.

iap2 public participation spectrum

developed by the international association for public participation

	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problems, alternatives and/or solutions.	To obtain public feedback on analysis, alternatives and/or decision.	To work directly with the public throughout the process to ensure that public issues and concerns are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision-making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and issues are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.
EXAMPLE TOOLS	<ul style="list-style-type: none"> • Fact sheets • Websites • Open houses 	<ul style="list-style-type: none"> • Public comment • Focus groups • Surveys • Public meetings 	<ul style="list-style-type: none"> • Workshops • Deliberate polling 	<ul style="list-style-type: none"> • Citizen Advisory committees • Consensus-building • Participatory decision-making 	<ul style="list-style-type: none"> • Citizen juries • Ballots • Delegated decisions

Figure 2: IAP2 public participation spectrum

4.5 Community benefits and investment

CPB will leave a positive legacy by investing in community life while constructing the Pitt Street integrated station development. We will provide our staff and subcontractors with fundraising and community-focused initiatives to allow them to show their generosity in making a meaningful difference to the communities where we work. Community benefit initiatives may include the following:

- implementing a program to encourage the workforce to volunteer time with local organisations which benefit the local communities
- contributing to charities whose activities focus on assisting homeless people.

CPB Contractors' Workplace Relations Strategy (SMCSWSPS-CPB-ALL-WR-PLN-000001) describes how we will create community benefits by our positive and ongoing workforce legacy. The Plan outlines strategies to increase the number of indigenous employees on the Project. It also describes initiatives to promote women in non-traditional, senior leadership and management roles.

The iconic nature of Sydney Metro and its transformation of Sydney's public transport will generate substantial community benefit. There is a high level of public interest in the project in anticipation of these benefits.

CPB will provide updates and access to the public to observe progress and gain an understanding of the project through:

- letterbox distribution of work notifications and project updates
- regular construction email updates to consultation manager email distribution lists
- one to one stakeholder interaction between CPB Stakeholder and Community Relations Manager and other Community team members through scheduled meetings and doorknocking activities to build cooperative working relationships with local residents and businesses
- interactions, displays, website and mobile devices
- still and time-lapse photography, video and animations for use in publications, website, social media, displays and media

- allowing access for stakeholder tours arranged by Sydney Metro
- ongoing opportunities for media, including milestone events
- site visits for key stakeholders including special interest engineering groups and students
- opportunity to register for regular email updates which feature links to website, video and social media updates and good news stories
- newsletters distributed to local communities.

5. Working together

CPB will work collaboratively with Sydney Metro and the people they have appointed into independent roles, interfacing contractors and concurrent projects to deliver consistent communication and minimise impacts on stakeholders. Below is an outline of the Stakeholder and Community Relations team structure, including key personnel, authority and roles of key personnel, lines of responsibility and communication, and the minimum skill levels of each role.

5.1 CPB Contractors' Stakeholder and Community Relations team: roles and responsibilities

The Stakeholder and Community Relations Manager will lead the overall delivery of community information, consultation and involvement for the duration of the Project. They will be supported by a Public Affairs and Events Manager who will maintain a program of media milestones and opportunities. The team will also include Stakeholder and Community Relations Place Manager and a Graphic Designer, as required. The team will work with CPB's design, construction, commercial, quality, safety and environment teams. Table 1 outlines the key roles and responsibilities and lines of communications of this team.

Table 1: CPB Contractors' Stakeholder and Community Relations team

Description	
Role	Stakeholder and Community Relations Manager
Responsibilities	<p>Fulfills the requirements of the Project Deed and Appendix F5 – Stakeholder and Community Involvement</p> <ul style="list-style-type: none"> Oversees the development of the stakeholder and community engagement planning documents and business management strategies Manages complaints unresolved by the Stakeholder and Community Relations Personnel and escalates them Sydney Metro as required
Authority	<ul style="list-style-type: none"> Appointed by the Project Director Authorised to produce any correspondence and documentation necessary for stakeholder and community liaison All correspondence and documentation that has legal, commercial or contractual impact must be viewed and agreed upon, by the Project Director Authorised to require all reasonable steps to be taken to achieve compliance with community information, consultation and involvement requirements
Lines of communication	<ul style="list-style-type: none"> Reports to the Project Director Community Complaints Mediator primary contact on stakeholder liaison matters Primary government agency contacts for stakeholder and community information, consultation and involvement
Minimum skill level	<ul style="list-style-type: none"> Appropriate qualifications, active industry experience and demonstrated competence in stakeholder and community relations management
Internal interfaces	<ul style="list-style-type: none"> Member of the CPB Senior Leadership Team Attends community, environment, sustainability, design, safety, quality and construction meetings as required
Role	Public Affairs and Events Manager
Responsibilities	<ul style="list-style-type: none"> Responsible for delivering the communication and events strategy Managing production of collateral including digital resources, website, social media, display, print, electronic and broadcast material Identifies media opportunities and manages media and major events Prepares and issues media and other urgent copy to the Principal as required, on a 24 hour a day 7 day a week basis Manages internal communications, including achieving adherence to Sydney Metro branding protocols
Authority	<ul style="list-style-type: none"> Appointed by the Stakeholder and Community Relations Manager
Lines of communication	<ul style="list-style-type: none"> Reports to the Stakeholder and Community Relations Manager
Minimum skill level	<ul style="list-style-type: none"> Appropriate public affairs qualifications, active industry experience and demonstrated competence in public affairs management
Internal interfaces	<ul style="list-style-type: none"> Attends community, client and construction meetings as required

Description	
Role	Stakeholder and Community Relations Place Manager
Responsibilities	<ul style="list-style-type: none"> • First point of contact for local community • Implement site specific subplans for the Project work • Liaise with interfacing contractor's stakeholder engagement teams • Preparing site-based notifications, publications, newsletters, presentations • Organise consultation forums
Authority	<ul style="list-style-type: none"> • Appointed by Stakeholder and Community Relations Manager
Lines of communication	<ul style="list-style-type: none"> • Functional reporting to the Stakeholder and Community Relations Manager
Minimum skill level	<ul style="list-style-type: none"> • At least five years' experience in community and business liaison in infrastructure development projects
Internal interfaces	<ul style="list-style-type: none"> • Attends community, and site-based environment, construction meetings and client and stakeholder meetings as required
Role	Graphic Designer
Responsibilities	<ul style="list-style-type: none"> • Provide graphic design services for all print and digital communications including marketing and promotional materials, communication material for the public, customer and community notifications, advertisements, and the project website
Authority	<ul style="list-style-type: none"> • Appointed by Stakeholder and Community Relations Manager
Lines of communication	<ul style="list-style-type: none"> • Functional reporting to Stakeholder and Community Relations Manager • Line reporting to Public Affairs and Events Manager
Minimum skill level	<ul style="list-style-type: none"> • At least five years graphic design experience

5.2 Key interfaces

The stakeholder and community engagement function delivered by CPB intersects with the role of Sydney Metro, interface contractors and the Environment Representative and Community Complaints Mediator functions as described in the Planning Approval.

5.2.1 Environment representative

An independent Environment Representative will be engaged by Sydney Metro and approved by the Planning Secretary. Part of the Environment Representative's role is to assist the Planning Department in the resolution of community complaints, as requested by the Planning Secretary. Sydney Metro will be the main point of contact for the Environment Representative. Sydney Metro will provide a daily report that notes any complaints made in relation to the Project.

5.2.2 Community Complaints Mediator

An independent Community Complaints Mediator (CCM) will be engaged by Sydney Metro and approved by the Department of Planning Secretary. The CCM's role is to address complaints, once all internal escalation processes have been exhausted, and the complainant is still not satisfied with the response they have received. Where the complaints management system has not succeeded in addressing the complainant's concerns, the CCM will make recommendations to satisfactorily address complaints, resolve disputes or mitigate against the occurrence of future complaints or disputes. Sydney Metro will be the first point of contact with the CCM.

5.2.3 Interface with Sydney Metro – coordination, approvals and reporting

The Sydney Metro City & Southwest Project is comprised of numerous work packages being delivered by multiple contractors, with several co-located at various times. Sydney Metro maintains the outwards facing communication channels to maintain consistent and clear access to information and contacts for the community and stakeholders. CPB will adopt Sydney Metro's overarching systems, processes and tools, including contributing to its website, free call service, email address, Facebook, school education program and media liaison. Sydney Metro also manages key stakeholder relationships, including with government ministers, Members of Parliament, Elected Representatives of Council and media.

CPB understands that effective coordination and communication with Sydney Metro and other major contractors is essential for successful stakeholder and community engagement and building long term support for Sydney Metro. We will inform Sydney Metro promptly of issues raised by authorities, stakeholders and community members, and of our proposed consultation activities and meetings with stakeholders.

The stakeholder engagement and liaison interface with Sydney Metro will occur at multiple levels to ensure coordination of planning, communication activities, notification, issues response, approvals and engagement with different stakeholders. An on-call roster of CPB's stakeholder engagement team will be developed to ensure a prompt response to any questions, concerns, complaints or enquiries when construction activities are being performed. The Stakeholder and Community Relations Manager will be available to meet with Sydney Metro as requested.

The following meetings provide a forum to facilitate the interface between Sydney Metro, CPB and interfacing contractors:

Fortnightly Pitt Street integrated station development works engagement communications meeting

The fortnightly Project communications meeting provides a forum for reviewing outstanding items and flagging items intended for submission in the following period.

Site-based communication coordination meetings

Consistent liaison will be required to coordinate communication and stakeholder relations activities of the multiple contractors on site. Sydney Metro hosts site meetings for the communication leads of all the interfacing contractors currently working at each site. This forum provides an opportunity to ensure that potential impacts, including the cumulative impacts of adjacent and nearby major projects, are identified and addressed in the site-specific mitigation and communication strategies.

CPB is committed to being a trusted, flexible and responsive partner to Sydney Metro in delivering Pitt Street integrated station development. We will adhere to the following protocols and requirements.

Communications material approvals

Public communication material produced by CPB must be approved by Sydney Metro prior to its release. CPB will issue communications materials to Sydney Metro for review and approval at least five business days prior to printing and distribution.

Approval of CPB Contractors' marketing, promotional materials and activities

CPB will seek approval from Sydney Metro prior to distributing any marketing and promotional material developed in relation to Sydney Metro. Sydney Metro's role will be recognised and identified in all promotional material. CPB will not participate in any public local events or open days without written permission from Sydney Metro.

Community and communication reporting

CPB will submit an updated stakeholder and community relations program including key dates for construction activities, associated impacts and mitigation and communication strategies with each progress report, and a fortnightly program update between each progress report. The program will include a two week and a four week look ahead.

Progress will be reported every month, together with photographic and video records, records of site visits and other required information.

Consultation Manager database

Consultation Manager is a password protected database that provides the main platform for sharing information about stakeholder interactions with interfacing contractors.

CPB will record all details of the following within 48 hours or less:

- contact and correspondence with stakeholders
- distribution details of public communication materials
- contact with media and elected Government representatives
- Sydney Metro City & Southwest project related articles and on-line discussions including blogging, copies of articles and web links will be sent to the Sydney Metro representative each business day.

Media and government relations protocol

CPB's personnel will adhere to the contractual requirements in relation to contact with media or elected government representatives.

Table 2: Media and government relations protocol

Requirement	Responsibility	Timing and frequency
Site visit requests		
CPB will advise the Sydney Metro representative of contact and obtain written permission from Sydney Metro prior to site visits.	CPB's nominated personnel	Within two hours
Media and government enquiries		
Prepare holding statement in response to media and government enquiry	Stakeholder and Community Relations Manager must always be available to assist Sydney Metro's representative in managing media and government relations, as required and requested by Sydney Metro	Within 30 minutes
Prepare full response to media and government enquiries		Within two hours
Provide updates during an ongoing event; such as an emergency, incident or crisis		Provide hourly updates to the Sydney Metro representative

Sydney Metro's education programs

Sydney Metro has developed Fast Tracking the Future, an education program that is focused on providing learning experiences for students about the Sydney Metro project; its purpose, construction and environmental and social context.

Almost 12,500 students have participated in tailored presentations and learning activities such as excursions and school holiday programs.

The Project will support the Fast Tracking the Future education program with skilled personnel, information and photographs to contribute to education resource development.

CPB's Stakeholder and Community Relations Manager will discuss upcoming work and approved innovations and improvements with Sydney Metro's Education team to identify activities and information likely to be of interest to the age groups of participating students.

Sydney Metro City & Southwest Community Information Centre

The Sydney Metro City & Southwest Community Information Centre closed before Pitt Street ISD construction began due to Covid-19 restrictions. If the centre reopens during ISD construction, Sydney Metro and CPB will reassess the requirements for attendance.

Branding and logos protocol

The following table outlines the requirements for the consistent application of branding and logos and the development of animations for Sydney Metro Project website.

Table 3: Requirements for branding, logos and animations

Item	Content	Timing and frequency
Sydney Metro Brand Guidelines (Section 3 City & Southwest) TfNSW Editorial Style Guide	Marketing and promotional material Site safety signage Hoarding, site fencing Cranes and their flags Vehicles Plant and equipment Clothing, including personal protective clothing	Apply to all branding and logos used on any items
Animations		
The Project will provide high quality, high definition animations.	Project work, temporary Works and contractor activities and construction sequencing	As requested by Sydney Metro's representative who will direct scope of these

Item	Content	Timing and frequency
		animations and the animation provider.

Site Photography Protocol

Table 4: Site photography requirements

Requirement	Responsibility	Timing and frequency
CPB Contractors site photography		
All imagery taken by CPB is the property of Sydney Metro and will be provided when requested by the Sydney Metro representative	CPB's employees or subcontractors who features in the imagery will sign photo release forms to enable their use by Sydney Metro	Throughout duration of construction and commissioning activities
Sydney Metro City & Southwest documentary		
CPB will propose content, interview subjects and personnel for approval by Sydney Metro who will direct the scope of filming, still and time-lapse photography to be delivered by CPB	CPB's Public Affairs and Events Manager and Sydney Metro public affairs team to agree best topic of public interest on each site each month Approved interview subjects will sign photo release forms prior to filming	Two full days of photography per month per site. Two full days of filming per month (including mini-lapse cameras and drone filming) per site
Photography specification		
CPB will contract Sydney Metro's nominated professional photographer to produce stills and video filming, including time lapse cameras to capture construction progress and human-interest angles.	CPB Contractors' Public Affairs and Events Manager to prepare photography specification for Sydney Metro	Throughout duration of construction and commissioning activities Minimum 300 dpi photographs suitable for publication and enlargement into display materials
Time lapse cameras		
CPB will install three fixed high definition time lapse cameras to capture major project work. Numbers of cameras may change following direction from Sydney Metro	CPB's Public Affairs and Events Manager will liaise with Sydney Metro on the location of all the time lapse cameras	Provide an edited compilation of footage from each camera to Sydney Metro within 48 hours upon request
Two portable time lapse cameras will operate at up to two different locations each month. Numbers of cameras may change following direction from Sydney Metro	CPB's Public Affairs and Events Manager will liaise with Sydney Metro on the location of all the time lapse cameras	Provide Sydney Metro with access to an online viewing portal for each time lapse camera All time lapse data to be provided in a single definition file for each camera prior to construction completion of the final Portion.

5.2.4 Interface with other Sydney Metro contractors

CCS will often coincide with interfacing contractor activities including Trains, System, Operations and Maintenance (TSOM) and Lineworks. This interface will require coordinated communication campaigns and joint notifications to avoid confusing project neighbours with multiple information pieces.

Where the CPB team delivering the Pitt Street integrated station development is the leading contractor, we will develop and distribute the required notification letters, communication collateral and host the appropriate communication forums.

When interfacing contractors are leading, we will contribute copy and images for the notifications and other collateral and assist with their consultation forums.

Sydney Metro will host meetings at each active construction site to provide an opportunity for the community liaison representatives of all the interfacing contractors to exchange information and coordinate consultation and communication activities.

5.2.5 CPB Contractors key internal interfaces

CPB takes a holistic, fully integrated approach to stakeholder and community engagement. Key representatives of our cross functional team will assist the stakeholder engagement team to prepare accessible information for release and publication.

Table 5 below outlines the identified interfaces with CPB Contractors' overall project organisation structure.

Table 5: Internal interfaces with the stakeholder engagement team

Project role	Key Stakeholder and Community Relations Responsibilities
Project Director	<ul style="list-style-type: none"> Allocate enough resources and authority to the Stakeholder and Community Relations Manager to meet community liaison and stakeholder obligations
Engineering Manager, Design Managers	<ul style="list-style-type: none"> Provide leadership to design teams to encourage the adoption of 'safety-in-design' principles Develop designs that minimise impacts and respond to reasonable community requirements
Senior Project Engineers	<ul style="list-style-type: none"> Provide leadership to construction teams to ensure activities are managed to minimise impacts and respond to reasonable community requirements Participate in key consultation, communication and site access activities Make appropriate allowances for community notifications in works programs
Safety Manager and team	<ul style="list-style-type: none"> Review safety documentation including Safe Work Method Statements to uphold the safety of our workforce, neighbours and road users Assist to identify community impacts during activity reviews and recommend preventative solutions or processes
Environmental Manager and team	<ul style="list-style-type: none"> Manage all consultation with authorities and agencies Provide environmental information and reports required to be made public or for use in communications or consultation Oversee environmental complaints investigation and reporting to regulatory authorities Participate in stakeholder and community meetings as required
Subcontractors and consultants	<ul style="list-style-type: none"> Adhere to provisions of the Construction Environment Management Plan (CEMP), including approved hours of operation, construction vehicle routes and approved queuing locations Selected subcontractors will be required to participate in training to meet the provisions of Sydney Metro Interim Strategy for the Management of Homeless People
All CPB Contractors employees, supervisors and subcontractors	<ul style="list-style-type: none"> Required to complete CPB Contractors' Project and site-specific inductions that explain desired behaviours and protocols for interaction with project neighbours including homeless people Personnel will sign agreements that they understand and accept their relevant community responsibilities

5.3 Innovative programs, processes and methodologies

Developing innovative processes and methodologies to support Sydney Metro's engagement with schools, seniors, environmental groups, sporting groups, young people, businesses and other community groups is an iterative process that will be further developed as our understanding of Sydney Metro's current methods and any perceived gaps are obtained.

To determine what is an improvement or innovation, the following definitions have been developed to provide guidance:

- **Improvement:** any initiative which delivers against the project key performance indicators and is an improvement on business as usual or the client's reference design and requirements outlined in the SWTC.
- **Innovation:** the introduction of something new, a new idea, method, or device, including a breakthrough or sudden advance, especially in knowledge or technique, an act or instance of overcoming significant barriers to adopting an initiative.

5.4 Milestone media events and community access to construction sites

CPB recognises the importance giving Sydney Metro representatives timely and safe access for media, and events which can be accessed by the community.

The Public Affairs and Events Manager will maintain a program of media milestones and community access opportunities.

Potential construction milestones include:

- commencement on-site
- establish cranes/hoists
- establish scaffold
- above ground structural works
- structural works between basement to Level 5
- civil works and landscaping.

An event plan identifying opportunities and planning logistics for community access will be developed for each construction milestone, including workplace health and safety considerations and third-party access agreements.

Further detail about community access to construction sites will be provide in future bi-annual updates of this CCS when more information about Pitt Street integrated station development construction sites is available.

Some non-construction related initiatives that may be of interest to the media include:

- the announcement and outcomes of partnerships/support of not-for-profit organisations who provide beneficial services to the homeless community
- the announcement and outcomes of CPB's workforce volunteering support of organisation that support local communities
- the announcement and outcomes of significant project improvements and innovations developed by CPB and approved by Sydney Metro.

5.4.1 Organised events protocol

The milestone identification, community access and media opportunities will continue throughout the delivery of the Project.

Detailed event plans will be produced that describe how VIPs, media, photographers and other stakeholders and the public will be accommodated to ensure their safety, whilst providing the required access to view the work and contractor's activities prior to key events.

CPB Contractors media and other event obligations are summarised in Table 6 below.

Table 6: Major events

Requirement	Responsibility	Timing and frequency
Key milestone media events		
CPB will provide: Safety inductions, site access and escorts, safe pedestrian paths through site, separate viewing area, separate male and female toilets, lighting and power. Access to power outlets and space for media to set up televisions and story boards. Access for and supervision of third-party providers arranged by the Principal's Representative.		Sydney Metro will nominate dates and time for each of the marking construction completion or nominated element.
Other events		
Visits by media, VIP and elected representatives, the community, educational institutions and the engineering profession, as requested by Sydney Metro	CPB Contractors' Public Affairs and Events Manager	CPB will provide safe access for media events within two hours of Sydney Metro's request, and within one business day' notice for all other events, from the time of receiving a request from Sydney Metro, and will nominate a safe location suitable for the site visit.
Sydney Metro representative's site visits		
CPB will accommodate weekly visits to construction site for the	CPB Contractors' Public Affairs and Events Manager	Weekly

Requirement	Responsibility	Timing and frequency
purposes of photography or videography for promotional and documentary purposes		

5.4.2 Special and local event planning

CPB appreciates that events are an important part of the Sydney community life, its economic growth, tourist appeal and sense of identity.

While major events may not be directly adjacent to or affected by the construction, the impact of the Project on the broader traffic and transport network, along with any pedestrian and bicycle route changes, will be considered in planning our work and preparing travel communications. Specific traffic and transport management measures required for events will be factored into our work delivery schedules.

The Department of Premier and Cabinet is the lead agency for major events in NSW, and CPB will liaise with Sydney Metro to obtain information provided at the event coordination meetings hosted by the Premier's Department.

Special event consideration would be undertaken as part of construction work programming.

For special events that require specific traffic measures and pedestrian management, measures will be developed in consultation with the Sydney Coordination Office, and the event's organisers.

Examples of major events located in Sydney's CBD include:

- Festival of Sydney events
- Australia Day celebrations
- Sydney Mardi Gras parade
- Anzac Day ceremonies
- Mother's Day Classic fun run
- Sydney Morning Herald half Marathon
- Vivid Festival
- City to Surf fun run
- Sydney Christmas Fair
- New Year's Eve fireworks.

Some, or all, of these events were cancelled for 2020 and will potentially be cancelled again in 2021 due to COVID-19 restrictions. CPB will keep up to date with the rescheduling of these events.

Further revisions of the CCS will contain updated schedules of relevant major events.

6. Project overview, context and key issues

6.1 Sydney Metro is Australia's biggest public transport program. A new standalone railway, this 21st century network will revolutionise the way Sydney travels.

6.1.1 Issue management strategy

Emerging issues will be identified by canvassing the following information sources:

- complaints and enquiries directed to the information line, community email account, postal address and social media channels
- issues raised by visitors to the Sydney Metro Community Information Centre/s
- feedback given to community relations team members during face to face engagement activities, including scheduled meetings with residents and businesses, door knocks, stakeholder briefings and community or business forums
- meetings, online or in person, or other formal and informal information sharing opportunities
- media coverage including letters to the editor and social media coverage such as blogs
- analysis of other major projects around construction sites.

6.1.2 Issue resolution and escalation

Wherever possible issues will be reviewed and resolved by the site level integrated management team. Stakeholder and community relations personnel, located on site, will provide efficient responses to enquiries and complaints and implement the notification strategy.

Issues that have not been resolved at site level will be recorded in the issue register which is discussed in weekly delivery management meetings.

Critical and potential ongoing issues will be escalated to Sydney Metro to:

- confirm NSW State Government and CPB commitments and communications around the issue
- decide on the management approach
- document the desired outcomes, steps and actions.

CPB will liaise with Sydney Metro about the release of information regarding resolution of issues.

6.2 Traffic and transport

Pitt Street integrated station development may result in the following impacts on traffic and transport:

- temporary changes to vehicle access and increased road traffic
- temporary changed pedestrian access to and around work sites
- temporary changes or closure of parking near work sites
- increased noise and traffic impacts from truck delivery routes
- temporary changes to bus routes and bus stop locations
- temporary changes to parking.

CPB's approach to minimising traffic impact in the Project area will include implementing detailed Construction Traffic Management Plan (CTMP) for our scope and working with interfacing contractors to ensure impacts are minimised. This coordinated approach will streamline traffic changes and account for the potential combined impact of trucks from multiple construction sites.

We will minimise disruption to public transport users, pedestrians and travelling public in the following ways:

- maintaining access to existing properties and buildings in consultation with property owners
- providing traffic management and signage to safely direct vehicles and pedestrians around the construction site
- all major truck movements will be registered with the Sydney Coordination Office with strict adherence to travel route requirements
- coordinated 'just-in-time' delivery programs will ensure site access areas are not congested
- interfacing contractors will be provided with detailed information about the type and size of heavy vehicles and a daily delivery schedule

- site-specific TMPs will be developed in consultation with local councils and endorsed and/or approved by TfNSW the Sydney Metro Traffic Transport Liaison Group and the Sydney Coordination Office as required
- where existing footpath routes used by pedestrians and cyclists are affected by construction, a condition survey will be carried out to confirm they are suitable for use (e.g. suitably paved and lit), with any necessary modifications carried out in consultation with the local council
- CPB will adopt agreed communication protocols in the event of an incident, allowing timely updates to commuters and the broader community through Sydney Metro, the Transport Management Centre, Transport Info (phone) Line, Councils and Transport for NSW including the Sydney Coordination Office.

Sydney Metro has established Traffic and Transport Liaison Groups for the entire Sydney Metro City & Southwest Project. Project representatives will attend these meetings and provide the following information:

- construction staging (existing or proposed)
- traffic operations, including changes in regulatory traffic controls
- community concerns and comments or feedback
- impacts on road-based transport operations
- issues related to pedestrians and cyclists or mobility-impaired road users
- communication strategies and actions to be taken.

Further details of communication tools to notify the community of traffic changes can be found in Section 6.2.2.

6.2.1 Communication about traffic, access and transport changes

Specific communications plans will be developed around any major traffic or transport change that can have a major impact on road users, pedestrians or shared paths. Each of these plans will provide detail about the specific activity, duration of the event, streets, roads and routes affected, stakeholders impacted, traffic, rail or bus management and staging requirements, approval frameworks, maps, key messages and any media requirements that would be instigated during the project.

The plans will detail how we will provide information in advance of traffic, transport or access changes via a broad range of communication tools including:

- email, website and social media updates
- notifications, newsletters and fact sheets
- briefings of key stakeholders
- door knocking of nearest residents and businesses
- wayfinding and customer information targeting bus users regarding relocated bus stops
- community educational events that allow pedestrians, cyclists or motorists to sit in trucks and understand the visibility restrictions of truck drivers, and for truck drivers to understand the visibility from a bicycle
- a campaign to engage with local schools likely to be affected by the Project to educate children about road safety and to encourage visual contact with drivers to ensure they are aware of children being present.

These plans will also include specific communication relating to wayfinding strategies for people with reduced visibility, people from non-English speaking backgrounds and for people with a disability.

Implementing these plans will enable us to:

- proactively advise stakeholders of upcoming works to ensure stakeholders are fully informed of potential impacts
- ensure stakeholders understand how they can find out more information and who to contact in the event they have an enquiry or complaint
- provide an effective and timely response to complaints and enquiries.

6.2.2 Traffic and transport communications

A summary of information tools relating to traffic and transport communication is shown in Table 7 and 8 below.

Table 7: Traffic and transport communication tools

Item	Content	Timing and frequency
Traffic alert emails to transport operators, freight industry and Authorities	Changes to traffic, changes to access arrangements	7 days before changes
Written notifications	Changes to traffic, pedestrian routes, bus stops, impacts on cycleways, other traffic changes	
Door knocking local residential properties and engaging via phone and email with Strata Management to provide information	Changes to property access, traffic, pedestrian routes, bus stops, impacts on cycleways, other traffic changes	
Door knocking local businesses and engaging via phone and email with business property managers to provide information	Changes to property access, traffic, pedestrian routes, bus stops, impacts on cycleways, other traffic changes	
Traffic signage	Changes to pedestrian routes, bus stops, impacts on cycleways or shared paths, other traffic changes	
Traffic advertisements	Significant changes to traffic conditions and detours	
Social media	For long term changes	
Variable message sign boards	Changes to traffic conditions	
Specific communication and way finding strategies for people with reduced visibility, people from non-English speaking backgrounds and for people with limited mobility and access issues	Changes to pedestrian routes, bus stops, impacts on cycleways or shared paths, other traffic changes	

Table 8: Requirements for on line information relating to the Project work

Item	Content	Timing and frequency
Sydney Metro City & Southwest website		
CPB will provide information in electronic format suitable to be uploaded onto Sydney Metro's website (that meet WCAG compliance requirements).	Public communication materials; <ul style="list-style-type: none"> Marketing and promotional materials. Each version of the CCS. Any other copy or information, requested by the Principal's Representative. 	<ul style="list-style-type: none"> Provide Level AA accessible version to TfNSW for uploading to websites on the day of delivery or release to the public. Provide to TfNSW for approval by the Principal's Representative five days prior to release.
Social media		
CPB will provide regular 180-character editorial and images/video suitable for posting on Sydney Metro's Facebook page.	Activities scheduled for the forthcoming month, construction progress and changes to the Project program.	<ul style="list-style-type: none"> Editorial each month Responses to social media platform enquiries forwarded by Sydney Metro within two hours of receiving the enquiry on business days. Outside of business hours, a written response within two hours of the start of next business day.

6.3 Community signage

CPB will develop signage advising impacts to cycleways or shared paths and provide wayfinding signage as required. Further details of signage requirements will be provided in site specific subplans. Table 9 below details way finding signage requirements.

Table 9: Way finding signage requirements

Item	Content	Timing and frequency
CPB will produce temporary way finding signage to advise of impacts on public facilities.	Directional information for pedestrians, customers and vehicles around the construction site.	As required.

6.4 Cumulative impacts and construction fatigue

Many residents, property owners, businesses and community facilities near construction sites have experienced construction impacts relating to Sydney Metro & Southwest and many other concurrent developments for several years prior to the start of the Project.

The Project will also take place adjacent to construction and maintenance activities generated by the following:

- Sydney Metro TSOM Works
- Sydney Metro Tunnel Station Excavation (TSE) Works
- Sydney Metro Line Wide Works
- NBNSCo
- TfNSW road upgrade and maintenance activities
- Utility asset managers – Sydney Water, Ausgrid, Telstra, Optus, Jemena, Alinta, Origin Energy, AGL Energy
- Local council's projects and maintenance programs.

The potential cumulative effects of construction traffic from multiple construction sites within the project area will be considered during development of the CTMP. These issues will be addressed with the assistance of the Sydney Metro City & Southwest Traffic and Transport Liaison Group.

CPB will monitor the progress of development applications with Council along the Pitt Street integrated station development and work with the City of Sydney Council, developers and Sydney Metro to coordinate our activities to minimise disruption.

Our management approach includes:

- attending regular meetings with City of Sydney Council officers
- liaison with utility service providers
- participating in the Sydney Metro City & Southwest Traffic and Transport Liaison Group
- liaising with adjacent work sites and their project teams in relation to works staging
- attending regular meetings with community relations teams from adjacent contractors to coordinate the timing and distribution extents of communication materials
- developing protocols with adjoining projects so that quarterly newsletters reference each other's major packages of work and contact details
- attending community information sessions conducted by neighbouring contractors
- coordinating management of complaints that span multiple projects
- consulting with local businesses, residents and sensitive receivers to minimise impacts and maximise any mandated respite periods
- issuing joint communications with interfacing contractors that explain overlapping construction impacts.

6.5 Impacts on homeless people

The main impact of our work on homeless people (also termed rough sleepers) near the construction sites includes increased traffic movements, deliveries by oversized vehicles and curbside concrete pour activities. These factors, along with seasonal and weather changes, will affect the location choices for rough sleepers. Our approach to communicating with homeless people is outlined in Section 12.

6.6 Business impacts

CPB's approach to minimising impacts on businesses surrounding our worksites is outlined in Section 11 and the Business Management Plan (BMP) sub plan to the Community Communications Strategy.

6.7 Worker behavior and management of sub-contractors

Stakeholders can become frustrated with impacts that they perceive as avoidable, such as nuisance noise from dropped tools, radios and offensive language. It is critical to minimise the causes of irritation in long term projects where communities are expected to endure disruption from construction activity over several years.

All CPB's project team personnel, direct hires, contractors and subcontractors are required to participate in an overall detailed project induction, daily site-specific inductions and tool box talks. In the induction and training programs, CPB will emphasise being a good neighbour in the communities we are working and the importance of avoiding the following behaviours:

- inappropriate use of car parking
- use of unapproved haulage routes
- littering or failure to clean up work area
- subcontractors, or suppliers using unapproved access routes to site
- noise and disruption during afterhours work (early arrival, night shift)
- unnecessary noisiness and using excessively loud voices when conversing
- offensive language
- playing loud music.

CPB will make it clear that professional standards of behaviour are a condition of employment with both direct hires and sub-contractors. All complaints will be fully investigated, with breaches attracting a disciplinary response.

A rigorous selection protocol will be applied to evaluating subcontractor suitability, including a pre-award short listing process. Project requirements and expectations will be confirmed with the subcontractor's construction and or traffic services teams at an initial site meeting. Regular coordination meetings will be held to discuss performance and progress.

All personnel associated with Pitt Street integrated station development, including construction workers, sub-contractors and traffic management contractors will attend project and site inductions, daily pre-start meetings and toolbox talks that will cover the following topics:

- stakeholder and community policy
- location of sensitive receivers, and vulnerable communities including homeless people
- location of nearby construction activity and likely cumulative impacts
- protocol for interactions with stakeholders
- control measures to minimise disruption to the surrounding community
- expected standards of worker behaviour and respecting our neighbours
- complaint response processes
- communication protocols for media and government representatives.

6.8 Construction noise and vibration

CPB will deliver Pitt Street integrated station development with the aim of minimising noise impacts.

A detailed land use survey will build on the information provided in the Sydney Metro City & Southwest Environmental Impact Assessments and confirm the location of sensitive receivers prior to the start of any Project which may generate construction, vibration or ground borne noise.

If this survey confirms that sensitive receivers (including critical working and living areas) may be potentially exposed, appropriate mitigation measures will be put in place.

An important outcome of our consultation activities will be developing detailed understanding of the needs and requirements of nearby sensitive receivers.

Information about environmental controls will be included in the Construction Environment Management Plan (SMCSWSPS-CPB-ALL-EM-PLN-000001). All personnel and contractors will have access to this information via CPB's intranet project management system (PMS). Site specific environmental controls will be displayed via the Site Environment Plans (SEP).

CPB will also develop a comprehensive Construction Noise and Vibration Impact Statement (CNVIS) detailing protocols for attended and unattended noise and vibration monitoring, out-of-hours work approvals and community notifications and noise and vibration mitigation methods and respite provisions.

6.9 Building condition surveys

Dilapidation survey of neighbouring properties and public areas will be undertaken to record the condition at or about the time of site possession.

The same areas will be inspected at the completion and hand over of the project with a reference check point of the dilapidation survey.

CPB will maintain a register of all properties inspected and any properties where owners declined the inspection offer.

6.10 Out of hours work

CPB is guided by Sydney Metro City & Southwest out of hours (OOH) Work Protocol and the OOH Work Application Form in planning and managing OOH work.

OOH work is defined as any work that is undertaken outside of standard construction hours. The Sydney Metro City & Southwest CSSI planning approval conditions define standard construction hours as:

- 7:00 am to 6:00 pm Monday to Friday, inclusive
- 8:00 am to 1:00 pm Saturday.

Noise and vibration impact of proposed OOH activities will be modelled to identify the potentially affected community and the degree of impact they are likely to experience.

Written notifications will be distributed to identified stakeholders at least five business days prior to the start of OOH. Information provided to the community will include the following:

- upcoming schedule of likely OOH work
- identification of the potential work, location and duration
- description of the noise characteristics and likely noise levels
- mitigation and management measures, including respite and relocation offers
- enquiry and complaint contact details.

On some occasions CPB may seek to negotiate an agreement with potentially affected sensitive receivers in accordance with the relevant Conditions of Approval. CPB will prepare a Construction Noise and Vibration Impact Statement that will identify potentially affected sensitive receivers to be contacted. If written consent is obtained from a majority of contactable sensitive receivers, copies of these agreements will be forwarded to the Secretary, NSW Department Planning, Industry and Environment at least one week before the commencement of activities.

7. Our stakeholders

Building positive relationships with Sydney Metro's broad range of stakeholders is a critical to its success. Sydney Metro manages the relationship and interactions with overarching stakeholders whose interests extend throughout the project's lifecycle, including the planning, approvals, procurement, construction and operations phases. In view of this, CPB's role is to build relationships with stakeholders who have a specific interest in the Project.

CPB's role is to support Sydney Metro in meeting the requirements of overarching stakeholders through providing information and participating in meetings as requested. These stakeholders, their interest in the project and communication activities are identified in Table 10 below:

Table 10: Project stakeholders, where Sydney Metro is the primary relationship manager

Stakeholder	Impact or interest in work	Communication approach and activities
Stakeholders:		
<p>Government elected representatives including:</p> <ul style="list-style-type: none"> Premier Minister for Transport and Infrastructure Minister for Planning and Public Spaces Minister for the Environment, Minister for Heritage Federal members: Tanya Plibersek MP State member: Alex Greenwich MP 	<ul style="list-style-type: none"> Successful delivery of project within required timeframe and budget Compliance with Project Planning Approval Management of environmental and heritage impacts and compliance with Environment Protection Licence (EPL) Impact on constituents during construction and community engagement process 	<ul style="list-style-type: none"> Briefings from Sydney Metro as required Sydney Metro liaison protocols for elected representatives to keep them informed and respond to enquiries Pitt Street integrated station development will contribute to briefing note preparation
<p>State government departments, corporations and agencies including:</p> <ul style="list-style-type: none"> Transport for NSW – Sydney Metro, Sydney Coordination Office Department of Planning and Environment Department of Primary Industries Crown Lands and Water Barangaroo Delivery Authority Sydney Trains UrbanGrowth NSW Family and Community Services and Housing NSW NSW Environment Protection Authority (EPA) Office of Environment and Heritage NSW Office of Water Department of Education 	<ul style="list-style-type: none"> Successful delivery of the Metro project while meeting all key performance indicators Compliance with Project Approval Conditions Concurrent developments near Barangaroo Station, particularly Barangaroo Central; visitors and events at Barangaroo Reserve Interaction with train lines Effective operation of the Sydney transport network Coordination of traffic and transport planning for projects and major events Interaction with Waterloo Social Housing Impacts on social housing tenants and properties Managing environmental and heritage impacts of the Project Effective response to community complaints 	<ul style="list-style-type: none"> Interface agreements and meetings Coordination of communication activities with interfacing contractors Project updates and site visits Project update reporting Meetings and updates with Sydney Metro Application for and compliance with EPL CCS-PS consultation program Stakeholder meeting and written correspondence Design workshops Complaints management response Special events strategies Consultation on relevant management plans including the CEMP-PS Participation in Sydney Metro Schools Education Program
<p>There are numerous high rise commercial and residential developments in the vicinity.</p> <p>Directly affected property owners and tenants, including</p> <ul style="list-style-type: none"> Adjoining property owners Tenants in directly affected properties Body corporates and owners' corporations <p>Adjacent businesses, hotels, heritage buildings and residential apartment blocks including:</p>	<ul style="list-style-type: none"> Construction impacts (noise, vibration, dust, visual and traffic) Impact on residents and tenants (noise, vibration and access) Concern about property damage 	<ul style="list-style-type: none"> Community information sessions Door knocks / meetings Condition surveys before and after construction (if required) Email updates for registered subscribers Notifications Consultation in advance of construction for noise and vibration sensitive stakeholders Bi-annual newsletters Website updates, social media Consultation in advance of construction for noise and vibration sensitive stakeholders

Stakeholder	Impact or interest in work	Communication approach and activities
<ul style="list-style-type: none"> Liberty Place/arcade Castlereagh Boutique Hotel Arthouse, Criterion hotel Hotel Coronation The National Building, 250 Pitt Street Park Regis Eurotower Princeton Apartments Edinburgh Castle Hotel City of Sydney Fire Station, 211 Castlereagh Street Greenland Development Primus Hotel Meriton Pitt Street 		<ul style="list-style-type: none"> on environmental management measures
<p>Adjacent residents within</p> <ul style="list-style-type: none"> 100 metres (of work during standard construction hours) 200 metres (of work during OOH works) Body corporates and owners' corporations 	<ul style="list-style-type: none"> Construction impacts (noise, visual and amenity) Impact on tenants Traffic changes Heavy vehicle movements Impacts on pedestrians, passing trade 	<ul style="list-style-type: none"> Door knocks / meetings Condition surveys before and after construction (if required) Community information sessions Email updates for subscribers Notifications Newsletters Website updates, social media Information to strata/property managers Interactive information at Community Information Centre
<p>Residents within 100 metres</p>	<ul style="list-style-type: none"> Noise, vibration, dust, visual Changes to access Traffic changes Changes to transport 	<ul style="list-style-type: none"> Community information sessions Email updates for subscribers Notifications Newsletters Website updates, social media Interactive information at Community Information Centre
<p>Businesses within 100 metres</p>	<ul style="list-style-type: none"> Noise, vibration, dust, visual Changes to access Traffic changes Changes to transport 	<ul style="list-style-type: none"> Business Matters Forum Newsletters Email updates to subscribers Website updates, social media Interactive information at Community Information Centre
<p>Road users including:</p> <ul style="list-style-type: none"> Motorists, pedestrians, cyclists and buses in streets surrounding worksites Commuters generally 	<ul style="list-style-type: none"> Traffic delays Traffic changes including detours, access/parking, pedestrian paths, cycleways and bus stop locations 	<ul style="list-style-type: none"> Signage, advertising, media liaison and website Coordinated strategies for major changes Special event organisers' communication channels
<p>Local government including:</p> <ul style="list-style-type: none"> Elected representative, general managers and officers including City of Sydney Council 	<ul style="list-style-type: none"> Impacts on council infrastructure including local roads, traffic, public transport, community facilities and street trees Impacts on residents and businesses during construction (for example, noise, vibration and dust) Community engagement process 	<ul style="list-style-type: none"> Councilor briefings in coordination with Sydney Metro Regular interface meetings with council officers Participation in Sydney Metro's Traffic and Transport Liaison Group consultation for events Consultation with City of Sydney Council on reinstatement of assets or areas affected by the Project CCS consultation program
<p>Sydney Metro City & Southwest Traffic and Transport Liaison Group</p>	<ul style="list-style-type: none"> Briefings on traffic management plans Adequate notification of traffic changes 	<ul style="list-style-type: none"> Presentations and briefings
<p>Utility stakeholders including:</p>	<ul style="list-style-type: none"> Impact on existing infrastructure 	<ul style="list-style-type: none"> Interface agreements

Stakeholder	Impact or interest in work	Communication approach and activities
<ul style="list-style-type: none"> Sydney Water, Ausgrid, Jemena, telecommunications providers (Telstra, Optus, NBNCo, Uecomm, Amcom, Verizon, Vocus, Primus Tel, Nextgen, AAPT, AARNet) 		<ul style="list-style-type: none"> Written correspondence and meetings to identify requirements and address specific issues Notification of planned works Incident response protocols Notification to residents and businesses of any disruption to services
<p>Transport and traffic stakeholders including:</p> <ul style="list-style-type: none"> TfNSW (including former Roads and Maritime Services personnel) Sydney Coordination Office Transport Management Centre Sydney Trains Transport operators and their customers Local councils Emergency services Couriers Cycling groups 	<ul style="list-style-type: none"> Impacts on road and transport network Haulage routes and layover areas Pedestrian management 	<ul style="list-style-type: none"> Written correspondence, meetings, regular construction updates, traffic updates and alerts on changes to local roads and traffic conditions Traffic management plans, including planned lane closures and changes to cycle ways or shared paths Incident and special event plans Participation in the Sydney Metro Traffic and Transport Liaison Group
<p>Emergency service agencies including:</p> <ul style="list-style-type: none"> District Emergency Management Officer Ambulance Service of NSW Fire and Rescue NSW NSW State Emergency Services NSW Police Force 	<ul style="list-style-type: none"> Impacts on local roads during construction Emergency access/procedures during construction Site orientation, emergency facilities and incident response and scenario planning 	<ul style="list-style-type: none"> Introductory workshop, contact procedures, site visits and desktop emergency exercise/debrief Written correspondence, meetings, regular construction updates and traffic updates on changes to local roads/conditions Consultation on emergency, safety and security plans for relevant agencies Participation in the Sydney Metro Traffic and Transport Liaison Group
<p>Other Sydney Metro contractors including:</p> <ul style="list-style-type: none"> Linewide Works TSOM Follow-on contractors 	<ul style="list-style-type: none"> Coordination of activities and information Enquiries and complaints referrals as appropriate Minimising cumulative impacts 	<ul style="list-style-type: none"> Written correspondence, meetings, exchange of key contacts and progress updates Communications Coordination Group Interface agreements and meetings
<p>Sensitive receivers near construction sites will be identified in site sub-plans, including:</p> <ul style="list-style-type: none"> Education facilities Preschool and childcare Health care facilities Places of worship 	<ul style="list-style-type: none"> Noise, vibration and dust Construction traffic and safety around worksites Impact on teaching/exams Changes to pedestrian and vehicle access Work hours (night and weekend work) Impact on residents, visitors and operations 	<ul style="list-style-type: none"> Meetings, notifications, newsletters, telephone hotline and website Information for school community, participation in Sydney Metro's education programs Consultation in advance of construction for noise and vibration sensitive stakeholders
<p>Public Transport users including:</p> <ul style="list-style-type: none"> Bus users Train users at adjacent operational stations 	<ul style="list-style-type: none"> Changes to bus stops or timetables Changes in access to or from any Line Wide Work construction site Progress of works 	<ul style="list-style-type: none"> Signage and notification for changes to bus stops or temporary diversions Signage and coordinated wayfinding strategy with Sydney Trains Media articles and events
<p>People with limited mobility/access issues</p>	<ul style="list-style-type: none"> Access to construction information 	<ul style="list-style-type: none"> Website documents WCAG 2.0 compliant Access around construction sites

Stakeholder	Impact or interest in work	Communication approach and activities
		<ul style="list-style-type: none"> • Accessible viewing areas and toilets for major public site events

7.1 The Project stakeholders

The delivery of Pitt Street integrated station development will involve building relationships with stakeholders whose primary interest is in site specific construction activities. In instances where stakeholders require detailed project information about Sydney Metro work, separate to Pitt Street integrated station development, CPB will refer the stakeholder to Sydney Metro, specific project contractors and relevant project websites.

7.2 Culturally and linguistically diverse communities

Sydney Metro OCCS provides the following translation services:

- Sydney Metro website can be translated into 58 different languages using the Google translate function at the bottom of the home page
- all printed materials include contact details for the TIS translation service
- translated Sydney Metro fact sheets are available on the Sydney Metro website in Arabic, Greek, Chinese (simplified), Chinese (traditional), Korean and Hindi
- advertisements are placed in community language newsletters where appropriate.

Interpreter phone number

Sydney Metro has set up an interpretation phone line for the project, supplied through the Project Interpreting and Translation Service. CPB will use this service in conjunction with Sydney Metro as a tool for engaging with members of the culturally and linguistically diverse (CALD) community.

On-site interpreters

Sydney Metro has arranged onsite interpreters through the Project Interpreting and Translation Service for onsite events, stakeholder meetings, and information sessions. CPB will use this service as required for engaging with members of the CALD community.

Translated materials

CPB will provide translated materials in the top languages other than English spoken by communities who live adjacent to the Project. They will be available in hard copy and online for the project. They include Chinese, Arabic, Greek, Vietnamese and Hindi.

Online content

The Sydney Metro website contains an 'Information in your language' page which includes in-language fact sheets and brochures, including the project interpreter number, along with the internationally recognised interpreter symbol placed on the website homepage.

Social media

Social media including Facebook, Weibo, and Twitter will be used to help inform and engage CALD communities. The Project will support Sydney Metro to regularly update online social media with engaging information, as well as working together to create entertaining video content about the project for the broader community.

Advertising and media relations

CPB will utilise CALD media outlets to promote consultation activities and provide information relating to the Project

CALD community centres

CPB will work together with Sydney Metro and the leading interface contractor to engage with CALD community centres along the project alignment. These centres will help to disseminate project information. CPB will maintain the flow of up to date information to these community hubs.

CALD businesses

CPB will develop a Business Management approach that will include a survey identifying all CALD businesses that require extra communication tools in relation to the Project.

Stakeholder advocates

Sydney Metro is developing relationships with organisations and institutions with links into CALD communities. Relationships are being formed with peak organisations to help disseminate information, advocate on behalf of the project, and provide Sydney Metro with insights into the CALD groups they represent. CPB will work together with Sydney Metro to facilitate these stakeholders into the engagement process.

8. Consultation and site-specific issues

8.1 Consultation on design elements

Consultation is an important mitigation measure and we will prepare a communications implementation plan outlining our proposed approach and activities for engaging stakeholders for review by Sydney Metro. An important outcome of our consultation activities will be to develop a detailed understanding of the preferences and requirements of the appropriate stakeholders and submit designs for feedback. All consultation activities and outcomes will be documented and recorded in the Consultation Manager database.

CPB will consult stakeholders and the potentially affected community on temporary and permanent built structures associated with the Project that may impact on visual amenity. These elements include building design finishes and landscaping and opportunities to mitigate the visual impacts of construction.

CPB's consultation process emphasises face to face contact and includes door knocks with adjoining landowners, interactive forums such as community information sessions, business briefings and pop-up information stands in high pedestrian traffic areas. This is dependent on COVID-19 restrictions that may be in place. Feedback will be incorporated at the planning phase and a suitable strategy will be developed. Targeted consultation will be undertaken with vulnerable stakeholders, including the elderly, people with disabilities, and people from CALD backgrounds in consultation with peak stakeholder groups who can help to disseminate information and encourage participation.

8.2 Consultation forums

CPB will provide a range of flexible and convenient consultation forums to provide information and capture feedback from the community about the Project, when operating as the leading interface contractor.

These forums will be used in conjunction with the suite of communication tools and will include one on one meetings through door knocking and appointments, pop up information stands in high pedestrian traffic areas including shopping centres, building based information sessions in high density apartment blocks and the Project information sessions.

Each forum will provide an opportunity to discuss the construction site scope of work and relevant environmental management measures which may include stormwater and flooding, visual amenity, construction traffic and access arrangements, noise and vibration, land uses and community facilities.

Feedback forms will be provided to participants to obtain additional input they may not have the inclination to offer verbally and to gather data on their perceptions including the effectiveness of the forum.

The Project's Stakeholder and Community Relations team will organise consultation forums and facilitate discussions with community members and stakeholders. These meetings will also be attended by site personnel who can respond to technical enquiries, if permissible during COVID-19 restrictions. Alternatively, online briefings will be held.

We will engage interpreters for onsite events, stakeholder meetings, and information sessions as required for engaging with members of the CALD community.

A record of attendees and summary of discussion points raised in these forums, including any feedback and commitments made will be recorded on Consultation Manager within 48 hours. These event records, along with daily complaint reports and amalgamated consultation reports provide community feedback to Sydney Metro and the Environmental Representative in relation to the management of construction and environmental impacts.

The following table provides a summary of the consultation forums to engage key stakeholder and community groups regarding the Project are listed below.

Table 11: The Project Consultation Forums

Consultation forum	Timing and frequency
Door knocks	
Discuss potential work impacts and proposed mitigation with nearest residents, businesses and other stakeholders	As required
Building-based information sessions	
Arranged with building managers or strata committees to provide updates to all tenants and residents in a large building potentially significantly affected by the works	At least 7 days in advance of works with potential to significantly impact stakeholders
Meetings with individuals or groups	
Discuss project activities including work in progress or upcoming work, and potential issues	Meetings will be held as required Sydney Metro representatives will be invited to attend each meeting and given five days written notice of meetings
Community information sessions	
Forum for residents and the community to obtain information and the opportunity to provide feedback about the effectiveness of the environmental mitigation measures at each construction site. Residents and businesses within a 500-metre radius of each construction site will be invited to attend these forums, along with representatives of Sydney Metro and the Environment Representative.	Prior to construction activities and at least every 12 months
Local government and key agency consultation	
When the leading interface contractor, CPB will brief councils and agencies to the scope of the Project, site planning, traffic, proposed key mitigation strategies, consultation and draft key environmental management plans.	Introductory briefing one month in advance of work, followed by regular meetings as agreed
Emergency services briefing	
When the leading interface contractor, CPB Contractors will conduct a dedicated workshop with emergency services to discuss the scope of work, site layouts, contact protocols and access arrangements.	Interactive site-based workshops including site visits along with ongoing progress updates

8.3 Site specific issues management

CPB is committed to a continuous improvement approach to avoiding disruption and mitigating impacts from our work. This approach includes the following:

- CPB's senior management team have implemented a culture of rewarding innovation to avoid community impacts.
- the principles of Crime Prevention Through Environmental Design will be applied to all work, including temporary work, that have a public interface.
- stakeholder and community engagement team members will do community scans that will build on existing knowledge from previous construction activity in the area. This scan will map sensitive receiver locations, business and stakeholders at least two months prior to the start of the Project.
- the Project will be designed to maintain access for residents, businesses, and community infrastructure as much as possible. Where disruption to access cannot be avoided, the owners and occupants of affected properties will be consulted, to confirm their access requirements and to discuss alternatives.
- specific consultation would be carried out with sensitive community facilities (including aged care, child care centres, educational institutions and places of worship) potentially impacted during construction. Consultation would aim to identify and develop measures to manage the specific construction impacts for individual sensitive community facilities.
- stakeholder maps will be provided to project site managers who will lead their multidisciplinary site teams in work prestart reviews of the upcoming activities.
- prestart activity reviews will identify potential stakeholder and community impacts, the environmental controls to be applied and inform communication materials and site inductions.
- construction site lighting will be oriented to minimise glare and light spill impact on adjacent receivers.
- construction sites will be sited and organised to minimise visual impacts, for example materials and machinery would be stored behind fencing.

8.3.1 Site induction process

CPB acknowledges that community awareness is the responsibility of all members of the project team and will be a core element of induction and training. All personnel associated with the Project, including construction workers and subcontractors will attend project and site inductions, daily prestart meetings and toolbox talks.

The induction will explain the Project context, key issues for managing impacts on the surrounding community and road users along with CPB's obligations. Topics covered include the following:

- project and community liaison objectives
- community profile
- local environmental, social and heritage values
- community liaison protocols for working on site including:
 - response to media enquiries
 - response to community enquiries and complaints and critical incidents
 - personal presentation and expected standards of behaviour
 - noise
 - parking and site access
 - visual appearance of the site
 - accessing private property
 - process to be followed in respect to reporting unexpected finds
 - caring for wildlife
 - hours of work
 - notification of changes to planned work.

Induction records will be included in CPB's monthly report.

CPB will submit the proposed induction to Sydney Metro for approval. Site inductions and training will be regularly updated to address any actions taken in response to stakeholder and community complaints and any changes to the CCS.

9. Supporting tools and processes

This Strategy describes the management system for meeting the requirements for engaging stakeholders and the community. The following tables provide a description of the tools and processes supporting the engagement and communication function, and outlines Sydney Metro's requirements of CPB.

9.1 Project contact information

Table 12 below, shows the project contact details to be uploaded on project websites, published in papers circulating in local area prior to construction, included on construction hoardings and included on written and electronic correspondence and publications

Table 12: Project contact information

Item	Content	Timing and frequency
Community information line (1800 171 386)	1800 number allows access to the Project stakeholder engagement team during construction hours. The 1800 number is included in all notifications and communications materials. Sydney Metro refers out of hours complaints to on call team member. See Section 10 for information about enquiry and complaint management and reporting.	Ongoing
Sydney Metro email enquiries (PittStreetMetro@transport.nsw.gov.au)	Email enquiries are directed to a dedicated project inbox	Ongoing
Postal address for written complaints and enquiries	Sydney Metro City & Southwest PO Box K659, Haymarket NSW 124C	Ongoing
Translation services	Translation service contact details included on all Sydney Metro publications.	Translators arranged on request for face to face meetings via the translation service

9.2 CPB Contractors public communication materials

A summary of information tools is shown in Table 13 below.

Table 13: CPB's public information materials

Item	Content	Timing and frequency
Information for community and stakeholder meetings	Relevant construction activities and impact mitigation.	At least 5 business days prior to printing and distribution.
Information for Sydney Metro's education program	Information relevant to the Project Work as requested by Sydney Metro	As requested by the Principal's Representative
Materials for community information sessions, including machinery, plant and equipment	As requested by Sydney Metro	As requested by Sydney Metro
Written notifications		
Community and stakeholder notifications where the Pitt Street integrated station development team is the lead contractor including: <ul style="list-style-type: none"> construction commencement; significant milestones; changes to the scope of work; night works; 	All relevant details including: <ul style="list-style-type: none"> scope, location and hours of work duration of activity alterations to access routes type of equipment used and likely impacts of the work including noise, vibration, traffic, access and dust mitigation measures; and 	<ul style="list-style-type: none"> For distribution to community and stakeholders 5 business days prior to intended activity. For uploading onto TfNSW and other websites on the day of delivery or release to the public For approval by the Principal's Representative five days prior to printing and distribution

Item	Content	Timing and frequency
<ul style="list-style-type: none"> changes to traffic conditions requiring traffic alerts; modifications to pedestrian routes, cycle ways and bus stops; out of hours work; disruption of residential or business access; changing or disrupting of Utility Services; and investigation activities. 	<ul style="list-style-type: none"> contact details 	
<p>NB: When an interface contractor is the lead, Pitt Street integrated station development team will provide content to notifications issued by the interface contractor.</p>		
<p>Project advertisements</p>		
<p>Project advertisement</p>	<p>Provide content for overarching display advertisements on a monthly basis</p>	<p>As requested.</p>
<p>Traffic advertisements Advertise in local newspapers which cover the geographical areas of the Project</p>	<p>Significant traffic management changes, detours, traffic disruptions</p>	<ul style="list-style-type: none"> Advertise at least 5 days before any detour, disruption or change occurs Provide mock-up for approval by Sydney Metro Representative 5 days prior to printing and distribution
<p>Construction update newsletters</p>		
<p>Bi-annual construction update newsletters when Pitt Street integrated station development team is the lead contractor.</p>	<p>Minimum A4 double sided full colour site-specific quarterly construction update newsletters provided to the community, including the status of current and upcoming activities for nominated sites.</p> <p>Pitt Street integrated station development team will coordinate with interfacing contractors to include details of their works within the newsletters.</p> <p>Where an interface contractor is the lead, the Project team will provide content to newsletters issued by the interface contractor.</p>	<ul style="list-style-type: none"> Provide Level AA accessible version to Sydney Metro for uploading to websites on the day of delivery or release to the public Provide to Sydney Metro for approval by the Principal's Representative five days prior to printing and distribution For bi-annual distribution, as a minimum, to all commercial and residential properties within a 500m radius of the site and to all affected commercial and residential properties. Be displayed at the community information centre for 6 months from the time of original distribution.
<p>Frequently asked questions</p>	<p>Resource for quick, accurate response to enquiries</p>	<p>As needed</p>
<p>Community emails CPB will issue monthly email updates where they are the lead contractor.</p>	<p>The updates will describe progress of our work and that of any interfacing contractors along with milestones and activities planned for the following month</p>	<ul style="list-style-type: none"> Monthly distribution to all stakeholders registered to receive community update emails in the Consultation Manager database. Provide Level AA accessible version to Sydney Metro for uploading to websites on the day of delivery or release to the public Provide to Sydney Metro for approval five days prior to release

9.3 Urban design and visual amenity: site structures and equipment

The Pitt Street integrated station development construction compounds will include site hoardings and fencing. CPB will consider urban design and address the visual impacts of these temporary structures as per the requirements itemised below in Table 14:

Table 14: Requirements for site structures and equipment

Item	Content	Timing and frequency
Site structures including external banners on site hoarding or fencing	<p>External banners will be made of vinyl when on solid hoardings and shade cloth where installed on chain link fencing (artwork provided by Sydney Metro). They will incorporate:</p> <ul style="list-style-type: none"> artwork, graphics and images to enhance the visual appearance of structures in high visibility locations project information to raise awareness on benefits, explain the proposed works at each site and provide updates on construction progress community information, including contact numbers for enquiries and complaints viewing holes and transparent panels will be provided in the hoardings at various locations construction hoardings, scaffolding and acoustic sheds will be regularly inspected and kept clean and free of dust build up and graffiti signage and information to mitigate impacts on local businesses will be produced and displayed to assist where visibility is obscured by construction sites. 	<ul style="list-style-type: none"> Submit proposed locations plan for hoarding and fencing to Sydney Metro, allow 10 days for comments Submit banner print proofs to Sydney Metro for approval 5 days prior to printing Install banners within 20 business days of installation of hoarding or fencing Review and replace banners every 12 months if required. <p>Hoardings will be inspected for graffiti and advertising material every day and dealt with as follows:</p> <ul style="list-style-type: none"> any offensive graffiti and/or advertising material will be removed every day remove highly visible but inoffensive graffiti weekly in other case, remove monthly.

9.4 Crisis communications

CPB Contractors will ensure crisis communications procedures are aligned with Sydney Metro City & Southwest Crisis Communications Management Plan.

These detailed procedures developed for incidents and crises include flow charts that provide early notification for the Stakeholder and Community Relations Manager and Sydney Metro's representative.

CPB trains key personnel in the implementation of desktop scenarios, emergency drills and debriefs. Incident protocols are explained at site inductions.

Access to stations and surrounding properties for emergency vehicles will always be provided. Emergency service providers (i.e. police and ambulance) would be consulted throughout construction to ensure they are aware of changes to access, including lane, bridge or road closures, and changes to station or rail corridor access.

Incident and crisis plan provide specific protocols to promptly alert neighbouring stakeholders of incidents that may affect them and keep them updated. Specific communication protocols will be implemented as required for key stakeholders who adjoin construction sites to ensure they receive timely notification and updates on incidents or emergency works that may affect their operations.

9.4.1 Crisis communications plan

The purpose of the crisis communication plan is to outline how communications, media activities, stakeholder and community engagement, and interfaces with the State, other contractors, relevant government agencies and emergency services would be managed in a crisis.

The key components of the plan include:

- definition of a work incident, critical incident and definition of a crisis
- definition of roles and responsibilities of the crisis communications team
- description of external notification procedures required to ensure effective communication and appropriate involvement of project partners, parent companies and other key stakeholders.

The plan will be designed to be consistent with the Sydney Metro Integrated Crisis Framework. The Framework provides direction on the initial procedures to be followed to ensure that all agencies

involved in the crisis response have the latest status updates relating to the incident, and that approved messages emanate from a single source. A critical incident may require a coordinated crisis response from one or more agencies.

CPB defines a crisis as an out of the ordinary event, announcement, disclosure or set of circumstances that threaten the safety or wellbeing of employees, the community and other stakeholders and or the integrity, performance or reputation of Sydney Metro and its project partners.

The following questions are designed to assist in evaluating the consequences of an event, which could constitute a crisis, and which will determine if CPB Contractors' Crisis Management Plan is activated.

- Who will be affected by this incident? (e.g. employees, clients, other project stakeholders, members of the public)
- Will the situation significantly impact?
 1. CPB members
 2. Sydney Metro
 3. the Project
 4. Employees
 5. Normal business operation
 6. Rail operation
 7. Reputation in community
- Has or could the event severely impact community services (utilities, traffic network transport)?
- Is it in breach of legislation/regulations?
- Is the event likely to receive extraordinary media or public interest?

9.4.2 Activation

Following the decision as to whether an event constitutes a crisis, (decision making lies with the Project Director) clear steps need to be communicated across teams.

9.4.3 Notification of Sydney Metro, and project partners

CPB Contractors, if appointed as lead agency, will host a teleconference with crisis teams from Sydney Metro and relevant engaged contractors. CPB will provide all known and relevant details to all involved parties, actions required and will set the time of the next teleconference.

CPB Contractors, as lead agency, will forward all key messages to Sydney Metro to approve following receipt in writing and will issue approval of same in writing. Sydney Metro will ensure government agencies and stakeholders remain informed of the crisis/critical incident details and crisis response.

The crisis management plan will specify exactly how the senior management team will be engaged. Regular information updates will be provided by both face-to-face contact and teleconferencing.

9.4.4 Crisis management communications team

Specific crisis team member responsibilities for communication are detailed in Table 15 below. Additional activities shall be reviewed and agreed with the recovery director who is appointed to project manage the recovery from the incident.

Table 15: Crisis communication team member's roles

Position	Role and responsibilities
<p>Recovery Director: The recovery director is appointed from within CPB Contractors to project manage the recovery. The appointment is made by the Project Director</p>	<ul style="list-style-type: none"> • Liaise with site/location of crisis (if required) • Manage deployment and co-ordination of staff/resources to crisis location • Ensure a log of all information received and actions taken • Convene debrief session and prepare post crisis report
<p>Crisis Team Leader: Will make the formal decision to activate Crisis Management Plan, including notification and recovery procedures</p>	<ul style="list-style-type: none"> • Host/participate teleconferences with Sydney Metro and relevant engaged contractors • Agree appropriate Crisis Management Team and Crisis Command Centre location • Identify strategic response required and assign responsibilities

Position	Role and responsibilities
	<ul style="list-style-type: none"> • Chair regular recovery meetings with the Crisis Management Team • Ensure regular updates/briefings on crisis with all key parties • Provide information for media spokesperson (if required) • Assist with communication and business continuity strategy
Stakeholder and Community Relations Manager	<ul style="list-style-type: none"> • Identify key stakeholder groups and determine key messages • Ensure media calls are able to be managed effectively by Sydney Metro • Prepare and issue media materials and facilitate media conferences • Assist media spokesperson • Regularly brief communications and stakeholder engagement team support • Engage communications consultant if required • Log all information received and actions taken
Stakeholder and Community Relations Place Manager	<ul style="list-style-type: none"> • Log all information received and actions taken • Liaise with reception to gather messages, priorities and distribute to relevant team members • Ensure priorities are met

10. Enquiries and complaints management

All contact with the community is an opportunity to gain insight into perceptions of our performance. Complaints provide an important opportunity to act on corresponding measures that avoid or minimise the escalation of an issue.

CPB Contractors approach to enquiries and complaints management is aligned with the Sydney Metro Construction Complaints Management System and meets the requirements of Sydney Metro City & Southwest SWTC and the Australian Standard for Complaints Handling.

Figure 3 below provides an overview of the Project Complaints Management Strategy.

The following figure provides an outline of CPB Contractors procedure for managing enquiries and complaints for the duration of construction. and includes escalation, recording and reporting requirements.

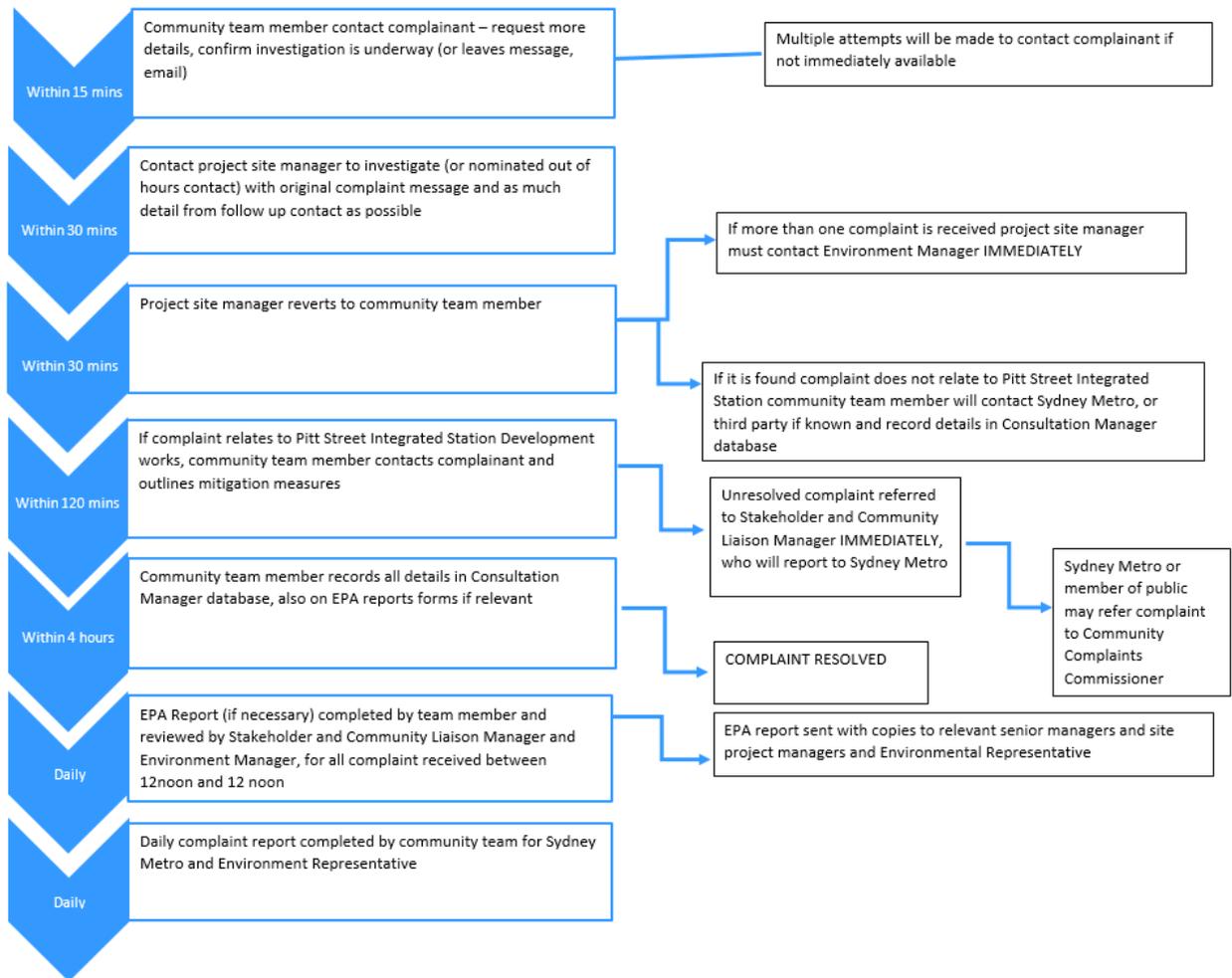


Figure 3: The Project Complaints Management Strategy

10.1 Principles of complaints management

This complaint management protocol is guided by following principles:

Visibility

- Information about how and where to complain will be publicised to stakeholders
- All public materials will direct stakeholders wishing to make a complaint to use the community information line, postal address and email address

Accessibility

- The complaint handling process is easily accessible to all complainants

- Instructions about how to make complaints is available on the project website. Information and assistance in making complaints will be made available if required. Complaints can be made by phone, email, post or in person at the visitor information centre.

Responsiveness

- Receipt of each complaint is acknowledged to the complainant immediately. The complainants will be treated courteously and kept informed of the progress of their complaint through the complaint-handling process
- Our responsibilities for complaint handling include that we:
 - investigate and determine the source of a complaint immediately when received during construction hours, including an immediate call to the complainant (when received by phone)
 - provide an initial response to all complaints within two hours (where a phone number is provided) from the time of the complaint unless the enquirer agrees otherwise
 - keep the complainant informed of the process until the complaint is resolved.

Objectivity

- Each complainant will be addressed in an equitable, objective and unbiased manner through the complaint handling process.

Confidentiality

- Personal identifiable information concerning the complainant will be protected from disclosures, unless the customer or complainant expressly consents to its disclosure
- Stakeholder's contact information along with their complaint record will be recorded in the password secured stakeholder management database (Consultation Manager) for the purposes of resolving the complaint. Should complainants wish to remain anonymous, the complaint will be registered under an anonymous stakeholder record for record keeping and reporting purposes.

10.2 Minimising complaints

Prior to the commencement of new work packages, fully integrated site teams will participate in activity reviews to identify community impacts and develop preventative solutions or processes to limit impacts on project neighbours.

In addition, the community relations team located on site will understand the extent of construction impacts and will be well positioned to anticipate complaints. They will escalate complaints as necessary for internal review and prompt action.

10.3 Avoiding complaint reoccurrence

CPB will take all reasonable measures to prevent the reoccurrence of stakeholder and community complaints. The Environmental Manager will take the lead in reviewing the causes of noise, dust, vibration or other environment related complaints and act to avoid their reoccurrence, this information will be provided to the Stakeholder and Community Relations Manager to provide feedback to complainants. The Stakeholder and Community Relations Manager and community team members will take the lead in investigating non environmental complaints such as worker behaviour issues to resolve and avoid complaint reoccurrence.

Project inductions will emphasise the responsibility of every employee and subcontractor to minimise the impact of their work on the community and stakeholders while adhering to safety and environment management controls.

Complaints received will be discussed at daily pre-start meetings along with the remedial actions required.

10.4 References and definitions

Complaints are defined as any interaction with a community member or stakeholder who expresses dissatisfaction with the project, policies, staff members, actions or proposed actions during the project.

10.5 Receipt of complaints

Community enquiries and complaints will generally be received via:

- The Sydney Metro City & Southwest 24-hour telephone number
- The Sydney Metro City & Southwest email

The 24-hour telephone number and email address are maintained by Sydney Metro who will notify CPB Contractors of all contact specific to the Project for investigation and response in accordance with required response timeframes. The phone number and email are included on all written project communications.

All calls to the 1800 telephone number are answered and responded to 24 hours a day, seven days a week. A call centre reception service managed by Sydney Metro records contact details and information about the nature and location of the complaint. The complainant is advised that an on-call officer from CPB will contact them shortly to address the issue.

10.6 Response management process and responsibility

The Project will investigate and determine the source of the complaint immediately and make an initial call to the complainant where the complaint was received by telephone or where a phone number was provided.

Members of the stakeholder engagement team will be on a 24/7 on-call roster to respond to enquiries and complaints.

The Community team will manage the ongoing communication with the complainant until they are satisfied with the actions taken to resolve the complaint. Prior to the appointment of the full Community team Sydney Metro will refer complaints to the Stakeholder and Community Liaison Manager who will manage the investigation and resolution process.

Complaint and enquiry handling responsibilities will be undertaken as outlined in Table 16 below.

Table 16: Complaint handling responsibilities

Complaint type	Responsibility
Complaint about construction activities during business hours	Stakeholder and Community Relations Personnel
Complaint about construction activities after business hours	Rostered engagement team member
Project wide complaint	Stakeholder and Community Relations Manager / Stakeholder and Community Relations Personnel
Complaint about Sydney Metro works unrelated to the Project	CPB to notify Sydney Metro immediately to refer to relevant contractor
Complaints unrelated to Sydney Metro	CPB or Sydney Metro to refer to relevant contact person, if known.

10.7 Contact response timeframes

All enquiries and complaints will be responded to in accordance with the Project Approval and the requirements of the Project Deed outlined in Table 17 below:

Table 17: Contact response times

Category	Response timeframe
Response times for contact made during construction hours:	
Enquiries – telephone or in person	At least a verbal response within 2 hours unless agreed otherwise with enquirer
Enquiries – online (online comments or email)	Written response within 1 business day of receipt
Letters	Written response within 5 business days of receipt.
Enquiries – social media	Response within 2 hours during business hours. Outside of business hours, within 2 hours of the start of the next business day
Complaints – telephone or in person	Commence investigation upon receipt; Verbal response within 2 hours on the action being undertaken to investigate and resolve complaint, unless agreed otherwise with enquirer

Category	Response timeframe
Complaints – emails	Verbal response within 2 hours if phone number is provided; written response within 4 hours during construction hours;
Complaints – written (letter or fax) received within construction hours	Written response within one business day or verbal response within 2 hours if phone number provided on the next business day.
Response times for contact made outside of construction hours:	
Enquiries – social media	Response within 2 hours of the start of the next business day
Complaints via email	Automated response to confirm receipt and written response within 4 hours next business day.
Complaints – written (letter or fax) received within construction hours	Written response within one business day or verbal response within 2 hours if phone number provided

10.8 Record keeping – enquiries and complaints

CPB will provide feedback to requests for information about complaints from the Sydney Metro representative or Community Complaints Mediator within 2 hours of receiving the request. All enquiries and complaints will be recorded in Consultation Manager database within 48 hours. Daily contact report will be generated by Sydney Metro and provided to the Environmental Representative.

10.9 Complaint escalation

Complaints should be escalated when:

- The complaint cannot be resolved using the procedure outlined in figure 4 or within a timeframe agreed to by the complainant.
- The nature of the complaint falls into one of the following categories:
 - an activity generates three complaints within a 24-hour period (separate complainants)
 - any construction site receives three different complaints within a 24-hour period
 - a single complainant reports three or more complaints within the 3 days period
 - a complainant threatens to escalate their issue to the media or government representative
 - the complaint was avoidable
 - the complaint relates to a compliance matter.

Complaints would first be escalated to the Sydney Metro Director, Communications (for Sydney Metro City & Southwest) as the designated complaints handling management representative for the relevant project.

10.10 Role of the Community Complaints Mediator

In some circumstances where the complaints handling management representative for the project is unable to resolve the complaint, the complaint may be escalated to the project Community Complaints Mediator.

The role of the Community Complaints Mediator (CCM) is to facilitate communication between parties in conflict with the view to guiding/assisting these parties to reach a voluntary mutually agreeable outcome to the dispute. It is acknowledged that the role of the community complaints mediator is to mediate and not arbitrate. The mediator can actively encourage and facilitate discussion to move toward an outcome, however cannot order or decide an outcome for the parties.

The Community Complaints Mediator will provide information as to the mediation process during initial consultation, these actions will be dependent upon the complaint escalated, however may include;

- through facilitation or other process(es) provide guidance, skills transfer and other services that aim to assist with any internal escalation mechanism

- meet with aggrieved parties to understand concerns and suggest/implement methods as appropriate with the view to provide an opportunity to resolve and/or work through issues
- seek involvement of various internal and external subject matter experts such as, but not limited to the Environmental Representative and/or the acoustic advisor (in relation to SSI_7400 projects only).
- provide a proposal, developed by the parties which is facilitated by the mediator that clearly reflects a narrative that all parties agree upon in regard to the complaint mediation with due consideration to confidentiality requirements.

In instances where a complainant remains unsatisfied, the Secretary will be advised. The CCM will not act before;

- Sydney Metro has provided an initial response to an escalated complaint.

The CCM will not consider issues such as:

- property acquisition where other dispute processes are provided for
- where clear Government policy and associated resolution processes are available
- where matters are not within the scope of the CSSI Project.

If the complainant states that the Department of Planning, Industry and Environment, NSW Environment Protection Authority, other TfNSW agencies and/or a local council have contributed to, or have a role in a particular complaint, the CCM may refer back to Sydney Metro for guidance and utilise their established interface pathways to liaise with either party.

11. Business Management

The concerns of businesses and the range of mitigation measures contained in technical reports associated with the Sydney Metro Environmental Impact Statement (EIS) for City & Southwest including – Pitt Street integrated station development have been considered in our planning. These submissions emphasise the importance of maintaining visibility of business premises and access for customers, deliveries and other services.

CPB's communication and engagement approach to engage, consult and minimise impacts on businesses potentially affected by the Sydney Metro Pitt Street integrated station development works will be detailed in a project specific Business Management Plan (BMP). This BMP will act as a sub plan to the Community Communications Strategy.

11.1 Business consultation forums

CPB will provide a range of flexible and convenient consultation forums to provide information and capture feedback from businesses about the management of construction impacts from the Project on their business. The Sydney Metro representative will be invited to attend each meeting and will be given 5 days written notice of meetings.

CPB Contractors' Community Relations team will organise consultation forums and facilitate discussions with business owners and operators, supported by the Stakeholder and Community Relations Manager. These meetings will also be attended by site personnel who can respond to technical enquiries.

Business consultation forum procedures will be discussed in the Business Management Plan and updated during construction of the Sydney Metro Pitt Street integrated station development project.

11.2 The Small Business Owners Support Program

Sydney Metro has established a Small Business Owners Support Program (SBOSP) to provide assistance, if required to small business owners located within 50 metres of Sydney Metro City & Southwest. For the purposes of this program, a 'small business' is defined as a business that employs fewer than 20 people.

Eligible businesses that raise concerns which cannot be addressed by the mitigation measures outlined in The Business Management Plan will be referred to Sydney Metro for consideration and additional support under the SBOSP.

A Business Action Plan will be developed by Sydney Metro to provide specific support to businesses escalated under the SBOSP.

An independent Retail Advisory/Support Panel will review Business Action Plans and provide advice on initiatives to support small business. The panel will also monitor the implementation of these plans and evaluate the effectiveness of the support program.

Further details on Sydney Metro's SBOSP, including the role of the Retail Advisory/Support Panel, can be found in Sydney Metro City & Southwest Small Business Owners Support Program which is available on the Sydney Metro website www.sydneymetro.info.

12. Communication with homeless people

Sydney Metro's Interim Strategy for Management of Homeless People during construction helps ensure that people experiencing homelessness are treated respectfully and appropriately and are not discriminated against on the basis of their homeless status. The Strategy also aims to assist homeless people to receive services if they need or request them.

Interactions with homeless people during delivery of the Project is most likely to occur at the access and egress points of construction sites.

CPB's approach to communicating with homeless people is guided by Sydney Metro's Interim Strategy for Management of Homeless People during Construction.

The main impact of the Project on homeless people will be from increased traffic movements and curbside concrete pours at the construction sites.

We will liaise with the City of Sydney Homelessness Unit as a first step in developing workforce training relevant to liaising with homeless people potentially affected by our work. The City of Sydney has dedicated Public Space Liaison Officers (PSLO) who work with homeless people and will provide advice and training to our nominated team members.

Trained CPB personnel will apply their learnings and skills in all construction locations to identify potential safety risks in regard to the location of homeless people. We will work with City of Sydney's PSLOs in the CBD and to map potential rough sleepers (where they sleep and store belongings including consideration for seasonal movements). This information will be reviewed and used in planning daily activities. See Table 18 below for mitigation measures when interfacing with homeless people.

Table 18: Mitigation measures for interfacing with homeless people

Vehicle	Timing and frequency
Workforce training	
<p>City of Sydney 'Homelessness 101' training module delivered to nominated CPB Contractors team members who become 'champions'.</p> <p>If CPB 'champions' are unable to access 'Homelessness 101' training modules, they will seek an alternative training option.</p>	Q1 2021, if feasible. CPB have not received a response to attempts to engage to date.
Project induction	
<ul style="list-style-type: none"> Project induction material will be acknowledging the potential of rough sleepers being in or around construction sites, deliver key messages including the principles outlined in the Interim Strategy for the Management of Homeless People During Construction and identify support and service providers. Project induction will build awareness of the work of charities providing services to local homeless people and encouraging our workforce to volunteer time and resources to assist these charities. 	Toolbox to be arranged Q1 2021 and ad hoc as required
Daily pre-start meetings	
<ul style="list-style-type: none"> Identify the location of nearby rough sleeper and/or stored belonging Share the location and contact details for CPB Contractors' trained 'champions' if liaison with homeless people is required. 	Daily
Toolbox talks	
<p>Toolbox talk will include the following information:</p> <ul style="list-style-type: none"> Location of nearby rough sleeper and/or stored belongings Homeless person contact and liaison protocol Update on liaison with locally based support services for homeless people Updates on the outcomes of CPB Contractors partnering with or contribution to charities focused on assisting homeless people 	Meetings will be held on an as required basis.
Engagement with service providers to homeless people	
<ul style="list-style-type: none"> Provide regular updates about our construction activities to local service providers to homeless people Provide messaging in the event of the need to relocate a homeless person adjacent to construction activity 	As required

