

Sydney Metro Martin Place Integrated Station Development

Community Communications Strategy:
Excavation, Station Construction and
Over Station Development

October 2020

CSWSMP-MAC-SMP-CL-PLN-999804

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Revision Status

Revision Ref.	Date	Description of update	Page No.	Approved
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Glossary

Acronym	Definition
BMP	Business Management Plan
CCC	Community Complaints Commissioner
CCS	Community Communications Strategy
CEMP	Construction Environmental Management Plan
CSSI	Critical State Significant Infrastructure
CM	Consultation Manager
CMCG	Communications Management Control Group
CCMS	Sydney Metro Construction Complaints Management System
CNVIS	Construction Noise and Vibration Impact Statement
CNVMP	Construction Noise and Vibration Management Plan
CoA	Conditions of Approval
DA	Development Application
DPIE	Department of Planning, Industry and Environment
ER	Environmental Representative
ISD	Integrated Station Development
JHCPBG JV	John Holland CPB Ghella Joint Venture
OSD	Over Station Development
OCCS	Sydney Metro Overarching Community Communications Strategy
S&CLM	Stakeholder and Community Liaison Manager
S&CLT	Stakeholder and Community Liaison Team
SCO	Sydney Coordination Office
SM	Sydney Metro
SDPP	Station Design Precinct Plan
SSD	State Significant Development
TTLG	Traffic and Transport Liaison Group
WCAG	Web Content Accessibility Guidelines

1. About this plan

Macquarie Group (Macquarie) is delivering the new Sydney Metro Martin Place integrated station development (MPISD), including the new Martin Place Station, two new commercial buildings above the station, a retail space, new underground pedestrian connections and improvements to the public domain.

The new Martin Place Station will deliver new metro rail services – with the ultimate capacity for a metro train every two minutes in each direction through the centre of the CBD – and will also directly link to the existing Martin Place suburban railway station which services the Eastern Suburbs and Illawarra lines.

As the new Martin Place Station is built underground, the integrated station development will be built above the station at the same time. This helps to reduce community impacts and allows for the buildings to be completed close to when Sydney Metro City & Southwest services start in 2024.

This plan outlines the project approach to community communication for the station excavation and construction, including how the project team will comply with community communication and consultation requirements of the Planning and Public Spaces Minister's Conditions of Approval for Critical State Significant Infrastructure (CSSI).

Key features of the excavation and station construction includes the excavation of the north shaft, station construction, station retail work, over station development (OSD) entrances along with the tunnelling and construction of the underground pedestrian link.

Macquarie has appointed Lendlease to carry out the design and construction of the Martin Place integrated station development. As the design and construction partner, Lendlease is responsible for delivery of all stakeholder and community activities outlined in this Community Communications Strategy (CCS).

This CCS complies with the Sydney Metro Overarching Community Communications Strategy (OCCS). The focus of this CCS is on construction of the Martin Place integrated station development, the requirement to minimise disruption and maintain a collaborative engagement approach with impacted members of the community and stakeholders. It outlines the communications approach for construction of station and over station development (OSD), up to twelve months after the completion of construction.

1.1 Objectives

Macquarie is committed to establishing and maintaining genuine relationships with stakeholders and the community. Effective communication is vital to the successful delivery of this project along with an inclusive, consistent, transparent and proactive stakeholder and community engagement strategy.

The objectives of the Martin Place integrated station development CCS are to:

- comply with the Project Planning Approvals
- work cooperatively with Sydney Metro to provide a coordinated and consistent approach
- support Sydney Metro's engagement with stakeholders and the community across the project
- minimise the impacts of the excavation, station construction and over station development work on stakeholders, businesses and the community, where possible
- manage risks associated with stakeholder, business and community issues
- coordinate communication and engagement with other Sydney Metro contractors for the benefit of local businesses and the community
- enhance and protect the reputation of Sydney Metro, the NSW Government and Macquarie.

1.2 Compliance requirements

The Martin Place integrated station development CCS aligns with the OCCS prepared by Sydney Metro.

This CCS will be implemented for the duration of the excavation, station construction and over station development and will continue for a minimum of 12 months following completion of the station as required under the CSSI Conditions of Approval (CSSI CoA) and OSD Conditions of Approval (OSD CoA).

Prior to commencement of over station development construction, this amended CCS will be submitted to NSW Department of Planning, Industry and Environment's (DPIE) Secretary for approval. For any over station development related activities that may be carried out in advance of this revision, communication activities will be undertaken in accordance with the OSD CoA.

All complaints regarding station construction and fit out will be managed in line with Sydney Metro's Construction Complaints Management System (CCMS) including escalating complaints where appropriate to Sydney Metro and, if requested, to the Community Complaints Mediator. Section 6 provides further details on the management of enquiries, complaints and compliments

Section 10 of this CCS outlines how this plan aligns CSSI Conditions of Approval (CSSI CoA) and OSD Conditions of Approval (OSD CoA), the Construction Environmental Management Framework (CEMF), the Revised Environmental Performance Outcomes, the Revised Environmental Mitigation Measures (REMMs) and the OCCS.

The CCS is publicly available on the Sydney Metro website – www.sydneymetro.info and on a dedicated page within the Lendlease corporate website – www.lendlease.com/martinplacemetro.

1.3 Structure and interface with other management plans

This CCS has been prepared in line with Sydney Metro's OCCS, CSSI Conditions of Approval (CSSI CoA) and OSD Conditions of Approval (OSD CoA). The figure below shows the hierarchy of stakeholder and community communication plans:

Figure 1: Engagement activities will be planned with Sydney Metro and interface with other management plans to streamline contact with the community regarding the project:

NOTE: The Business Management Plan is a requirement under the OCCS and CSSI CoA



This CCS will interface with other plans including:

Interface Plans	CSSI	OSD
Construction Environmental Management Framework (CEMF),	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Construction Noise and Vibration Management Plan (CNVMP)	<input checked="" type="checkbox"/>	
Construction Noise and Vibration Impact Statement (CNVIS)	<input checked="" type="checkbox"/>	
Interchange Access Plan	<input checked="" type="checkbox"/>	
Construction Heritage Management Plan (CHMP).	<input checked="" type="checkbox"/>	

1.4 Accountabilities

Macquarie's MPISD Project Director is accountable for this CCS, including authorising and monitoring the document, and delegating responsibilities to implement the plan.

Macquarie's MPISD Project Director has delegated responsibility for implementing this plan to the Stakeholder and Community Liaison Manager (S&CLM) to ensure the CCS is appropriately implemented by the Stakeholder and Community Liaison team (S&CLT).

Members of the S&CLT are accountable for ensuring the requirements of the CCS are implemented within their area of responsibility. These responsibilities are outlined in Section 3 and address requirements within the OCCS.

1.5 Document update and review

This CCS for Excavation and Station Construction was submitted to the Secretary, Department of Planning, Industry and Environment (DPIE) and approved one month before commencing the excavation and station construction work. The CCS for excavation, station construction and over station development will be submitted to the Secretary, for approval prior to over station development works commence.

The Martin Place integrated station development CCS will be reviewed and submitted to Sydney Metro every six months, and will be updated as required to address:

- any changes in the excavation, station construction and over station development program
- changes to stakeholder and community needs
- changes to stakeholder and community information requirements.

Macquarie will progressively review, monitor and evaluate this plan as required to ensure it remains relevant and effective for managing project activities. Updates to the excavation, station construction and over station development CCS will be submitted to Sydney Metro for review and approval.

2. Project context and construction activities

2.1 Sydney Metro City & Southwest

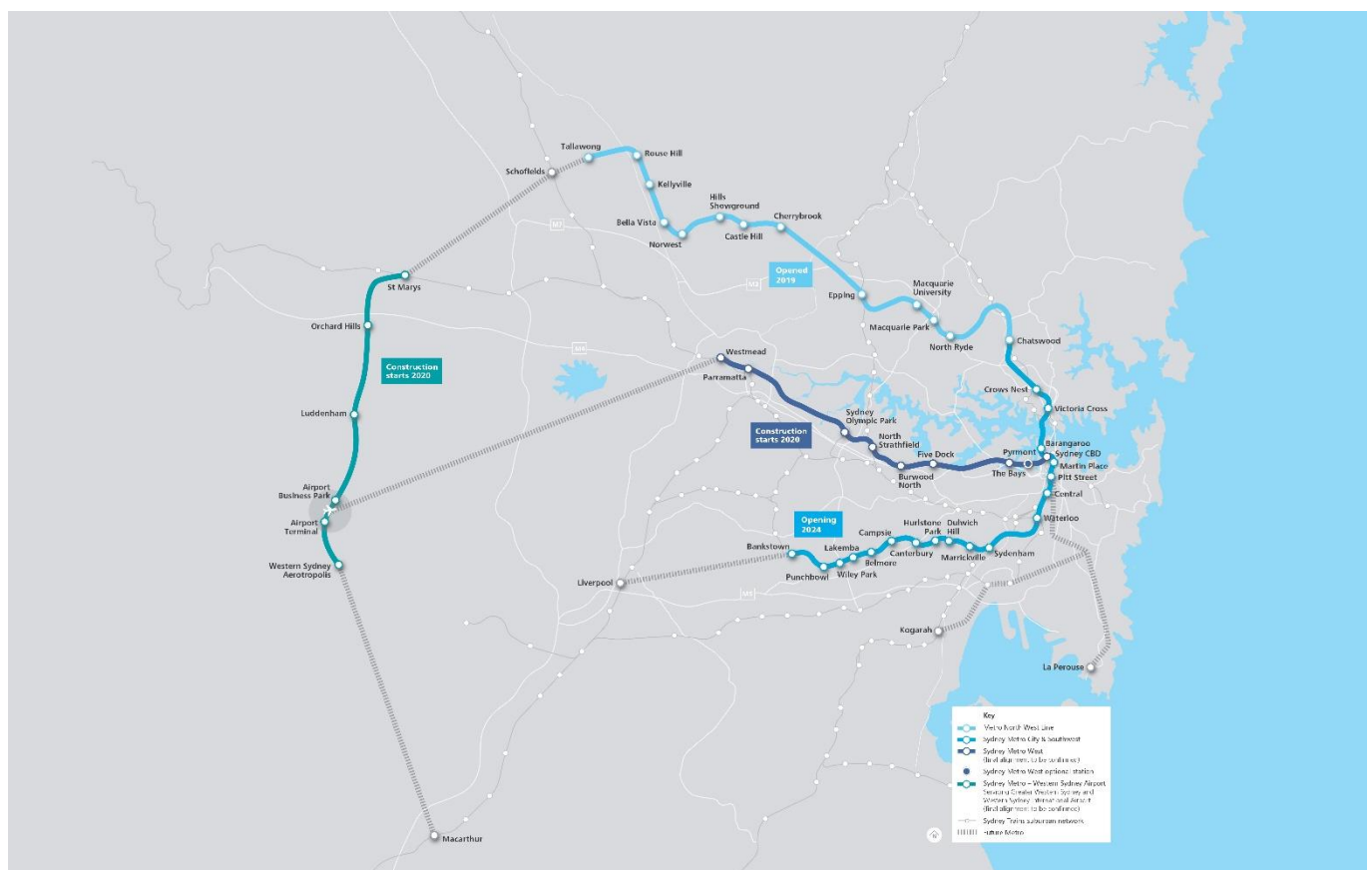
Sydney Metro is Australia's biggest public transport project. In 2024, Sydney will have 31 metro railway stations and a 66 kilometre standalone metro railway system. Sydney's first metro line, the Metro North West, opened on 26 May 2019.

Sydney Metro City & Southwest includes a new 30 kilometre metro line extending metro rail from the end of Metro Northwest 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.

In 2024, customers will benefit from a new fully-air-conditioned Sydney Metro train every four minutes in the peak in each direction with lifts, level platforms and platform screen doors for safety, accessibility and increased security.

Figure 2: Sydney Metro network



2.2 Sydney Metro Martin Place integrated station development

Macquarie will deliver the Martin Place integrated station development. This will include the new Martin Place metro station, two new commercial buildings above the station, a retail space, new underground pedestrian connections and improvements to the public domain.

The new Martin Place Station will deliver new metro rail services and will also directly link to existing suburban rail services at Martin Place.

As the new Martin Place Station is built underground, the integrated station development will be built above the station at the same time. This helps reduce community impacts and allows for the buildings to be completed close to when Sydney Metro services start in 2024.

The over station development (OSD) comprises two commercial buildings and shops and services, including retail and dining, on the lower levels of the commercial buildings. The over station developments are the subject of two separate planning approvals, not the CSSI Conditions of Approval required for excavation and station construction.

Macquarie's S&CLT delivering communications on the station excavation and construction aspects of the project will also deliver communications for the over station developments. This will ensure a consistent and coordinated approach to communications with stakeholders, management of impacts and continued coordination with Sydney Metro and other contractors.

2.3 Scope of excavation and station construction activities

The excavation and station construction activities include the excavation of the north site, station construction including all ground level station entries, underground pedestrian link tunnel under 50 Martin Place, retail and public domain improvements.

The site is to be split into three construction zones (North site, South site, and below ground station box). The excavation and station construction activities are located in the following areas:

- Excavation activities will occur between Hunter Street to the north, 50 Martin Place to the south, Elizabeth Street to the east and Castlereagh Street to the west at the Martin Place North site.
- Excavation activities will occur under 50 Martin Place for the pedestrian links.
- Station construction will occur up to 30 metres below ground level between Hunter Street to the north, 39 Martin Place to the south, Elizabeth Street to the east and Castlereagh Street to the west.
- Bligh street compound will be used to support the Martin Place North site, South site, and below ground station box.

The demolition of buildings located at 39 Martin Place, 55 Hunter Street, 5 Elizabeth Street, 7 Elizabeth Street, and 8A-12 Castlereagh Street was completed by other contractors including the excavation at the Martin Place South site. The demolition of building 9-19 Elizabeth Street has been completed by Macquarie's contractor Lendlease.

2.4 Scope of over station development construction activities

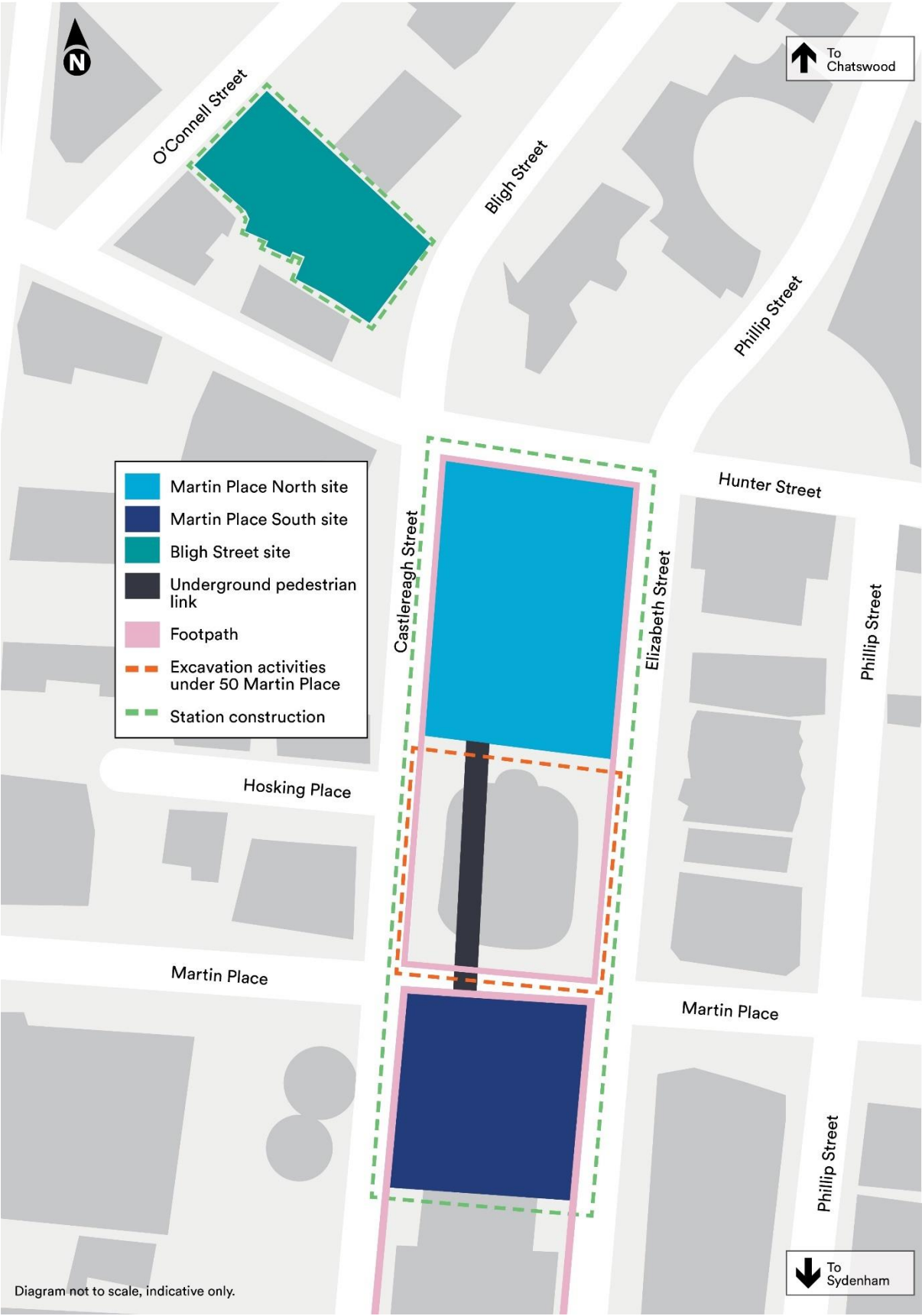
The over station development (OSD) comprises two commercial towers: a 39-storey (plus rooftop plant) office building above the northern entrance to the station, and a 28-storey (plus rooftop plant) office building above the southern entrance.

In August 2019, Macquarie Group received planning approval for the design, construction and operation of two commercial buildings to be delivered as part of the integrated station development.

The southern building will be constructed over the existing Eastern Suburbs Line. The over station development activities will be concurrent with the station construction and pedestrian link activities outlined in the table below.

The CSSI related works do not form part of the scope of the State Significant Development Approval (SSDA) for the over station development, unless otherwise specified in the SSDA.

Figure 3: Excavation and station construction in the context of the Martin Place North, South and Bligh Street sites



Key activities for excavation, station construction and over station development work at Martin Place are provided in Table 1.

Table 1: Excavation, station construction and over station development activities at Martin Place North, South and Bligh Street sites.

Stage	Key Activities
Station Construction – North	Station shaft construction
	Station cavern and platform construction
	Station services
	Finishes and fit out
	Station handover for commissioning
Station Construction and Pedestrian Link - South	Station shaft construction
	Pedestrian link tunnel construction
	Station services
	Finishes and fit out
	Station handover for commissioning
Over Station Development – South	Commence OSD construction (L8)
	Structure complete
	Finishes and fit out
	Building handover
Over Station Development – North	Commence OSD construction
	Structure completed
	Finishes and fit out
	Building handover

3. People and collaboration

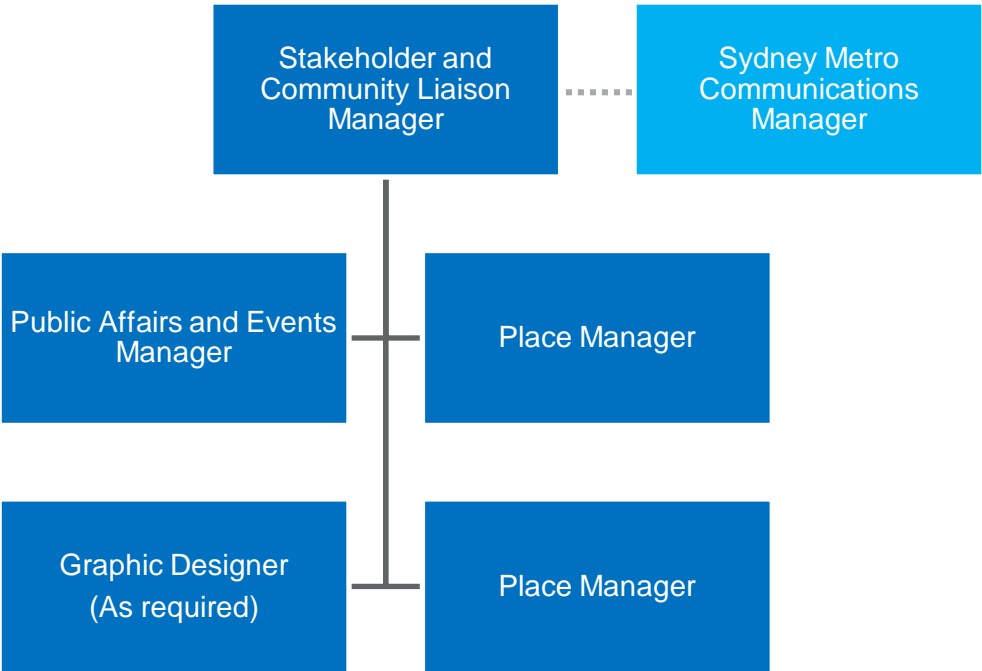
3.1 Team structure

Macquarie’s S&CLT (excluding the graphic designer) will undertake all communication and engagement activities for the project and will be responsible for implementing this CCS and ensuring it remains up to date.

Table 2 outlines roles and responsibilities within the S&CLT.

The structure of Macquarie’s S&CLT is outlined below:

Figure 5: Stakeholder and Community Liaison Team structure



3.2 Roles and responsibilities

Table 2 outlines the responsibilities of each role within the S&CLT.

Table 2: Key Stakeholder and Community Liaison personnel

Roles	Responsibilities include (but are not limited to):
Stakeholder and Community Liaison Manager	<ul style="list-style-type: none"> • Manages overall Stakeholder and Community Liaison Team • Act as the key point of liaison regarding stakeholder and community issues for Sydney Metro as required • Actively participate in senior project working groups with Sydney Metro • Initiate processes and methods which support Sydney Metro in engaging with stakeholders and community groups • Support community education programs, business forums and stakeholder relationships with Sydney Metro • Contribute to the ongoing development, implementation and review of processes and protocols in collaboration with Sydney Metro • Update CCS and BMP as required
Place Managers	<ul style="list-style-type: none"> • Support the implementation of this CCS • Support the project team on stakeholder and community liaison issues as the project progresses • Engage directly with Sydney Metro on stakeholder and community liaison issues and communication • Assist in the planning and coordination of stakeholder and community involvement activities once work on site commences, and specifically in relation to working with local residents and businesses • Be a consistent presence on the project with whom key stakeholders and community group representatives can meet with as required • Ensure proactive stakeholder and community liaison and communication is embraced across the project, delivering timely, quality information and consultation to local stakeholders and community • Respond to complaints and stakeholder issues as required and within the mandatory timeframes • Develop and implement recording, measurement metrics, monitoring and reporting processes in collaboration with Sydney Metro • Monitor, analyse and evaluate trends in community and stakeholder feedback and implement mitigation strategies to key issues • Provide support to the Stakeholder and Community Liaison Manager • Update information on the stakeholder management database, Consultation Manager including stakeholder and community enquiries, comments and complaints
Public Affairs and Events Manager	<ul style="list-style-type: none"> • Provide strategic direction and hands on implementation for media, public affairs and other external communications and corporate affairs activities • Proactively identify positive opportunities to promote the project and Sydney Metro • Work closely with the Stakeholder and Community Liaison Manager and team to support stakeholder engagement and ensure consistent messaging across the project • Assist the S&CLM to ensure consistent messaging across all communication channels

3.3 Coordination with Sydney Metro

There is no one size fits all approach to successful stakeholder and community engagement. The challenges and opportunities inherent in each project are different and the local context is always changing. Project success for the State, Sydney Metro and Macquarie is driven by a strong partnership between Sydney Metro and Macquarie, and through:

- A deep and detailed understanding of the project context and environment
- A disciplined process for mapping stakeholders and finding out how best to involve them
- A rigorous identification of pre-existing issues (needs) and emerging opportunities (aspirations)
- A robust and integrated approach that manages all stakeholder and community interaction
- A range of platforms and suite of tools leveraging different mediums
- Dedicated and experienced engagement practitioners working collaboratively and embedded within the team.

Macquarie's S&CLT delivering communications on the station excavation and construction aspects of the project will also deliver communications for the over station developments. This will ensure a consistent and coordinated approach to communications with stakeholders, management of impacts and continued coordination with Sydney Metro and other contractors.

Recognising the complexities in delivering an integrated station development under two different planning conditions, the Critical Significant State Infrastructure (CSSI) and the State Significant Development Application (SSDA), Macquarie will apply key principles outlined in Section 4 to ensure consistency of messaging throughout the project.

There will be genuine engagement processes in place to develop trust and build strong, long-term relationships with stakeholders and the community. This process hinges upon Macquarie's demonstration of willingness to listen and respond in the most efficient and effective ways as agreed with Sydney Metro.

3.4 Interface with Sydney Metro contractors

Macquarie will work with Sydney Metro to share valuable stakeholder engagement insights across the project and coordinate messages regarding the Martin Place station activities, to avoid duplication of messages and to minimise impacts to the community.

Macquarie will attend various coordination meetings with Sydney Metro, including Transport and Traffic Liaison Group meetings and the Sydney Coordination Office Emergency Services fortnightly meeting, when required, to provide updates on the MPISD program, details on traffic and pedestrian management, or gain approvals required for specific work.

In addition, Macquarie will coordinate with the Line-wide contractors, lift contractors and other Sydney Metro contractors to support the Sydney Metro City & Southwest 2024 project completion date and deliver best outcomes for the people of NSW and visitors alike.

4. Communications approach

This CCS has been developed to guide stakeholder and community engagement for the excavation, station and over station development construction work.

This CCS outlines:

- Stakeholder analysis
- Key issues and mitigation measures
- Communication activities and tools
- Procedures and processes that will be implemented during the construction of the excavation, station construction and over station development.

Macquarie's approach to stakeholder and community engagement for the excavation, station construction and over station development is to complete work with minimal disruption to customers, residents, local businesses, neighbours and passers-by.

Our CCS encompasses the following focus areas:

- Information and awareness – making sure stakeholders and the community are kept informed of progress.
- Issues management – mitigation strategies and proactively responding to issues in a clear and consistent way.

Through our planning and construction approach, we will seek to minimise disruption to businesses and residents located near the project and to the amenity of members of the public.

Where issues are raised by stakeholders and/or the community, they will be addressed in accordance with the Sydney Metro Construction Complaints Management System.

The following principles will guide Macquarie's communication approach with stakeholders and the community:

- Proactive – identify issues and build solutions into the program where possible
- Accessible – ensure the team are accessible for the duration of the project
- Responsive – respond in an effective manner to individual concerns. Resolve issues to the satisfaction of all involved in the shortest time possible
- Sensitive – understand the needs of stakeholders and the community and minimise disruptions and impacts where possible
- Transparent and accountable – record, publish and make information easily accessible to the community.

4.1 Stakeholder summary

Martin Place has been the civic heart of Sydney's CBD since the 1880s. It is an iconic urban space, at the forefront of the image and experience of Global Sydney and remains a significant place of ceremony and celebration for Sydney-siders and visitors. The Martin Place integrated station development is a significant legacy project for the NSW Government and City of Sydney, along with the community and visitors. As such, its construction and eventual contribution to the experience of Martin Place will potentially be of interest to, and impact on, a diverse and complex set of stakeholders.

Martin Place, being in the centre of the city, attracts many public events for the community to enjoy. The S&CLT will maintain a calendar of local events to minimise impacts and have respite days and/or periods if required.

Martin Place is identified as a dense and intricate urban area with Martin Place Station at the centre of an approximately 250m radius zone, which has strong associations with many of Sydney's landmark buildings and prominent institutions. An overview of stakeholders identified, and their interests, are provided in Table 3 overleaf.

Table 3: Stakeholder and community overview

Stakeholders	Interests	Communication tools	Indicative timing
Government elected			
<ul style="list-style-type: none"> Premier Minister for Transport and Roads 	<ul style="list-style-type: none"> Successful project delivery 	<ul style="list-style-type: none"> Briefings via Sydney Metro 	<ul style="list-style-type: none"> As requested and refer to OCCS
<ul style="list-style-type: none"> Minister for Planning and Public Spaces 	<ul style="list-style-type: none"> Project planning approval compliance 	<ul style="list-style-type: none"> Briefings via Sydney Metro 	<ul style="list-style-type: none"> As requested and refer to OCCS
<ul style="list-style-type: none"> Minister for Energy and Environment 	<ul style="list-style-type: none"> Effective management of any environmental or heritage impacts 	<ul style="list-style-type: none"> Briefings via Sydney Metro 	<ul style="list-style-type: none"> As requested and refer to OCCS
<ul style="list-style-type: none"> State Member for Sydney Federal Member for Sydney 	<ul style="list-style-type: none"> Construction impacts, key milestones 	<ul style="list-style-type: none"> Briefings via Sydney Metro 	<ul style="list-style-type: none"> As requested and refer to OCCS
State Government (departments, agencies, corporations)			
<ul style="list-style-type: none"> Department of Planning, Industry and Environment (DPIE) 	<ul style="list-style-type: none"> Project planning approval compliance 	<ul style="list-style-type: none"> Briefings via Sydney Metro 	<ul style="list-style-type: none"> Prior to work commencing and via regular updates
<ul style="list-style-type: none"> Transport for NSW – including former Roads and Maritime Services functions 	<ul style="list-style-type: none"> Successful project delivery Impacts on roads during work Approvals compliance 	<ul style="list-style-type: none"> Meetings, briefings and reporting Traffic and Transport Liaison Group CMCG 	<ul style="list-style-type: none"> Ongoing throughout project TTLG monthly meetings
<ul style="list-style-type: none"> Sydney Coordination Office (SCO) – part of Transport for NSW 	<ul style="list-style-type: none"> Effective cooperation with Sydney transport network Awareness of project delivery details to enable effective coordination of traffic/transport planning 	<ul style="list-style-type: none"> Meeting and working groups via Sydney Metro Communications Management Control Group (CMCG) Construction Traffic Management Plan, and special events 	<ul style="list-style-type: none"> Prior to work commencing and via regular updates Briefings before special events
<ul style="list-style-type: none"> Traffic and Transport Liaison Group (TTLG) 	<ul style="list-style-type: none"> Traffic management plans Notification of traffic changes via email alerts 	<ul style="list-style-type: none"> Presentations and briefings 	<ul style="list-style-type: none"> Prior to work commencing and then monthly
<ul style="list-style-type: none"> NSW Environment Protection Authority 	<ul style="list-style-type: none"> Compliance with environmental protection licence Managing environmental and heritage impacts of excavation and station construction work 	<ul style="list-style-type: none"> CEMP consultation Written correspondence, meetings via Sydney Metro 	<ul style="list-style-type: none"> Prior to work commencing
<ul style="list-style-type: none"> NSW Environment, Energy and Science Heritage NSW 	<ul style="list-style-type: none"> Consultation on relevant plan in the CEMP and CHMP 	<ul style="list-style-type: none"> Consultation on Construction Heritage Management Plan Briefings and meetings 	<ul style="list-style-type: none"> Before work begins and ongoing if required

Stakeholders	Interests	Communication tools	Indicative timing
<ul style="list-style-type: none"> Utility stakeholders (Ausgrid, Sydney Water, Jemena, telco providers, Australia Post) 	<ul style="list-style-type: none"> Negative impacts on existing infrastructure Consultation for access to and protection of services Emergency work - unplanned disruptions 	<ul style="list-style-type: none"> Interface agreements Written correspondence Notification of planned work Notification of emergency work 	<ul style="list-style-type: none"> Prior to work commencing and ongoing as required
<ul style="list-style-type: none"> Emergency services 	<ul style="list-style-type: none"> Any impacts on roads Emergency access Incident response 	<ul style="list-style-type: none"> Written correspondence Updates via TTLG 	<ul style="list-style-type: none"> Prior to work commencing
<ul style="list-style-type: none"> Other Sydney Metro contractors 	<ul style="list-style-type: none"> Coordination of activities Cumulative construction impacts 	<ul style="list-style-type: none"> Communications Coordination meetings Written correspondence 	<ul style="list-style-type: none"> Regular meetings as required
<ul style="list-style-type: none"> Sydney Trains 	<ul style="list-style-type: none"> Pedestrian Links Impacts to existing station 	<ul style="list-style-type: none"> CMCG SCO meetings Written correspondence 	<ul style="list-style-type: none"> Before work begins and ongoing if required
<ul style="list-style-type: none"> NSW State Design Review Panel (DRP) 	Design of the station	<ul style="list-style-type: none"> Briefings and meetings Written correspondence 	<ul style="list-style-type: none"> Regular meetings prior and during design
Other heritage stakeholders			
<ul style="list-style-type: none"> Heritage Council of NSW 	<ul style="list-style-type: none"> Impacts to heritage features of 50 Martin Place General interest in Martin Place and surrounding precincts 	<ul style="list-style-type: none"> Consultation on Construction Heritage Management Plan Briefings and meetings 	<ul style="list-style-type: none"> Regular meetings as required
<ul style="list-style-type: none"> Registered Aboriginal Parties (RAPs) 	<ul style="list-style-type: none"> Appropriate management of the land (7 Elizabeth Street site) as a potentially significant site 	<ul style="list-style-type: none"> Consultation as outlined in Construction Heritage Management Plan (Section C3) 	<ul style="list-style-type: none"> Prior to excavation stage
Other transport operators or contractors			
<ul style="list-style-type: none"> Coaches, couriers, taxis, buses, light rail and cycling groups 	<ul style="list-style-type: none"> Construction fatigue Traffic changes Bus stop relocations 	<ul style="list-style-type: none"> Signage, website Sydney Coordination Office TTLG meetings Newsletter (if on database) 	<ul style="list-style-type: none"> Before work begins and ongoing as required
Media (TV, print, radio, online, industry publications)			
<ul style="list-style-type: none"> Media (TV, print, radio, online, industry publications) 	<ul style="list-style-type: none"> Project status Project milestones Local interest pieces on workforce Industry news Construction impacts to community 	<ul style="list-style-type: none"> Via Sydney Metro (media releases, background fact sheets, media events) 	<ul style="list-style-type: none"> Via Sydney Metro and aligned with major project milestones
Local government			

Stakeholders	Interests	Communication tools	Indicative timing
<ul style="list-style-type: none"> City of Sydney 	<ul style="list-style-type: none"> Impacts on Council infrastructure/facilities/community events Impacts on community e.g. traffic, dust, noise, vibration Effective community engagement including homeless communities / rough sleepers Environmental impacts Design changes 	<ul style="list-style-type: none"> Councillor briefings by Sydney Metro Consultation on major events Participate in TTLG 	<ul style="list-style-type: none"> Before work begins and ongoing through the project TTLG monthly meetings
Local community			
<ul style="list-style-type: none"> Tourists, visitors to the area CBD workers Local community groups Existing rail and bus users 	<ul style="list-style-type: none"> Impacts e.g. noise, vibration, dust, traffic Pedestrian and vehicle access Traffic changes Construction fatigue 	<ul style="list-style-type: none"> Notifications Newsletters Signage 24-hour community information line Radio and print advertisements 	<ul style="list-style-type: none"> Before work begins and ongoing through the project As required
<ul style="list-style-type: none"> Stakeholders with a disability 	<ul style="list-style-type: none"> Access to information on excavation, station construction and over station development work Station accessibility at design phase 	<ul style="list-style-type: none"> Website documents compliant with WCAG 2.0 Customer Centre Design Panel 	<ul style="list-style-type: none"> Ongoing Design phase and commissioning
<ul style="list-style-type: none"> Stakeholders with English as a second Language and with diverse cultures and linguistics. 	<ul style="list-style-type: none"> Access to information on excavation, station construction and over station development work 	<ul style="list-style-type: none"> Access to translator on all notifications Translators available to assist with doorknock activities if required 	<ul style="list-style-type: none"> Ongoing
<ul style="list-style-type: none"> Customer Centre Design Panel 	<ul style="list-style-type: none"> Improving station experience for the general public 	<ul style="list-style-type: none"> Interviews and stimulated test experiences 	<ul style="list-style-type: none"> During and end of design stage
Industry/peak body			
<ul style="list-style-type: none"> Sydney Business Chamber Greater Sydney Commission (District Commissioner: Central) Committee for Sydney Tourism Accommodation Australia Tourism and Transport Forum Retail Council Property Council of Australia 	<ul style="list-style-type: none"> Stakeholder views Jobs and economic growth Impacts to pedestrians Traffic changes 	<ul style="list-style-type: none"> One-on-one meetings Regular progress updates Newsletters 	<ul style="list-style-type: none"> Before work begins and regularly ongoing

Stakeholders	Interests	Communication tools	Indicative timing
Affected receivers identified in the CNVIS (key stakeholders)			
<ul style="list-style-type: none"> Channel Seven Travelodge Commercial Travellers Association Macquarie Group Guardian Early Learning Group Explore and Develop Childcare 	<ul style="list-style-type: none"> Impacts e.g. noise, vibration, dust, traffic Property protection Pedestrian and vehicle access Traffic changes Construction fatigue 	<ul style="list-style-type: none"> One-on-one meetings Regular progress updates Notifications Newsletters 24-hour community information line 	<ul style="list-style-type: none"> Before work begins and ongoing through the project
Businesses within 500m			
<ul style="list-style-type: none"> Martin Place businesses (refer to BMP for more details) 	<ul style="list-style-type: none"> Impacts e.g. noise, vibration, dust, traffic Consultation on environmental mitigation measures Property protection Pedestrian and vehicle access Traffic changes Construction fatigue 	<ul style="list-style-type: none"> Property condition surveys One-on-one meetings Business forums Monitoring Regular progress updates Notifications Newsletters Adjoining owner agreements Doorknocks Signage Information to strata or property managers 24-hour community information line Radio and print advertisements 	<ul style="list-style-type: none"> Before work begins and regularly ongoing Radio and print advertisements as required
Residents within 500m			
<ul style="list-style-type: none"> Martin Place residents including Hosking Place 	<ul style="list-style-type: none"> Impacts e.g. noise, vibration, dust, traffic Construction fatigue Consultation on environmental mitigation measures Property protection Pedestrian and vehicle access Traffic changes 	<ul style="list-style-type: none"> Property condition surveys One-on-one meetings Community information sessions/forums Notifications Newsletters Doorknocks Signage Information to strata or property managers 24-hour community information line 	<ul style="list-style-type: none"> Before work begins and regularly ongoing Radio and print advertisements as required

Stakeholders	Interests	Communication tools	Indicative timing
		<ul style="list-style-type: none"> Radio and print advertisements 	
Road users			
<ul style="list-style-type: none"> Road users on Elizabeth Street, Hunter Street, Castlereagh Street, Bligh Street and O'Connell Street 	<ul style="list-style-type: none"> Traffic changes Construction fatigue 	<ul style="list-style-type: none"> Signage Website Sydney Coordination Office Radio and print advertisements 	<ul style="list-style-type: none"> As required prior to changes Radio and print advertisements as required
Existing train commuters			
<ul style="list-style-type: none"> Existing suburban line train commuters 	<ul style="list-style-type: none"> Impacts to existing stations Pedestrian links Bus stop relocations 	<ul style="list-style-type: none"> 24-hour community information line Radio and print advertisements Notifications Newsletters Signage Emails 	<ul style="list-style-type: none"> Before work begins and ongoing Radio and print advertisements as required

4.2 Stakeholder database

All project stakeholders' details are maintained in a database.

Sydney Metro's database, Consultation Manager (CM) is used for interactions related to the CSSI. Sydney Metro will provide CM access to the S&CLT. Macquarie is responsible for ensuring all relevant personnel are provided with training on the database. The S&CLT is responsible for recording all stakeholder interactions and updating stakeholder information as required.

Stakeholder interactions related to the over station development only will be tracked in a separate system to allow for appropriate reporting against the separate planning approvals.

4.3 Key messages

- Macquarie Group has been awarded the contract to build the Sydney Metro Martin Place integrated station development.
- The new Sydney Metro Martin Place integrated station development includes the new Martin Place metro station, two new buildings above the station, a retail space, new underground pedestrian connections and improvements to the public domain.
- The new Martin Place Station will deliver new metro rail services – with the ultimate capacity for a metro train every two minutes in each direction through the CBD – and will also directly link to the existing Martin Place suburban railway station which services the Eastern Suburbs and Illawarra lines.
- Macquarie Group has appointed Lendlease to undertake the design and construction of the Martin Place integrated station development.

Further key messages will be developed during the project as required.

4.4 Key issues and mitigation measures

Our aim during the excavation, station and over station development construction work is to minimise impacts to the community, nearby businesses and residents. Noise and vibration will be a key issue for businesses near or adjacent to the site. The S&CLT will respond to the below issues by ensuring teams are briefed and aware of the local stakeholders, provide timely and transparent information and, where possible, reschedule noisy activities.

Table 4: Key issues and mitigation measures

Issues	Communication and mitigation measures
Information about construction	<ul style="list-style-type: none"> • Regular notifications and newsletters • One-on-one meetings on request • Doorknocks • Attend stakeholder meetings to communicate project information • Community contact information
Information for tenants and property owners	<ul style="list-style-type: none"> • Regular notifications and newsletters • Community contact information • Strata/building managers and owners notified of scheduled and emergency work in the area when necessary • Meetings arranged with strata/building managers and owners
Construction noise and vibration	<ul style="list-style-type: none"> • Regular notifications and newsletters • Community contact information • Early engagement with neighbouring stakeholders on likely noise and vibration impacts with specific focus on noise sensitive stakeholders • Noise minimised through use of appropriate plant, tools selection, construction techniques, and programming • High impact noise work staged with respite periods as required • Temporary noise screens used around equipment and buildings where appropriate • Staff induction and toolbox meetings prior to noisy activities to highlight acceptable workforce behaviour • Real-time noise and vibration monitoring • Noise and/or vibration monitoring offered in response to complaints
Dust	<ul style="list-style-type: none"> • Dust minimised by using water carts, water sprayers, street sweepers, chemical and organic ground cover, hard stand, shade cloth and limiting activities on windy days where necessary • Community contact information
Construction traffic	<ul style="list-style-type: none"> • Implement site specific Traffic Management Plans • Coordinate traffic management with the Sydney Coordination Office • Construction traffic movements minimised in peak times, where possible • Heavy vehicle-specific access and egress locations and routes to minimise local congestion • Truck driver toolbox meetings on localised conditions • Out-of-hours deliveries to minimise impacts of oversized vehicles on local roads • Transport Traffic Liaison attendance • Community contact information
Pedestrian links and changes to pedestrian access.	<ul style="list-style-type: none"> • Regular notifications and newsletters • Community contact information • Way finding/directional signage • Social media • Briefings to Sydney Trains and City of Sydney as required
Cumulative impacts	<ul style="list-style-type: none"> • Carefully planned activities and coordination with Sydney Metro contractors and other project delivery teams in the CBD as required.

Issues	Communication and mitigation measures
	<ul style="list-style-type: none"> • Early engagement with neighbouring stakeholders on likely noise and vibration impacts with specific focus on noise sensitive stakeholders • Noise minimised through use of appropriate plant, tools selection, construction techniques, and programming (see section 4.6 for further details)
Out-of-hours work	<ul style="list-style-type: none"> • Regular notifications and newsletters • One-on-one meetings on request • Doorknocks • Community contact information
Interface with other contractors	<ul style="list-style-type: none"> • Coordination with Sydney Metro • Briefings • One-on-one meetings on request • Written correspondence
Concerns about property damage	<ul style="list-style-type: none"> • Property condition surveys offered where eligible • Vibration monitoring • Community contact information • Protection of heritage items using hoarding
Visual amenity	<ul style="list-style-type: none"> • Retain vegetation where possible or for as long as practical • Protection of trees to be retained • Hoarding designed in line with Sydney Metro brand style guidelines • Prompt graffiti removal from hoarding and buildings • Plant and surroundings kept well maintained and clean

4.5 Minimising disruption and construction impacts

Stakeholders located near the excavation, station construction and over station development construction site will have varying concerns about the project and construction. Macquarie will use a variety of communication tools to help stakeholders understand potential impacts, mitigation measures, and how to contact the project team with any concerns, questions or complaints. All public communication material developed will meet Sydney Metro requirements including consistency with the Transport for NSW Editorial Style Guide and the Sydney Metro Brand Style Guidelines. All public communication material will be available online and meet the accessibility requirements in the Web Content Accessibility Guidelines (WCAG 2.0).

A Business Management Plan (BMP) has been developed in response to local businesses and commercial tenants who may be impacted by CSSI project work and activities. Macquarie's BMP and consultation with businesses will aim to identify and develop measures to manage the specific construction impacts for individual businesses.

4.6 Other construction projects in the area – cumulative impacts

With many concurrent infrastructure and major construction projects near the excavation, station construction and over station development project, cumulative impacts and the potential to confuse stakeholders regarding who is responsible for which work is likely.

At the time of this CCS version, concurrent construction projects include:

- MLC Centre redevelopment (ProBuild)
- 44-62 Castlereagh Street upgrade (FDC Building)
- 1-7 Castlereagh Street upgrade (Built)
- 44 Martin Place development (Buildcorp)
- Wynyard Station Precinct redevelopment (Brookfield Property)
- 4-6 Bligh Street (SC Capital Partners Group).

Macquarie will proactively work with Sydney Metro and other contractors to coordinate communications activities to minimise impacts to stakeholders directly affected by multiple projects.

4.7 Homeless communities and rough sleepers

The location of the project will see the need for engagement and liaison with a diverse range of stakeholder groups. Macquarie's activities are likely to affect rough sleepers at different times and to varying degrees. Sydney Metro's Interim Strategy for Management of Homeless People During Construction that experiencing homelessness be treated respectfully and not discriminated against based on their homeless status.

The S&CLT will engage with the City of Sydney Homeless Unit which works directly with those affected by this type of homelessness. Through this engagement we would aim to:

- Create an induction program for personnel and subcontractors onsite to educate and promote appropriate engagement with homeless people.
- Build a relationship with the City of Sydney Homeless Unit to understand how best to work with them.
- Understand the local area context and seasonal movements of potential rough sleepers.

4.8 Additional mitigation measures

In accordance with CSSI CoA E33 and E34, consultation with sensitive and affected receivers will be undertaken as the project progresses. If there is a sensitive period, the type of activities, expected impacts and circumstances will be considered and work will be refined, if possible.

Construction Noise and Vibration Impact Statements (CNVIS) will be prepared before construction noise and vibration impacts commence and include specific mitigation measures identified through consultation with affected sensitive receivers and perceived affected receivers. Consultation has been completed for CNVIS as per the CSSI CoA. The project team will prepare a communications plan for particularly noisy work where additional mitigation measures are required and provide for review by Sydney Metro where they relate to the CSSI. Noise and Vibration Management Plan will be developed for the over station development.

4.9 Communication tools and activities

The following communication tools, methods and activities will be used throughout the life of the project. It is noted that the tools, methods and activities outlined in this section will be used in conjunction with the procedures outlined in Section 6, to resolve any issues and mediate any disputes that may arise in relation to environmental management and delivery of the project. Noise and vibration complaints that remain unresolved will be reported to the Secretary, DPE, by the Acoustic Advisor in accordance to CSSI CoA A27.

Table 5: Key communication activities matrix

Tools & activities	Objective(s)	Strategy
Government and media relations	<ul style="list-style-type: none"> • Support Sydney Metro's engagement and communications activities and ensure no surprises 	<ul style="list-style-type: none"> • Strong, proactive and coordinated engagement with Government representatives as required • Maintain issues management focus • Communicate stakeholder expectations to project team • Maintain high quality advice on project related issues • Comply with media and government relations protocols • Accommodate and coordinate organised events for interested stakeholder groups including community, educational institutions, engineering profession, and Transport for NSW personnel • Accommodate and help coordinate Sydney Metro-arranged events
Communications	<ul style="list-style-type: none"> • Support Sydney Metro's engagement and communications 	<ul style="list-style-type: none"> • Ensure consistency, transparency and timeliness • Communicate directly with surrounding businesses • Enhance relationships and reputation

Tools & activities	Objective(s)	Strategy
	objectives and activities	<ul style="list-style-type: none"> • Signage, including signage provided around construction sites to provide visibility to retained businesses
Community liaison	<ul style="list-style-type: none"> • Ensure the community is proactively notified of current and upcoming activities, and manage expectations 	<ul style="list-style-type: none"> • Engage and liaise with the community on key elements of planning, development and delivery • Be direct and accessible – manage issues using direct conversations • Ensure the community has opportunities to be heard, comment, enquire, and receive timely responses • Use Consultation Manager database • Conduct information sessions at least twice a year or as required • Conduct door-to-door meetings with impacted local community groups and businesses at each phase of the project before being directly affected • Conduct community meetings, presentations and other community liaison opportunities with Sydney Metro approval • Produce and distribute written stakeholder and community notifications • Conduct wide-reaching, ongoing engagement and liaison including advertisements in newspapers, quarterly newsletters, monthly updates, notification letters and emails to residents, businesses and for the Sydney Metro website • Respond to enquiries or complaints relating to the project via the 24-hour community information line, postal address and email address
Stakeholder relations	<ul style="list-style-type: none"> • Manage expectations and issues before they escalate 	<ul style="list-style-type: none"> • Establish strong stakeholder relations early • Prioritise according to impact and influence • Understand and plan for issues and needs • Plan stakeholder engagement to correspond to and leverage project milestones and decisions • Project photography, video and animations

The below table lists the proposed communications tools that will be used, their purpose and frequency. These communications tools comply with the OCCS. This list will be updated to reflect project changes and feedback received.

Table 6: Communication tools summary

Communication tool	Purpose	Frequency/timing
Community contact		
<ul style="list-style-type: none"> • Community Information Line 1800 171 386 	<ul style="list-style-type: none"> • Allows access to project team during construction hours • This number is publicised on all communication materials 	<ul style="list-style-type: none"> • Available 24 hours a day, seven days a week during construction
<ul style="list-style-type: none"> • Community email address martinplacemetro@transport.nsw.gov.au 	<ul style="list-style-type: none"> • Allows access to project team during construction hours • 	<ul style="list-style-type: none"> • Available 24 hours a day, seven days a week during construction

Communication tool	Purpose	Frequency/timing
<ul style="list-style-type: none"> Community post box PO Box K659, Haymarket, NSW, 1240 	<ul style="list-style-type: none"> Allows access to project team during construction hours 	<ul style="list-style-type: none"> Available 24 hours a day, seven days a week during construction
<ul style="list-style-type: none"> Project website www.sydneymetro.info/ 	<ul style="list-style-type: none"> Provides compliance with approval conditions. This holds copies of approved management plans. Provides general project information, images, animations, notifications, newsletters and broader Sydney Metro information. 24-hour contact information and email newsletter subscription details 	<ul style="list-style-type: none"> Throughout the project and 12 months after completion of the project
<ul style="list-style-type: none"> Project promotional website www.metromartinplace.com 	<ul style="list-style-type: none"> Provides general project information, images, animations Contact information is also advertised here 	<ul style="list-style-type: none"> Throughout the project and 12 months after completion of the project
<ul style="list-style-type: none"> Contractor website page www.lendlease.com/martinplacemetro 	<ul style="list-style-type: none"> Provides information about the project's activities along with notifications and information required for compliance with Conditions of Approval or other planning requirements, including the approved CCS and BMP. Contact information is also advertised here 	<ul style="list-style-type: none"> Ongoing and available for 12 months after completion of the project
<ul style="list-style-type: none"> Stakeholder and Community Liaison Team outgoing email is martinplacemetro@transport.nsw.gov.au 	<ul style="list-style-type: none"> Allows project team to respond to email enquiries and coordinate meetings with stakeholders 	<ul style="list-style-type: none"> Available 24 hours a day, seven days a week during construction
Information / notification material		
<ul style="list-style-type: none"> Community notification letter – 7-day notification <p>Note: where required, out of hours work notifications will be distributed to residents within a 200m radius of site</p>	<ul style="list-style-type: none"> Advise community and stakeholders of construction activities no later than seven (7) days in advance and include: <ul style="list-style-type: none"> Scope of work Location of work Hours of work Duration of activity Type of equipment used Likely impacts including noise, vibration, traffic, access and dust Mitigation measures The Sydney Metro 24-hour telephone number, postal address and email address 	<ul style="list-style-type: none"> Monthly and as required for out of hours work, new activities or new impacts
<ul style="list-style-type: none"> Emergency work notifications 	<ul style="list-style-type: none"> Email information to advise properties of emergency work within two hours of starting work 	<ul style="list-style-type: none"> As required

Communication tool	Purpose	Frequency/timing
<ul style="list-style-type: none"> Site signage and hoarding banners 	<ul style="list-style-type: none"> Signage used to identify the site and provide contact information for the community Hoarding and graphics in line with Sydney Metro branding requirements 	<ul style="list-style-type: none"> As required
<ul style="list-style-type: none"> Frequently asked questions and key messages 	<ul style="list-style-type: none"> Resource used by the project team to facilitate rapid and accurate responses to enquiries - can also be used for website, fact sheets and briefing notes as required 	<ul style="list-style-type: none"> As required
<ul style="list-style-type: none"> Translation services 	<ul style="list-style-type: none"> To communicate with non-English speaking communities 	<ul style="list-style-type: none"> As required
<ul style="list-style-type: none"> Sydney Metro social media 	<ul style="list-style-type: none"> Up to three social media posts per month to communicate key information and milestones about the project 	<ul style="list-style-type: none"> As required
<ul style="list-style-type: none"> Animations and visualisations 	<ul style="list-style-type: none"> Graphic representations and interactive platforms to aid effective communication of the station design and construction 	<ul style="list-style-type: none"> As required
<ul style="list-style-type: none"> Fact sheets 	<ul style="list-style-type: none"> Used to explain key aspects of Sydney Metro and the project to the community and stakeholders. 	<ul style="list-style-type: none"> As required
<ul style="list-style-type: none"> Newsletters 	<ul style="list-style-type: none"> Used to update the community on the status of current and upcoming activities. 	<ul style="list-style-type: none"> Two per year
<ul style="list-style-type: none"> Photography and video recordings 	<ul style="list-style-type: none"> Used to record the construction process and progress and assist with explaining aspects of work to stakeholders. 	<ul style="list-style-type: none"> As required
Face-to-face and interactive tools		
<ul style="list-style-type: none"> Community information sessions 	<ul style="list-style-type: none"> Held in collaboration with Sydney Metro team as required for major project updates with appropriate personnel or subject matter experts attending 	<ul style="list-style-type: none"> As required
<ul style="list-style-type: none"> Community connect events 	<ul style="list-style-type: none"> For residents and community groups within 200m of construction sites. The focus is on key environmental management measures relating to construction activities 	<ul style="list-style-type: none"> As required
<ul style="list-style-type: none"> Mobile information displays 	<ul style="list-style-type: none"> Mainly aimed at Sydney Trains commuters to provide information on changes to Martin Place station access and associated impacts 	<ul style="list-style-type: none"> As required for milestones
<ul style="list-style-type: none"> Business connect events 	<ul style="list-style-type: none"> For businesses within 200m of construction sites. These events provide a convenient update on construction activities and mitigation measures and an opportunity to provide feedback 	<ul style="list-style-type: none"> As required
<ul style="list-style-type: none"> Doorknocks 	<ul style="list-style-type: none"> Discuss potential project impacts and proposed mitigation with residents, businesses and other stakeholders. Leave behind written information and contact 	<ul style="list-style-type: none"> As required, seven (7) days in advance of work

Communication tool	Purpose	Frequency/timing
	details for community members who are not at home	
<ul style="list-style-type: none"> Meetings with individuals or groups 	<ul style="list-style-type: none"> Discuss project activities including work in progress or upcoming work, and potential issues 	<ul style="list-style-type: none"> As required
<ul style="list-style-type: none"> Site visits 	<ul style="list-style-type: none"> Inform selected stakeholders about progress of the project and any key milestones or activities taking place with appropriate personnel on site 	<ul style="list-style-type: none"> As required
<ul style="list-style-type: none"> School presentations and events 	<ul style="list-style-type: none"> Participation in Sydney Metro schools' engagement program as required 	<ul style="list-style-type: none"> As required
Briefings and media		
<ul style="list-style-type: none"> Federal and State MPs and local councillors 	<ul style="list-style-type: none"> Update information on major project milestones will be provided to Sydney Metro as required to keep all elected officials informed and to respond to issues raised by constituents 	<ul style="list-style-type: none"> As required
<ul style="list-style-type: none"> Media releases 	<ul style="list-style-type: none"> Update information for the community on major project milestones will be provided as required by Sydney Metro 	<ul style="list-style-type: none"> As required
Project management requirements		
<ul style="list-style-type: none"> Site inductions and toolbox talks 	<ul style="list-style-type: none"> All project team members and contractors will be made aware of community relations requirements 	<ul style="list-style-type: none"> Initial site induction for all staff and as required
<ul style="list-style-type: none"> Communications Management Control Group (refer to section 4.12) 	<ul style="list-style-type: none"> The role of the CMCG is to: Provide an update on current and upcoming milestones, construction program and stakeholder and community issues. Provide a forum to exchange information and coordinate communication and consultation activities between contractors to ensure a consistent approach to stakeholders, the community and others is delivered 	<ul style="list-style-type: none"> As required
Traffic communication		
<ul style="list-style-type: none"> Construction signage 	<ul style="list-style-type: none"> Information or directional signage at the location of the traffic change to give advice to road users and pedestrians on duration of change of alternative paths 	<ul style="list-style-type: none"> As required
<ul style="list-style-type: none"> Wayfinding 	<ul style="list-style-type: none"> For pedestrian access and changes to bus and trains 	<ul style="list-style-type: none"> As required
<ul style="list-style-type: none"> Traffic alert email 	<ul style="list-style-type: none"> Communication to transport operators and emergency services to advise of traffic changes, including road or lane closures and detours 	<ul style="list-style-type: none"> As required

Communication tool	Purpose	Frequency/timing
<ul style="list-style-type: none"> Variable message signs (VMS) 	<ul style="list-style-type: none"> Electronic variable message sign provides advanced notice to road users of traffic changes 	<ul style="list-style-type: none"> As required
<ul style="list-style-type: none"> Advertisements 	<ul style="list-style-type: none"> Advertise in newspapers prior to major changes in traffic conditions 	<ul style="list-style-type: none"> As required
<ul style="list-style-type: none"> Radio advertisements 	<ul style="list-style-type: none"> Use radio advertisements to notify community prior to major changes in traffic conditions 	<ul style="list-style-type: none"> As required

4.10 Consultation forums

Macquarie will engage and consult with the local community, businesses, commuters/customers and various agencies throughout the duration of the excavation, station construction and over station development work.

The table below lists the types of consultation forums that the project will implement or attend.

Table 7: Consultation matrix

Consultation type	Details	Responsibility	Frequency
Agency consultation	<ul style="list-style-type: none"> Forums and briefings will be held with various agencies to present and consult on traffic impact, site establishment and mitigation measures Consultation with environmental agencies is outlined in the CEMP 	<ul style="list-style-type: none"> Macquarie 	<ul style="list-style-type: none"> As required
Business connect events	<ul style="list-style-type: none"> Events will be planned and coordinated by the project to inform or consult with the local businesses regarding impact, mitigation and project progress Flexible format to accommodate local businesses 	<ul style="list-style-type: none"> Macquarie 	<ul style="list-style-type: none"> Up to two (2) a year
Site visits	<ul style="list-style-type: none"> Site visits planned and coordinated by Sydney Metro for key stakeholders and local community as part of OCCS 	<ul style="list-style-type: none"> Sydney Metro Macquarie support as required to provide safe access to site and personal protective equipment 	<ul style="list-style-type: none"> As requested
Sydney Metro arranged event	<ul style="list-style-type: none"> VIP or other special events planned and organised by Sydney Metro 	<ul style="list-style-type: none"> Sydney Metro Macquarie support as required to provide safe access to site and personal protective equipment 	<ul style="list-style-type: none"> As required
Media events	<ul style="list-style-type: none"> Media activity or events planned and coordinated by Sydney Metro 	<ul style="list-style-type: none"> Sydney Metro Macquarie support as required to provide safe access to site and safety equipment 	<ul style="list-style-type: none"> As required
Interface meetings	<ul style="list-style-type: none"> City of Sydney 	<ul style="list-style-type: none"> Macquarie 	<ul style="list-style-type: none"> As required

Consultation type	Details	Responsibility	Frequency
	<ul style="list-style-type: none"> Interface contractors Others with a third-party agreement (TBC during the project) 		

4.11 Station Design and Precinct Plan

The Station Design and Precinct Plan (SDPP) will be developed for Sydney Metro Martin Place prior to the commencement of permanent built surface works and/or landscaping, as per condition E101 in the CSSI (Table 8). Evidence of consultation with the community, local Councils and agencies in the preparation of on the SDPP is required and how feedback has been addressed before seeking endorsement by the Design Review Panel (DRP) and approval from Department of Planning, Industry and Environment (DPIE). Elements covered by SDPP must be complete no later than the commencement of operation of the Sydney Metro to paid services, unless otherwise agreed with the Secretary.

The proposed design for the new Martin Place metro station has been released for public consultation. The SDPP focused on natural light, improved access for customers throughout the station precinct, and significantly more public concourse space.

A draft SDPP outlines the urban, landscaping and architectural design for Martin Place Station and shows how it will integrate with the over station development and surrounding precinct. It identifies the design objectives and principles, and discusses opportunities to improve public spaces, connectivity, transport and access. Key design features include retail and dining spaces, pedestrian connections, and public domain improvements for the Martin Place precinct.

No community feedback was received during the public display consultation. The final station design and precinct plan will be submitted to DPIE for approval.

4.12 Relationships and strategic partnerships

Macquarie recognises that it has been entrusted by the NSW Government to deliver a once-in-a-generation opportunity for the community. Macquarie is committed to delivering a new transport-led destination that is customer-centred, inclusive and comparable with the world's great integrated urban precincts.

Macquarie understands and respects the historic, cultural and civic significance of Martin Place. The successful restoration and reinvigoration of the historic 50 Martin Place building will be integrated into the new station development.

Macquarie, which has supported emerging Australian artists for more than 30 years, will work with Sydney Metro to incorporate public art within the precinct.

Given the significance of the project for Macquarie and the State, Macquarie will support Sydney Metro's commitment to building effective relationships through proactive and positive interactions with:

- Local communities and businesses
- Industry and peak bodies
- Local and state governments
- Government departments and agencies
- Media
- Broader transport users across Sydney.

Macquarie will maintain strong working relationships with all strategic partners throughout the project. In addition, Macquarie will work with local stakeholders to identify initiatives with the goal of providing tangible benefits to local community groups during and beyond the construction period.

4.13 Interface Coordination Meeting

The Interface Coordination Meeting established by Sydney Metro is to exchange information with other contractors and agencies (including Systems Connect) and coordinate communication and consultation activities to ensure a

consistent approach to stakeholders, the community and others is delivered. This meeting will take place monthly, or as required and is coordinated by Sydney Metro.

4.14 Graffiti management

The project is committed to maintaining a clean and tidy site. No signage, excluding safety signage, will be placed on external-facing hoarding, site sheds or fencing without the prior approval of Sydney Metro.

All signage, fencing and hoarding will be maintained and free of graffiti during construction.

Regular inspections for graffiti will be carried out and material removed in accordance with timeframes outlined in the OCCS.

4.15 Privacy policy

Stakeholders who share information with the project are entitled to expect that the information will be managed in accordance with the Privacy and Personal Information Protection Act 1988 (NSW).

More information about how personal and health information is managed by Sydney Metro is available at www.sydneymetro/info/privacy-policy.

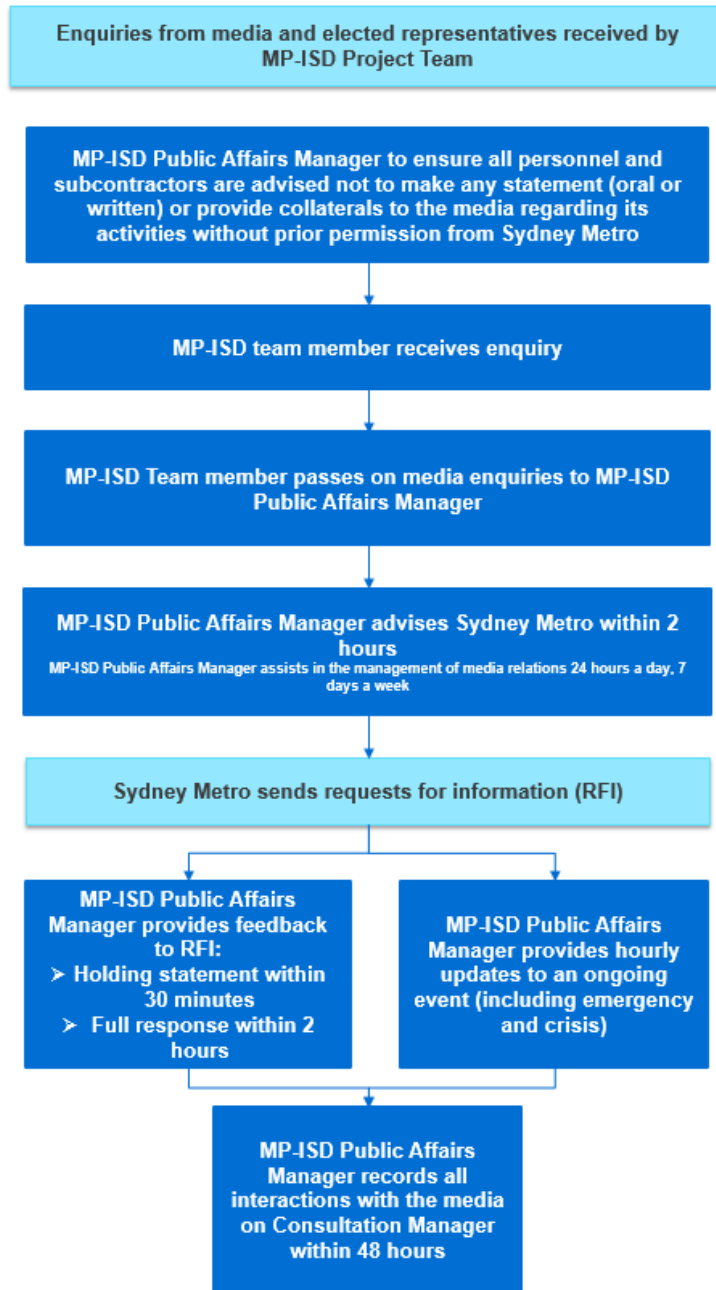
4.16 Media and government relations

Sydney Metro is responsible for managing all media and government relations for the project, with Macquarie providing support and assistance as required.

As part of the project onsite induction, all staff will be made aware of the policies and procedures relating to contact with the media and government officials and representatives.

The below diagram outlines the process for managing media or government representative enquiries

Figure 6: Media enquiry management process



5. Communication protocols

Please refer to Table 6 in Section 4.9 for a summary of communications tools and activities that will be utilised across the lifecycle of the project.

5.1 Crisis communications

A detailed Incident and Crisis Management Plan (ICMP) has been created for the excavation, station construction and over station development. The ICMP is designed to provide:

- An understanding of what constitutes an incident or crisis
- Clear communication and responsibility protocols
- Detailed action plans and management strategies.

Effective and timely incident communication protocols and processes will help safely manage potential incidents and maintain the reputation of Sydney Metro and the Sydney metro Martin Place integrated station development.

The ICMP includes the training of all personnel on-site and the practice of desktop scenarios, emergency drills and debrief exercises to prepare for a potential incident. It also incorporates the immediate notification of environmental incidents to the relevant authorities as required by the CoA.

Emergency information may be distributed to the project team via safety alerts, notices on safety boards, toolbox talks, site inductions and training.

The coordination of communications to promptly alert neighbouring and other key stakeholders including Sydney Trains will be done in consultation with Sydney Metro and the Project's Safety Lead.

The community-related communication protocol is outlined below:

Step 1: The Project Safety Lead will alert the S&CLT via:

- The 24/7 project response line
- The S&CLM contact number.

Step 2: The Project Safety Lead will text both the above numbers.

Step 3: The Project Safety Lead will email the project response line and cc the S&CLM and Public Affairs Manager.

The S&CLM in consultation with Sydney Metro will make an assessment of the crisis and contact relevant local business and community stakeholders as appropriate.

Irrespective of incident classification, any event that may attract the attention of the media, the Minister for Transport, a local Member of Parliament, local council or the broader community will be reported via phone call and SMS to Sydney Metro's Project Communications Director within 10 minutes of the incident occurring.

5.2 Induction information

All team members, contractors and subcontractors will be made aware of the project's community relations requirements as part of the site induction. The training will focus on community engagement, incident management, reporting procedures, how to manage community enquiries and/or complaints and media and government enquiries.

6. Enquiries, complaints and compliments

Enquiries and complaints from the community can provide valuable feedback about project activities and must be responded to in a timely and consistent manner. The following procedures have been created in accordance with the Sydney Metro CCMS to help manage all enquiries and complaints related to Macquarie's construction activities.

6.1 Enquiries

Enquiries may be received directly by members of the S&CLT or indirectly via Sydney Metro's Community Information Line, postal address and email address. A member of the S&CLT will be on call to receive enquiries during business hours.

The S&CLT is responsible for managing all enquiries relating to the project. They will seek input and assistance from key senior members of the project team as needed but will remain the main point of contact until the enquiry is answered.

The procedures for responding to enquiries will be covered in the project induction for all staff and contractors.

All enquiries will be responded to in accordance with the contract requirements of Sydney Metro CCMS and OCCS and requirements of planning approvals. Emails will be responded to within 24 hours (email with no phone number) or within two hours by phone if a number is left. All enquiries will be entered into the Consultation Manager database.

6.2 Complaints

Complaints may be received directly by members of the S&CLT or indirectly via Sydney Metro's Community Information Line, postal address and email address. Senior members from the project team and S&CLT will always be on call to receive complaints and will manage all phone complaints outside of business hours. This responsibility will be managed and shared between the S&CLT on a rostered basis.

Complaints will be managed in accordance with the Sydney Metro CCMS and OCCS and requirements of planning approvals. The S&CLT is responsible for managing all complaints relating to the project. They will seek input and assistance from key members of the project team as needed but will remain the main point of contact until the issue is resolved.

The procedures for responding to complaints will be covered in the project induction for all staff and contractors.

6.2.1 Response procedures for complaints

All complaints will be dealt with in a responsive and efficient manner to ensure that stakeholders see their concerns are being managed effectively and promptly.

Macquarie will respond to complaints in the following way:

- After receiving a complaint, it will be immediately investigated.
- If it does not relate to the Macquarie's work, the complaint will be passed to Sydney Metro for their investigation and action.
- An initial call is made to the complainant within 2 hours (if the complaint is received by phone or where a telephone number was provided). Alternatively, a written response will be provided to email complaints within 4 hours of receipt or within the first 4 hours of the next business day where the email is received outside construction hours. Mail or fax complaints will receive a written response within 24 hours of receipt, or two hours for a verbal response if a phone contact is available.
- The complainant is kept informed of the process until the complaint is resolved.
- Actions are taken, and measures implemented to prevent the reoccurrence of the complaint.
- The complaint is closed out within an agreed timeframe (agreed with complainant).
- Complaints that cannot be resolved are escalated by Macquarie to Sydney Metro or the Community Complaints Mediator to resolve, where appropriate. Macquarie will comply with any directions from Sydney

Metro which may incorporate recommendations from the Community Complaints Mediator in relation to resolving escalated complaints related to the CSSI.

- All complaints are reported to Sydney Metro within 24 hours.
- All complaints are recorded on the database within 24 hours.

6.2.2 Complaints register

The Lendlease Place Manager will maintain the complaint register, recording information on all complaints received about the excavation and station construction works for the duration of the project and for a minimum of 12 months following construction completion. The register records:

- the number of complaints received
- the number of people affected in relation to a complaint
- the nature of the complaint
- how the complaint was addressed and whether resolution was reached, with or without mediation.

For the purposes of Sydney Metro, complaints are also recorded on the Consultation Manager database for the excavation and station construction works.

Complaints received for the over station development will be maintained in a separate register to comply with the separate planning approvals.

Both registers will be provided to the Planning Secretary upon request, within the timeframe stated in the request.

6.2.3 Preventing reoccurrence of complaints

The Place Manager has oversight of complaints to analyse, monitor issues and identify their underlying nature, emerging issues or hot spots. Where appropriate, modifications to sub-plans and communication activities will be made to address complaints and where necessary, issues and mitigation measures will be discussed at site inductions, construction team meetings, tool box talks and daily pre-start meetings.

The Place Manager will work with the project team and Sydney Metro to identify opportunities to manage issues to prevent reoccurrence. Lessons learned will be shared with the wider S&CLT and Sydney Metro at team meetings.

6.3 Compliments

Compliments may be received directly to the project team or via phone or email. Any compliments received about the project, project team or activities will be recorded in Consultation Manager and shared with the project team and Sydney Metro, as appropriate.

6.4 Lessons Learnt

Lessons learnt will be identified and shared within S&CLT and Sydney Metro as appropriate. This is an opportunity to improve our relationships and improve project outcomes. Macquarie will work with relevant contractors to apply these lessons learnt including process changes.

7. Project milestones and events

Macquarie will identify, coordinate and evaluate VIP, public, media, community groups and other site visits requested by Sydney Metro for key project milestones.

These events will promote the project and highlight how each phase of the project is being completed. All events will:

- build awareness within the local community
- be planned with Sydney Metro
- be scheduled in advance (in line with OCCS requirements)
- be delivered safely and professionally
- be targeted at stakeholders.

Potential event types are outlined below. Reactive community forums may be required. These forums and relevant stakeholders will be decided in consultation with Sydney Metro, and the Macquarie Project Director and S&CLM. All community forums will be approved by Sydney Metro.

Table 8: Event types

Event type	Details	Responsibility	Frequency
Sydney Metro arranged event	Events planned and coordinated by the Principal as part of the OCCS	Sydney Metro	As required
Media event	Media event planned to mark key milestone or initiative	Sydney Metro	As required
Business connect forums	These events are designed to inform and consult with local businesses regarding impacts, interests and project progress	Macquarie	Up to two a year
Community connect forums	These events are designed to discuss key construction issues. A forum may be reactively organised if the concern would be efficiently addressed through this approach. Macquarie to provide appropriate personnel including subject matter experts at these events. Planned community forums may occur if there are key human amenity and environmental issues of concern that are identified during construction (for example, by the Environmental Representative, Acoustic Advisor and/or via complaints). Macquarie and Lendlease, in consultation with Sydney Metro, are responsible for determining if a reactive community forum is required in response to an issue.	Macquarie	As required
Education/school program events	Macquarie to provide two personnel for school visits aligned to the Sydney Metro Educational Program	Macquarie and Sydney Metro with personnel and project information support from Macquarie	As required
Community Information Centre	Project update information at the Community Information Centre are designed to provide information on progress or specific issues	Sydney Metro with personnel and project information support from Macquarie	As required

8. Implementation plan

This implementation plan outlines activities that will occur before and during excavation, station construction and over station development works. Communication lead times are indicative and will be included in detailed two-week and four-week look-ahead programs.

Note that this table is a summary only and will be developed through consultation.

Table 9: Implementation plan for excavation, station construction and over station development work.

Phase of project	Potential communication tools	Stakeholder	Indicative timing
Excavation	<ul style="list-style-type: none"> • Issue notifications • Work notifications • Door-knock nearby properties and businesses • Quarterly newsletter • Monthly update newsletter • Pedestrian and other signage • Time lapse cameras • Site induction • One-on-one meetings • Milestone events • Media events • Site visits • Hoarding graphics and site contacts • Website updates 	<ul style="list-style-type: none"> • Local community • Businesses • Commuters • Pedestrians • City of Sydney • Sensitive stakeholders • Government representatives • Media 	<ul style="list-style-type: none"> • As required in lead up to the work and during the work • Seven (7) days before activities • Monthly newsletter • Prior to work commencing • As requested by Sydney Metro
Pedestrian and traffic impacts	<ul style="list-style-type: none"> • Notifications • Website updates • CMCG meetings • Safety pedestrian signage • Social media posts and emails • Traffic management plans • Variable message signs 	<ul style="list-style-type: none"> • Local community • Businesses • Commuters • Pedestrians • Motorists • City of Sydney • Sydney Coordination Office • Government agencies 	<ul style="list-style-type: none"> • As required in lead up to the work and during the work • Seven (7) days before activities • Monthly newsletter
Station construction north site	<ul style="list-style-type: none"> • Issue notifications • Work notifications • Door-knock nearby properties and businesses • Quarterly newsletter • Monthly update newsletter • Pedestrian and other signage • Time lapse cameras • Site induction 	<ul style="list-style-type: none"> • Local community • Businesses • Commuters • Pedestrians • City of Sydney • Sensitive stakeholders • Government representatives • Media 	<ul style="list-style-type: none"> • As required in lead up to the work and during the work • Seven (7) days before activities • Monthly newsletter • Prior to work commencing • As requested by Sydney Metro

Phase of project	Potential communication tools	Stakeholder	Indicative timing
	<ul style="list-style-type: none"> • One-on-one meetings • Milestone events • Media events • Site visits • Hoarding graphics and site contacts • Key stakeholder site tours 		
Station construction south site	<ul style="list-style-type: none"> • Issue notifications • Work notifications • Door-knock nearby properties and businesses • Quarterly newsletter • Monthly update newsletter • Pedestrian and other signage • Time lapse cameras • Site induction • One-on-one meetings • Milestone events • Media events • Site visits • Hoarding graphics and site contacts • Key stakeholder site tours 	<ul style="list-style-type: none"> • Local community • Businesses • Commuters • Pedestrians • City of Sydney • Sensitive stakeholders • Government representatives • Media 	<ul style="list-style-type: none"> • As required in lead up to the work and during the work • Seven (7) days before activities • Monthly newsletter • Prior to work commencing • As requested by Sydney Metro
Completion of station construction	<ul style="list-style-type: none"> • Community open days • Thank you letters • Key stakeholder site tours 	<ul style="list-style-type: none"> • Local community • Businesses • Commuters • Pedestrians • City of Sydney • Sensitive stakeholders • Government representatives • Media 	<ul style="list-style-type: none"> • With milestone where possible
Over station development	<ul style="list-style-type: none"> • Issue notifications • Work notifications • Door-knock nearby properties and businesses • Quarterly newsletter • Monthly update newsletter • Pedestrian and other signage • Time lapse cameras • Site induction • One-on-one meetings • Milestone events 	<ul style="list-style-type: none"> • Local community • Businesses • Commuters • Pedestrians • City of Sydney • Sensitive stakeholders • Government representatives • Media 	<ul style="list-style-type: none"> • As required in lead up to the work and during the work

Phase of project	Potential communication tools	Stakeholder	Indicative timing
	<ul style="list-style-type: none"> • Media events • Site visits • Hoarding graphics and site contacts • Key stakeholder site tours 		

9. Monitoring and reporting

9.1 Monitoring and Analysis

Communications and stakeholder engagement activities will be monitored and reviewed to ensure they are appropriate and effective. Every six months, these evaluation outputs will be used to refine this plan and will be provided to Sydney Metro for review and approval.

Macquarie will review stakeholder and community feedback through channels including the 1800 number, email, face to face contact, feedback forms at events and social media to identify trends, key issues and sentiment, and use this information to refine communication tools.

Macquarie will undertake social and media monitoring to ensure visibility of wider public viewpoints and interest in the project.

Consultation Manager will be used to track all stakeholder engagement including enquiries, complaints and identify their resolution for Station and excavation works. The database will monitor data and generate a wide range of real-time daily, weekly or monthly reports that highlight response times, levels of stakeholder satisfaction and any developing issues or trends with the project.

9.2 Reporting

The S&CLT will contribute to the Sydney Metro Martin Place integrated station development report issued to Sydney Metro monthly.

The report will contain information on:

- enquiries, complaints and compliments
- meetings with stakeholders and the community
- public communication materials prepared or in preparation
- notifications
- community engagement activities
- media
- incident/crisis communication.

Macquarie will implement and maintain a Stakeholder and Community Liaison Program including a two and four week look ahead to provide accurate information to Sydney Metro about current and upcoming activities and communication.

10. Compliance matrix

10.1 Conditions of approval – CSSI

Table 10: Conditions of approval

Clause	Details	Ref
B1	A Community Communications 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 design and construction of the CSSI and for a minimum of 12 months following the completion of construction of the CSSI	This strategy
B2	The Community Communications Strategy must: (a) identify people or organisations to be consulted during the design and construction phases;	Section 4.1
B2	(b) set out procedures and mechanisms for the regular distribution of accessible information about or relevant to the CSSI;	Section 4.9
B2	(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 4.9 Section 4.10 Section 7
B2	(d) identify opportunities for the community to visit construction sites (taking into consideration workplace, health and safety requirements);	Section 4.10
B2	(e) involve construction personnel from each construction site in engaging with the local community	Section 4.9 Section 4.10
B2	(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 Critical State Significant Infrastructure;	Section 4.10
B2	(g) set out procedures and mechanisms: 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 1.2 Section 4.9 Section 6.1 Section 6.2 Section 6.3
B3	The Community Communications 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	Section 1.5

Clause	Details	Ref
B4	Work for the purposes of the CSSI must not commence until the Community Communications Strategy has been approved by the Secretary, or within another timeframe agreed with the Secretary	Section 1.5
B5	The Community Communications Strategy , as approved by the Secretary, must be implemented for the duration of the work and for 12 months following the completion of construction	Section 1.2
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.	Section 1.2 Section 6
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: (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 1.2 Section 6
B8	The Complaints Register must be provided to the Secretary upon request, within the timeframe stated in the Request	Section 6
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: (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.	Section 1.2 Section 6
E33	Construction Noise and Vibration Impact Statements must be prepared for each construction site before construction noise and vibration impacts commence and include specific mitigation measures identified through consultation with affected sensitive receivers.	Section 4.8
E34	Noise generating work in the vicinity of potentially-affected, religious, educational, community institutions and noise and vibration-sensitive businesses and critical working areas (such as theatres, laboratories and operating theatres must not be timetabled within sensitive periods, unless other reasonable arrangements to the affected institutions are made at no cost to the affected institution or as otherwise approved by the Secretary	Section 4.8

Clause	Details	Ref
E64	The Proponent must prepare and implement a Business Management Plan to minimise impact on businesses adjacent to major construction sites during construction of the CSSI. The Plan must be prepared before construction and must include but not necessarily be limited to: (a) measures to address amenity, vehicular and pedestrian access during business hours and visibility of the business appropriate to its reliance on such, and other reasonable matters raised in consultation with affected business;	Section 4.5 Business Management Plan
E64	(b) a Business Consultation forum linked to the Community Communications Strategy required by Condition B1; and	Section 4.5 Business Management Plan
E64	(c) Business Management Strategies for each construction sites (and/or activity), identifying affected businesses and associated management strategies, including the employment of place managers and specific measures to be put in place to assist small business owners adversely impacted by the construction of the CSSI	Section 4.5 Business Management Plan
E101	Before commencement of permanent built surface works and/or landscaping, the Proponent must prepare Station Design and Precinct Plans (SDPP) for each station. The SDPP must be prepared by a suitably qualified and experienced person(s), in collaboration and consultation with relevant stakeholders including but not limited to relevant council(s), the Department, and the local community. The SDPP(s) must present an integrated urban and place making outcome for each station or end state element. The SDPP(s) must be approved by the Secretary following review by the DRP and before commencement of permanent aboveground work.	Section 4.11

10.2 Conditions of approval over station development (OSD CoA)

Table 11: Condition of approval North (SSD 9270) and South (SSD 9326) site OSD

Clause	Details	Ref
C10 (a)	Before the commencement of construction, the Applicant must: Amend the Community Consultation Strategy (CCS) applicable to the CSSI station works (CSSI 7400) to apply to the development	This strategy Section 1.2
C11 (a)	Before the commencement of construction, the Applicant must: Amend the Community Consultation Strategy (CCS) applicable to the CSSI station works (CSSI 7400) to apply to the development	This strategy Section 1.2
C12	The amended CSSI CCS must be submitted to the Planning Secretary for approval no later than one month before the commencement of any work associated with the construction of the development.	This strategy Section 1.2

Clause	Details	Ref
C13	Work for the purposes of the development must not commence until the Community Communication Strategy has been approved by the Planning Secretary, or within another timeframe agreed with the Planning Secretary.	Section 1.2
C14	The Community Communication Strategy, as approved by the Planning Secretary, must be implemented for a minimum of 12 months following the completion of construction.	Section 1.2

10.3 Revised environment mitigation measures

Table 12: Revised environment mitigation measures

Clause	Details	Ref
S02	Specific consultation would be carried out with sensitive community facilities (including aged care, childcare 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	Section 4.1 Section 4.8
T5	The community would be notified in advance of proposed road and pedestrian network changes through media channels and other appropriate forms of community liaison	Section 4.9
T7	Additional enhancements for pedestrian, cyclist and motorist safety in the vicinity of the construction sites would be implemented during construction. This would include measures such as: <ul style="list-style-type: none"> - Use of speed awareness signs in conjunction with variable message signs near construction sites to provide alerts to drivers - 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; and a campaign to engage with local schools to educate children about road safety and to encourage visual contact with drivers to ensure they are aware of the presence of children - Specific construction driver training to understand route constraints, expectations, safety issues, human error and its relationship with fitness for work and chain of responsibility duties, and to limit the use of compression braking - Use of In Vehicle Monitoring Systems (telematics) to monitor vehicle location and driver behaviour - Safety devices on construction vehicles that warn drivers of the presence of a vulnerable road user located in the vehicles' blind spots and warn the vulnerable road user that a vehicle is about to turn 	Section 4.9
B11	Specific consultation would be carried out with businesses potentially impacted during construction. Consultation would aim to identify and develop measures to manage the specific construction impacts for individual businesses	Section 4.1 Section 4.4 Section 4.5

Clause	Details	Ref
B12	A business impact risk register would be developed to identify, rate and manage the specific construction impacts for individual businesses	Business Management Plan
B13	Appropriate signage would be provided around construction sites to provide visibility to retained businesses	Section 4.9

10.4 Construction environmental performance outcomes

Table 13: Construction environmental performance outcomes

Requirement	Environmental performance outcome	Doc. reference
Land use and property – Socio-economic, land use and property		
The project minimises impacts to property and business and achieves appropriate integration with adjoining land uses, including maintenance of appropriate access to properties and community facilities, and minimisation of displacement of existing land use activities, dwellings and infrastructure.	<p>The project would be appropriately integrated into local land use planning strategies.</p> <p>The surface footprint of the project would be minimised.</p> <p>The project would provide substantial future development opportunities.</p>	This strategy Business Management Plan
Business impacts – Socio-economic, land use and property		
<p>The project minimises adverse social and economic impacts and capitalises on opportunities potentially available to affected communities.</p> <p>The project minimises impacts to property and business and achieves appropriate integration with adjoining land uses, including maintenance of appropriate access to properties and community facilities, and reduces displacement of existing land use activities, dwellings and infrastructure.</p>	<p>The project would minimise impacts on businesses during construction.</p> <p>During operation, the project would improve access to businesses for employees and customers, and connectivity between businesses within the global economic corridor.</p>	This strategy Business Management Plan
Social impacts and community facilities – Socio-economic, land use and property		
<p>The project minimises adverse social and economic impacts and capitalises on opportunities potentially available to affected communities.</p> <p>The project minimises impacts to property and business and achieves appropriate integration</p>	<p>The project would avoid long term impacts (during operation) on the availability and quality of public open space and community facilities.</p> <p>The project, during operation, would help to improve access to local facilities, services and</p>	This strategy Business Management Plan

Requirement	Environmental performance outcome	Doc. reference
with adjoining land uses, including maintenance of appropriate access to properties and community facilities, and minimisation of displacement of existing land use activities, dwellings and infrastructure.	destinations, supporting opportunities for community interaction.	

10.5 Construction environmental management framework

Table 14: Construction environmental management framework

Clause	Detail	Doc. reference
Stakeholder and Community Involvement		
4.1a	A Community Communications 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 Critical State Significant Infrastructure), during the design and construction of the Critical State Significant Infrastructure and for a minimum of 12 months following the completion of construction of the Critical State Significant Infrastructure	This strategy
4.1b	Stakeholders and the community will be informed of significant events or changes that affect or may affect individual properties, residences and businesses. These will include: i. Significant milestones;	Section 4.9 Section 7
4.1b	ii. Design changes;	Section 4.1 Section 4.11
4.1b	iii. Changes to traffic conditions and access arrangements for road users and the affected public; and	Section 4.1 Section 4.4 Section 4.9
4.1b	iv. Construction operations which will have a direct impact on stakeholders and the community including noisy works, interruptions to utility services or construction work outside of normal work hours	Section 4.4 Section 4.5 Section 4.8 Section 4.9
4.2a	A Community Communications Strategy will be developed by each Sydney Metro Principal Contractor	This strategy
4.2b	Community Communications Strategy Key elements of the Community Communications Strategy , which will be implemented at appropriate times in the construction process, will include: i. Notification (including targeted letterbox drops and email) of any works that may disturb local residents and businesses (such as noisy	Section 3.3 Section 4.1 Section 4.9

Clause	Detail	Doc. reference
	activities and night works) at least seven days prior to those works commencing;	
4.2b	ii. Notification (including targeted letterbox drops and email) of works that may affect transport (such as road closures, changes to pedestrian routes and changes to bus stops);	Section 4.9
4.2b	iii. Traffic alerts (via email) to all key traffic and transport stakeholders advising of any changes to access and local traffic arrangements (at least seven days prior to significant events);	Section 4.9
4.2b	iv. Print and radio advertisements regarding major traffic changes;	Section 4.9
4.2b	v. 24-hour toll-free community project information phone line;	Section 4.9
4.2b	vi. Complaints management process;	Section 6.1 Section 6.2
4.2b	vii. Community information sessions, as required;	Section 4.10
4.2b	viii. Regular updates to the Sydney Metro website (sydneymetro.info), including uploading of all relevant documents, and contact details for the stakeholder and community relations team;	Section 4.9
4.2b	ix. Provision of information to the Sydney Metro Community Information Centre including community newsletters, information brochures and fact sheets and interactive web-based activities;	Section 4.9
4.2b	x. Clear signage at the construction sites;	Section 4.9
4.2b	xi Regular newspaper advertisements in local and metropolitan papers;	Section 4.9
4.2b	xii. Regular inter-agency group meetings;	Section 4.9 Section 4.10
4.2b	xiii. Community, business and stakeholder satisfaction surveys and feedback forms;	Section 4.2 Section 6.3
4.2b	xiv. Translator and interpreter services; and	Section 4.9
4.2b	xv. The Principal Contractor's Community Relations Team will liaise with the Sydney Metro Project Communications Team as the point of contact for the community	Section 3.3
4.3a	Complaint Handling Community liaison and complaints handling will be undertaken in accordance with the Construction Complaints Management System and will include: i. Principal Contractors will deal with complaints in a responsive manner so that stakeholders' concerns are managed effectively and promptly; and	Section 6.2

Clause	Detail	Doc. reference
4.3a	ii. A verbal response will be provided to the complainant as soon as possible and within a maximum of two hours from the time of the complaint (unless the complainant requests otherwise). A detailed written response will then be provided, if required, to the complainant within one week	Section 6
4.4a	Urban Design of Temporary Works Principal Contractors will ensure as a minimum: i. Temporary construction works including site hoardings and acoustic sheds consider urban design and visual impacts, including:	Section 4.9
	ii. Artwork, graphics and images to enhance the visual appearance of temporary works in high visibility locations;	Section 4.9
	iii. Project information to raise awareness on benefits, explain the proposed works at each site and provide updates on construction progress;	Section 4.9
	iv. Community information, including contact numbers for enquiries / complaints;	Section 4.9
	v. Signage and information to mitigate impacts on local businesses which may be obscured by the construction site	Section 4.9
	vi. Sydney Metro advertising / public awareness campaigns; and	Section 4.9
	vii. Logos / branding, including Sydney Metro, NSW Government, and Contractor branding	Section 4.9
4.4b	The design of all temporary works will require Transport for NSW's approval in relation to urban design and visual impacts	Section 1.5
4.4c	Construction hoardings, scaffolding and acoustic sheds will be regularly inspected and kept clean and free of dust build up. Graffiti on construction hoardings, scaffolding or acoustic sheds will be removed or painted over promptly	Section 4.4 Section 4.9 Section 4.14
4.4d	The principles of Crime Prevention Through Environmental Design will be applied to all works, including temporary works, that have a public interface	Section 4.4 Section 4.7
4.5a	Business and Property Impacts Principal Contractors will proactively work with potentially affected stakeholders to identify the likely impacts and put in place measures to minimise impacts	Business Management Plan
4.5b	Construction works will be undertaken to meet the following objectives: i. Minimise the potential impact of the project to businesses affected by construction works;	Section 4.4 Section 4.5 Section 4.6 Section 6.2

Clause	Detail	Doc. reference
4.5b	ii. Ensure businesses are kept informed of the project and consulted in advance of major works or factors that are likely to have a direct impact;	Section 4.1 Section 4.8 Section 4.9 Section 4.10
4.5b	iii. Consult with all business directly affected by changes to access arrangements regarding specific requirements at least two weeks prior to those changes coming into effect; and	Section 4.8
4.5b	iv. Ensure that business stakeholder enquiries and complaints regarding the project are managed and resolved effectively	Section 6
4.5c	Principal Contractors will document in the Community Communications Strategy (Section 4.2) key issues relating to business impacts by locality with a particular focus on proactive consultation with affected businesses. Including: i. Identification of specific businesses which are sensitive to construction activity disturbances;	Section 4.8 Business Management Plan
4.5c	ii. Summary of the commercial character of the locality, its general trading profile (daily and annually) and information gained from the business profiling such as: (a) Operating hours; (b) Main delivery times; (c) Reliance on foot traffic; (d) Any signage or advertising that may be impacted; (e) Customer origin; and (c) Other information specific to the business that will need to be considered in construction planning	Section 4.1 Business Management Plan
4.5c	iii. Define the roles and responsibilities in relation to the control and monitoring of business disturbances;	Business Management Plan
4.5c	iv. Identification of locality specific standard business mitigation measures which would be implemented;	Section 4.4 Business Management Plan
4.5c	v. Maps and diagrams to illustrate the information for easy identification of measures which would be implemented;	Section 4.9 Business Management Plan
4.5c	vi. Description of the monitoring, auditing and reporting procedures;	Section 9.1 Section 9.2
4.5c	vii. Procedure for reviewing performance and implementing corrective actions;	Section 9.1 Section 9.2
4.5c	viii. Description of the complaints handling process; and	Section 6.2
4.5c	ix. Procedure for community consultation and liaison	Section 4.8 Section 8

11. Appendix 1

Compliance with Overarching Community Communications Strategy

Sydney Metro's Overarching Community Communications Strategy (OCCS) guides the overall approach by Sydney Metro to stakeholder and community liaison during construction and addresses the requirements of each projects planning approval. The table below outlines this plan's compliance with the OCCS (Revision 6.2).

Table 15: Overarching Community Communications Strategy

Clause	Details	Ref
1	About this plan	Section 1
1.2	Outline	Section 1.1
1.3	Conditions of Approval	Section 1.2
2	Accountabilities	Section 1.4
2.1	Reviewing this plan	Section 1.5
2.2	Relationship to other plans	Section 1.3
3	Our Approach	Section 4
3.1	Sydney Metro approach	Section 4
3.2	Program objectives	Section 1.1
3.3	Our relationship	Section 4.1
3.4	Working with Culturally and Linguistically Diverse and Vulnerable Communities	Section 4.1
4	Stakeholder identification	Section 4.1
4.1	Definition	Section 4.1
4.2	Sydney Metro C&SW Stakeholders	Section 4.1
4.3	Sydenham to Bankstown overview	N/A
5	Known issues	Section 4.4
5.1	Understanding the issues	Section 4.4
5.2	Key issues and mitigation measures	Section 4.4 Section 4.8
5.3	Managing the impact and issues	Section 4.4 Section 4.5 Section 4.5 Section 4.7 Section 4.8
6	Communication tools	Section 4.9

Clause	Details	Ref
7	Structures	Section 3
7.1	Organisational chart	Section 3.1
7.2	Sydney Metro team key accountabilities and deliverables	Section 3.2 Section 3.3 Section 3.4
7.3	Contract specific communication teams	Section 3.2
8	Responsibilities	Section 4
8.1	Managing businesses	Section 4.1 and Business Management Plan
8.2	Stakeholder liaison	Section 4 Section 4.1
8.3	Stakeholder database	Section 4.2
8.4	Community Communications Strategies	Section 4.9 Section 4.10
8.5	Communications Management Control Group	Section 4.13
8.6	Meeting with stakeholders and the community	Section 4.9
8.7	Notifications	Section 4.9
8.8	Advertisements	Section 4.9
8.9	Newsletters	Section 4.9
8.10	Milestone/ Newsletter email	Section 7
8.11	Marketing and promotional opportunities	Section 4.9
8.12	Stakeholder presentations and forums	Section 4.9 Section 4.10
8.13	Community email/written correspondence	Section 6.1
8.14	Community phone enquiries	Section 6.1
8.15	Community complaints	Section 6.2
8.16	Community information sessions	Section 4.9
8.17	Branding and logos	Section 4.9
8.18	Issues and Media management	Section 4.16 Section 5.1
8.19	Government relations	Section 4.16
8.20	Strategic partnerships	Section 4.12
8.21	Crisis or incident communications	Section 5.1
8.22	Construction site access	Section 4.10 Section 5.2

Clause	Details	Ref
8.23	Photography and video recordings	Section 4.9
8.24	Animations	Section 4.9
8.25	Website	Section 4.9
8.26	Social media	Section 4.9
8.27	School engagement program	Section 4.9
8.28	Site inductions and training	Section 4.9
8.29	Community information centre and mobile displays	Section 4.9
8.30	Community and business-based forums	Section 4.10
8.31	Site signage and hoarding banners	Section 4.9
8.32	Fact sheets	Section 4.9