

SYDNEY METRO CITY & SOUTHWEST
VICTORIA CROSS INTEGRATED STATION DEVELOPMENT
**COMMUNITY COMMUNICATIONS STRATEGY
AND BUSINESS MANAGEMENT PLAN**
Stormwater infrastructure works, station
construction, and over station development



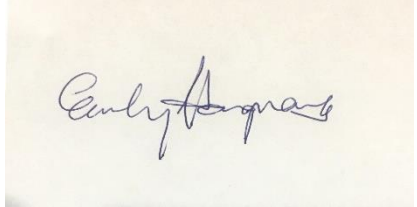
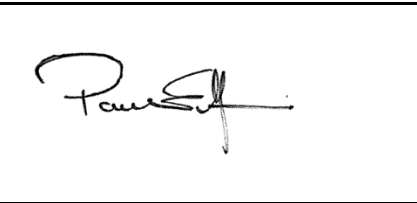
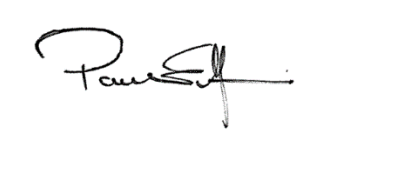
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Originator(s)	Emily Hargreaves	Stakeholder and Community Liaison Manager	20/02/21	
Review	Paul Elkington	Project Director	20/02/21	
Approval	Paul Elkington	Project Director	20/02/21	

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Copy Number	Issued to (Name)	Date	Position
001	Paul Elkington		Project Director
002	Mike Niedzwiecki		Construction Director

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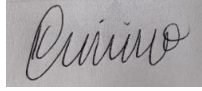




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1 GENERAL INFORMATION

1.1 Acronyms

Table 1 – Acronyms

Acronym	Definition
BMP	Business Management Plan
CCM	Community Complaints Mediator
CCS	Community Communications Strategy
CEMP	Construction Environmental Management Plan
CSSI	Critical State Significant Infrastructure
CSSI Approval	Critical State Significant Infrastructure Approval
CSSI Modification Approval	Critical State Significant Infrastructure Modification Approval
CLP	Construction Liaison Program
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 (formerly the Department of Planning and Environment)

Acronym	Definition
ER	Environmental Representative
HWG	Hoarding Working Group
IAP2	International Association for Public Participation
ISCA	Infrastructure Sustainability Council of Australia
ISD	Integrated Station Development
OSD	Over Station Development
OCCS	Sydney Metro Overarching Community Communications Strategy
PPE	Personal Protection Equipment
RASP	Retail Advisory Support Program
SBOSP	Small Business Owners Support Program
S&CLM	Stakeholder and Community Liaison Manager
S&CLT	Stakeholder and Community Liaison Team
SCO	Sydney Coordination Office
SM	Sydney Metro
SPOIAG	Station Precinct Operational Impact Assessment Group
SWG	Station Working Group
SSD	State Significant Development
TSOM	Trains, Systems, Operations, Maintenance contractor

Acronym	Definition
TTLG	Traffic and Transport Liaison Group
TSE	Tunnel and Station Excavation (work or Contractor)
VC-ISD	Sydney Metro Victoria Cross integrated station development
VC-ISD	Victoria Cross Station
WCAG	Web Content Accessibility Guidelines
WCG	Wayfinding Control Group

1.2 Compliance Matrix

CSSI Conditions of Approval

Table 2 - 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 plan and OCCS
B2	The Community Communications Strategy must: (a) identify people or organisations to be consulted during the design and construction phases	Section 3 Section 7 Appendix 1
B2	(b) set out procedures and mechanisms for the regular distribution of accessible information about or relevant to the CSSI	Section 6 Section 10
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 6 Section 10 Section 15 Section 18 Section 19
B2	(d) identify opportunities for the community to visit construction sites (taking into consideration workplace, health and safety requirements);	Section 10.1 Section 17
B2	(e) involve construction personnel from each construction site in engaging with the local community	Section 9 Section 10 Section 18
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 10.1 Appendix 1
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 5 Section 6 Section 10 Section 17

Clause	Details	Ref
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 3.2
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 3
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 3 OCCS
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 3 Section 16.2 OCCS
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 16.2 Section 16.3 OCCS
B8	The Complaints Register must be provided to the Secretary upon request, within the timeframe stated in the Request	Section 16.3
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 10 OCCS
B15	A website providing information in relation to the CSSI must be established before commencement of works and maintained for the duration of construction, and for a minimum of 12 months following the completion of construction or other timeframe as agreed with the Secretary. The following	Section 10 OCCS

Clause	Details	Ref
	<p>up to date information (excluding confidential, private and commercial information or other documents as agreed to by the Secretary) must be published prior to the relevant works commencing or in the case of documents prepared in accordance with E66 and E67 when finalised in accordance with the requirements of this approval and maintained on the website or dedicated pages:</p> <ul style="list-style-type: none"> (a) Information on the current implementation status of the CSSI (b) A copy of the documents list in Condition A1 and Condition A2 of this approval and any documentation relation to any modifications made to the CSSI or the terms of this approval (c) A copy of this approval in its original form, a current consolidated copy of this approval (that is, including any approved modifications to its terms) and copies of any approval granted by the Minister to a modification of the terms of this approval (d) A copy of any environment Protection licence applied to the CSSI; and (e) A current copy of each document required under the terms of this approval must be published within one week of its endorsement/approval or before the commencement of any works to which they relate or before their implementation. 	
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 9
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 9
E64	<p>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:</p> <ul style="list-style-type: none"> (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; 	Appendix 1
E64	(b) a Business Consultation forum linked to the Community Communications Strategy required by Condition B1; and	Appendix 1

Clause	Details	Ref
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	Appendix 1
E64	(e) a monitoring program to assess the effectiveness of the measures including the nomination of performance parameters and criteria against which effectiveness of the measures will be measured;	Appendix 1

SSDA Conditions of Approval can be found in Appendix 2 – addendum for over station development works.

2 ABOUT THIS STRATEGY

Sydney Metro has appointed Lendlease to carry out the design and construction of the Victoria Cross integrated station development (VC-ISD). Lendlease will deliver the VC-ISD including metro station, commercial building above station, retail spaces, new underground pedestrian connections and improvements to the public domain. The station will deliver new metro rail services – with the ultimate capacity for a metro train every four minutes in each direction through the centre of North Sydney's CBD.

As the design and construct 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).

This strategy outlines the approach to community communication during the stormwater infrastructure works, station construction, and the Miller Street public domain works and for 12 months following the completion of these construction activities.

This CCS will also apply to the over station development works until the completion of the Miller Street public domain works. Following this milestone, the CCS will apply until station operational commencement to the extent of the detailed processes and procedures in relation to:

- handling complaints and enquiries
- handling of media and government enquiries
- incident and crisis communication management and reporting.

The focus of this CCS is to minimise disruption and maintain a collaborative engagement approach with impacted members of the community and stakeholders.

The VC-ISD team will comply with the relevant community communication and consultation requirements contained within the Conditions of Approval (CoA) for the Sydney Metro City & Southwest - Chatswood to Sydenham Critical State Significant Infrastructure (CSSI) and the State Significant Development Application (SSDA) for the over station development construction.

Lendlease 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 VC-ISD CCS are to:

- comply with the Project Planning Approvals (CSSI and SSDA) and align with OCCS
- 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 construction work on stakeholders, businesses and the community, where possible

- manage risks associated with stakeholder, business and community issues
- where appropriate 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 Lendlease.

3 COMPLIANCE REQUIREMENTS

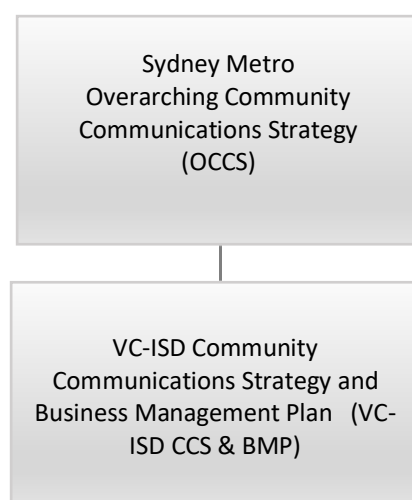
The VC-ISD CCS has been prepared to align with Sydney Metro's OCCS. Table 2 and Table 12 of this CCS respectively outlines how the CoA and the OCCS will be complied with. This CCS will be implemented during stormwater infrastructure works, station construction and over station development construction until completion of the Miller Street public domain works. Beyond the completion of the Miller Street public domain works this strategy will remain operational as outlined in Section 2. The CCS will be publicly available on the Sydney Metro website – www.sydneymetro.info, and on the Lendlease Victoria Cross integrated station development Project webpage – www.lendlease.com/victoriacross.

All complaints will be managed in line with Sydney Metro's Construction Complaints Management System (CCMS) including escalating complaints to Sydney Metro and, if requested, to the Community Complaints Mediator. Section 16 provides further details on the management of enquiries, complaints and compliments.

3.1 Structure and Interface with other Management Plans

This CCS meets the requirements of Sydney Metro's OCCS and will interface with other plans including the Environmental Management Plan (EMP). Engagement activities will be planned with Sydney Metro and interface with other management plans to streamline contact with the community regarding the project as per the figure below.

Figure 1 - The hierarchy of Stakeholder and Community Communication Plans



3.2 Accountabilities

Lendlease's VC-ISD Project Director is accountable for this CCS, including authorising and monitoring the document, and delegating responsibilities to implement the plan.

Lendlease's VC-ISD 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 5 and address requirements within the OCCS.

3.3 Document Update and Review

This CCS is to be submitted to Sydney Metro for approval within 100 days of the Station Deed or one month before commencing VC-ISD construction work. This work will not commence until this CCS has been approved by Sydney Metro. The Business Management Plan (BMP) is outlined in Appendix 1 of this CCS. The VC-ISD CCS will be reviewed every six months and will be updated annually as required to address:

- any changes in the VC-ISD construction program
- changes to stakeholder and community needs
- changes to stakeholder and community information requirements.

Lendlease will progressively review, monitor and evaluate this strategy as required to ensure it remains relevant and effective for managing project activities.

4 PROJECT CONTEXT

4.1 Sydney Metro City & Southwest

Sydney Metro is Australia's biggest public transport project. In 2024, Sydney will have 31 metro railway stations and a 66km 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 30km metro line extending metro rail from the end of Metro North West Line 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.

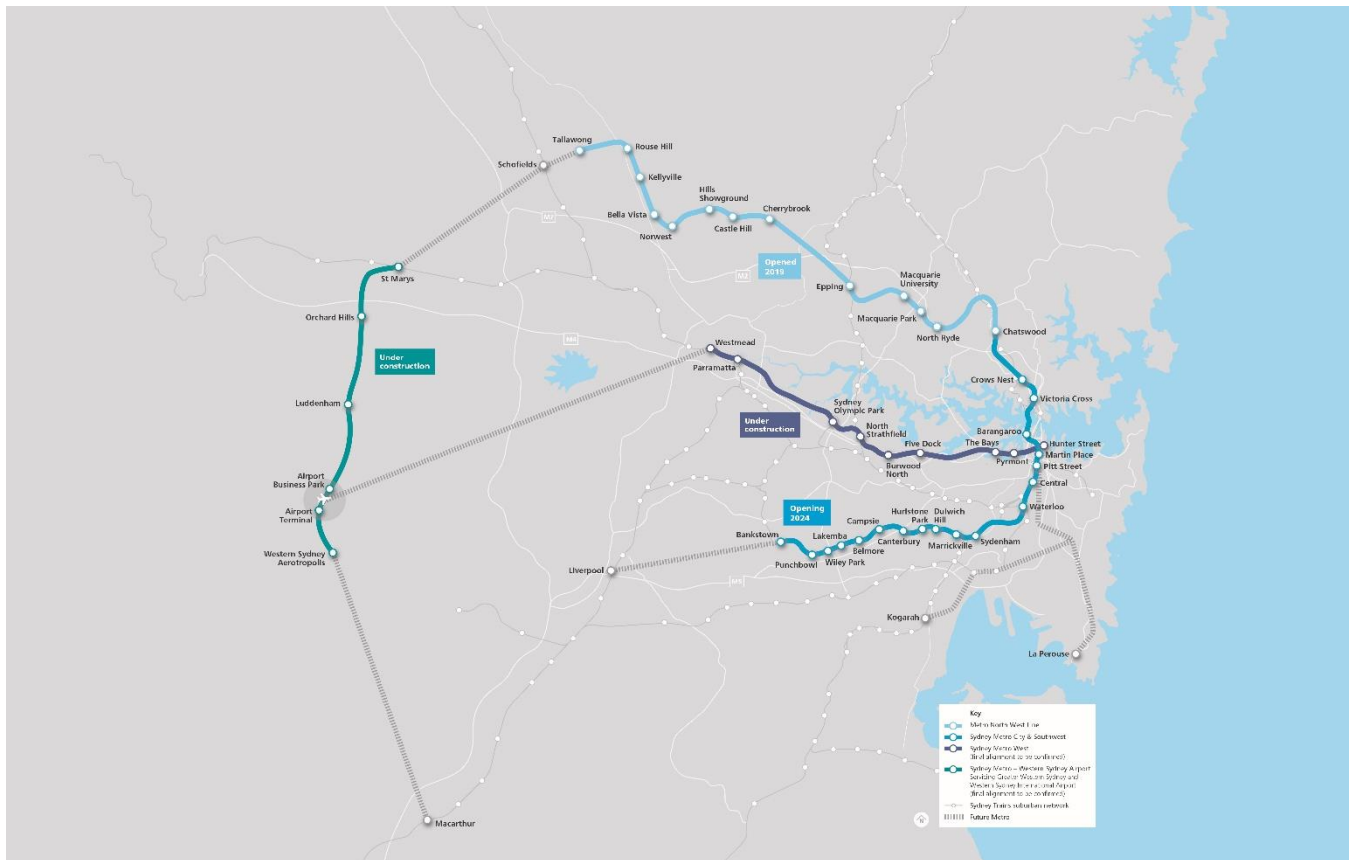
4.2 Victoria Cross integrated station development

The Victoria Cross Station is located in the heart of the North Sydney business district beneath Miller Street (to the north of the Pacific Highway) between McLaren Street and south of Berry Street.

The new Victoria Cross integrated station development will include:

- two station entrances including a northern entrance opening to Miller and McLaren streets, and a southern entrance with pedestrian access to Miller and Denison streets
- a commercial building above the station's southern entrance
- station concourse and platforms beneath Miller Street
- sustainable, high-quality commercial and retail hub in the heart of North Sydney
- enhancement of pedestrian infrastructure around the station, as well as new bike parking at the northern entrance on McLaren Street
- improvements to the public domain.

Figure 2 – Sydney Metro Alignment Map



4.3 Scope of Station and over station development Planning Activities

On 9 January 2017, the Minister for Planning and Environment (now Department of Planning, Industry and Environment) approved the Sydney Metro City & Southwest - Chatswood to Sydenham project as a CSSI project (reference SSI 15_7400). The terms of the CSSI Approval includes all works required to construct the Sydney Metro Victoria Cross Station, including the demolition of existing buildings and structures on both sites. The CSSI Approval also includes construction of below and above ground improvements with the metro station structure for appropriate integration with the over station development (OSD).

On 18 December 2018, Sydney Metro received Stage 1 Concept SSDA for the OSD from the Department of Planning and Environment (now DPIE). Lendlease received approval for the SSDA Stage 2 detailed design of the over station development on 6 July 2020. The CSSI related works do not form part of the scope of the SSDA for the OSD, unless otherwise specified in the SSDA.

4.4 Construction Activities

The VC-ISD scope of works includes stormwater infrastructure works, temporary works (site establishment, etc), station construction, over station construction, and Miller Street public domain activities. The below table provides an overview of the key construction activities that are involved for the stormwater infrastructure works, the integrated station development, Miller Street public domain works and the over station development.

Table 3 – Construction activities at VC-ISD

Stage	Key Activities
Stormwater infrastructure works	Utility investigations and surveying prior to works commencement
	Work area establishment
	Saw cutting and excavation works (varying depths up to approximately five metres)
	Installation of stormwater infrastructure (pits and pipework) including connection to the new metro station (upstream) and the One Denison Street Development (downstream)
	Reinstatement of road and footpath surfaces as works are completed
Station Construction North	Detailed excavation and station construction
	Station services and plant
	Finishes and fit out
	Integrated commissioning by Sydney Metro
Station Construction South	Station and platform construction
	Station services and plant
	Finishes and fit out
	Integrated commissioning by Sydney Metro
Over station development	Building structure and facade
	Building services and plant
	Finishes, fit out and commissioning by Lendlease
Miller Street public domain works	New public domain works including seating, soft and hard landscaping works, new pedestrian pathways and tree plantings

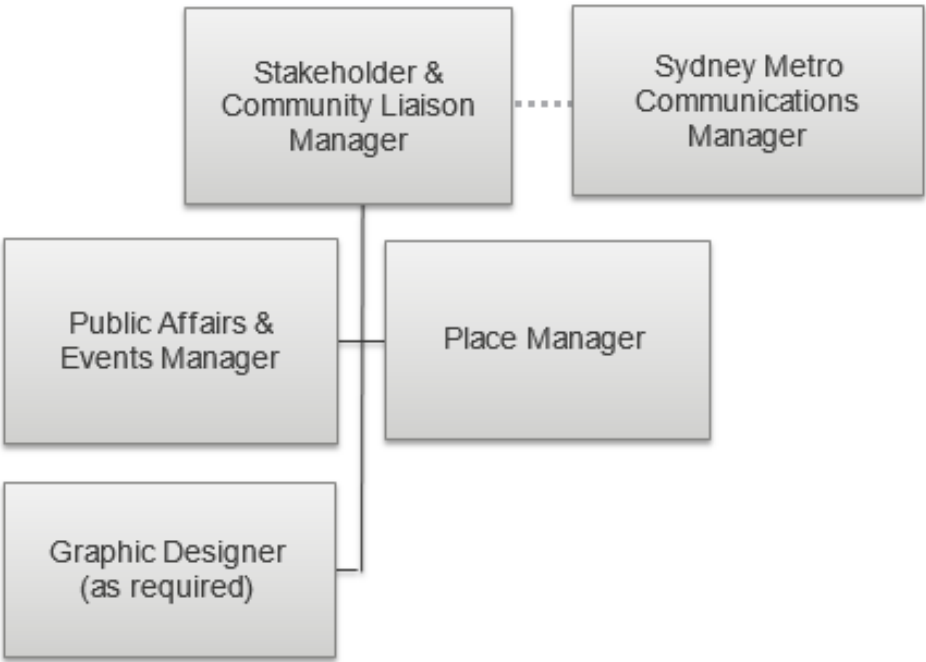
5 PEOPLE AND COLLABORATION

5.1 Team Structure

Lendlease's S&CLT (excluding 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 4 outlines roles and responsibilities within the S&CLT.

The structure of the Lendlease S&CLT is outlined below:

Figure 3 - Team Structure



5.2 Roles and responsibilities

The table below outlines the responsibilities of each role within the Stakeholder and Community Liaison Team (S&CLT).

Table 4 - The Stakeholder and Community Liaison Team roles and responsibilities

Roles	Responsibilities
Stakeholder and Community Liaison Manager	<ul style="list-style-type: none"> Lead and manage Stakeholder and Community Liaison Team and reports directly to the Project Director Lead the implementation of this CCS Act as the key point of liaison regarding stakeholder and community issues for Sydney Metro and Lendlease as required Facilitate community engagement activities in collaboration with Sydney Metro 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 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 as required Manage stakeholder complaints Monthly reporting
Place Manager	<ul style="list-style-type: none"> Support the implementation of this CCS Support the project team on stakeholder and community liaison issues as the construction phase progresses Engage directly with Sydney Metro on stakeholder and community liaison issues and communication during construction Assist in the planning and coordination of stakeholder and community involvement activities once work on site commences

Roles	Responsibilities
	<ul style="list-style-type: none"> • Be a consistent presence on the project for key stakeholders and community group representatives • Ensure appropriate stakeholder engagement, community liaison and communication is in place on the project, delivering timely information and consultation to local stakeholders and the 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 • 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 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 S&CLT to support stakeholder engagement and ensure consistent messaging across the project • Assist the S&CLM to ensure consistent messaging across all communication channels

5.3 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 NSW Government, Sydney Metro and Lendlease is driven by a strong partnership between Sydney Metro and Lendlease, and through:

- a detailed understanding of the project context and environment
- a considered process for mapping stakeholders and finding out how to best engage and communicate with them
- identification of pre-existing issues (needs) and emerging opportunities (aspirations)
- an integrated approach that manages stakeholder and community interaction

- a range of communication platforms and suite of tools leveraging different mediums
- experienced engagement practitioners working collaboratively and embedded within the team.

Lendlease's S&CLT delivering communications on the station construction aspects of the project will also deliver communications required to meet any SSD requirements 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 CSSI and the SSDA, Lendlease will apply key principles outlined in Section 6 to ensure consistency of messaging throughout the project.

6 COMMUNICATIONS APPROACH

This CCS has been developed to guide stakeholder and community engagement for Lendlease construction activities that include early works, station construction and over station development activities, along with upgrades to the Miller Street public domain.

This CCS describes:

- stakeholder analysis
- key issues and mitigation measures
- communication activities and tools
- procedures and processes that will be implemented during any early works, planning process and construction work, for the integrated station development, during construction of the VC-ISD only.

Lendlease's approach to stakeholder and community engagement for VC-ISD construction, is to complete work with as minimal disruption as is reasonably practical 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 for members of the public. Where issues are raised by stakeholders and/or the community, they will be addressed in accordance with the Sydney Metro's Construction Complaints Management System.

The following principles will guide Lendlease'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 in the shortest practical time possible
- sensitive – understand the needs of stakeholders and the community and seek to minimise disruptions and impacts where possible
- transparent and accountable – record, publish and make information accessible to the community.

7 STAKEHOLDER SUMMARY

Impacts associated with construction of a major project such as the VC-ISD, will at times be unavoidable, particularly working within a high-density CBD and residential mixed environment. Intermittent impacts can therefore be expected near the project sites and may include noise and vibration, minor traffic impacts, and changes to access in and around the project sites.

Lendlease will implement appropriate mitigation strategies to minimise any such impacts relating to the construction activities. Lendlease will maintain noise and vibration monitoring programs as well as providing an enquiries line available 24 hours a day, seven days a week, for customer feedback and complaints. Stakeholders and the community will be notified in advance of any activities including temporary bus stop relocation during the work.

An overview of stakeholders, their interests and key communication tools are provided in Table 5.

Table 5 - Identified stakeholders and their interests

Stakeholders	Interests	Communication tools	Indicative timing
Premier Minister for Transport and Roads	Successful project delivery	Briefings via Sydney Metro	As requested, and refer to OCCS
Minister for Planning and Public Places	Project planning approval compliance	Briefings via Sydney Metro	As requested, and refer to OCCS
Minister for Energy and the Environment	Effective management of any environmental or heritage impacts	Briefings via Sydney Metro	As requested, and refer to OCCS
State Member for North Shore Federal Member for North Sydney	Constituents experiencing negative impacts during construction	Briefings via Sydney Metro	As requested, and refer to OCCS
Department of Planning, Industry and Environment (DPIE) Office of Environment and Heritage	Project planning approval compliance	Lendlease and Sydney Metro briefings and presentations Consultation on Construction Heritage Management Plan Briefings and meetings	Prior to work commencing and via regular reporting updates Prior to work commencing and ongoing if required
Transport for NSW and offices within including Customer Journey Planning (formerly	Effective cooperation with Sydney transport network Awareness of project delivery details to enable effective	Lendlease and Sydney Metro meetings and working groups Communications Management	Prior to work commencing and via regular updates Briefings before special events, prior

Stakeholders	Interests	Communication tools	Indicative timing
Sydney Coordination Office)	coordination of traffic/transport planning Impacts on roads during work Approval's compliance	Control Group (CMCG) Construction Traffic Management Plan, and special events Lendlease presentations Traffic and Transport Liaison Group	to work commencing and ongoing through the project TTLG monthly meetings
Traffic and Transport Liaison Group (TTLG)	Traffic management plans Notification of traffic changes via email alerts	Lendlease and Sydney Metro Presentations and briefings	Prior to work commencing and then monthly
NSW Environment Protection Authority	Compliance with environmental protection licence Managing environmental and heritage impacts of VC-ISD construction work	CEMP consultation Written correspondence, Lendlease and Sydney Metro meetings	Prior to work commencing
North Sydney Council	Any negative impacts on Council infrastructure/facilities/community events Negative impacts on constituents e.g. traffic, dust, noise, vibration Effective community engagement including homeless communities / rough sleeper and culturally and linguistically diverse communities Environmental impacts Design changes	Councillor briefings by Lendlease and Sydney Metro Consultation on major events Participate in TTLG	Prior to work commencing and ongoing through the project TTLG monthly meetings
Utility stakeholders (Ausgrid, Sydney Water, Jemena, telco providers, Australia Post)	Negative impacts on existing infrastructure Consultation for access to and protection of services Emergency work - unplanned disruptions	Lendlease meetings and presentations Interface agreements Written correspondence Notification of planned work Notification of emergency work	Prior to work commencing and ongoing as required
Emergency services including: NSW Police NSW Ambulance NSW Fire & Rescue	Any impacts on roads Emergency access Incident response	Lendlease meetings and presentations Written correspondence Updates via TTLG	Prior to work commencing and ongoing as required

Stakeholders	Interests	Communication tools	Indicative timing
State Emergency services			
Other Sydney Metro contractors	Coordination of activities Cumulative construction impacts	CMCG Linewide (Systems Connect) TSOM contractor Written correspondence	Regular meetings As required
Sydney Trains	Pedestrian Links Impacts to existing station	CMCG Customer Journey Planning meetings Written correspondence	Prior to work commencing and ongoing if required
Sydney Metro Design Review Panel (DRP)	Design of the VC-ISD	Lendlease and Sydney Metro briefings and meetings Written correspondence	Meetings prior and during design
Other stakeholders			
Heritage Council of NSW	General interest in North Sydney and surrounding precincts	Consultation on Construction Heritage Management Plan Briefings and meetings	Meetings as required
Registered Aboriginal Parties (RAPs)	Appropriate management of the land as a potentially significant site	Consultation as outlined in Construction Heritage Management Plan (Section C3)	Prior to construction
Coaches, couriers, taxis, ride share, buses, cycling groups	Construction fatigue Traffic changes Bus stop relocations	Signage, website Customer Journey Planning TTLG meetings Newsletter (if on database) Community phone line	Prior to work commencing and ongoing
Media (TV, print, radio, online, industry publications)	Project status Project milestones Local interest pieces on workforce Industry news Construction impacts to community	Via Sydney Metro (media releases, background fact sheets, media events)	Via Sydney Metro and aligned with major project milestones

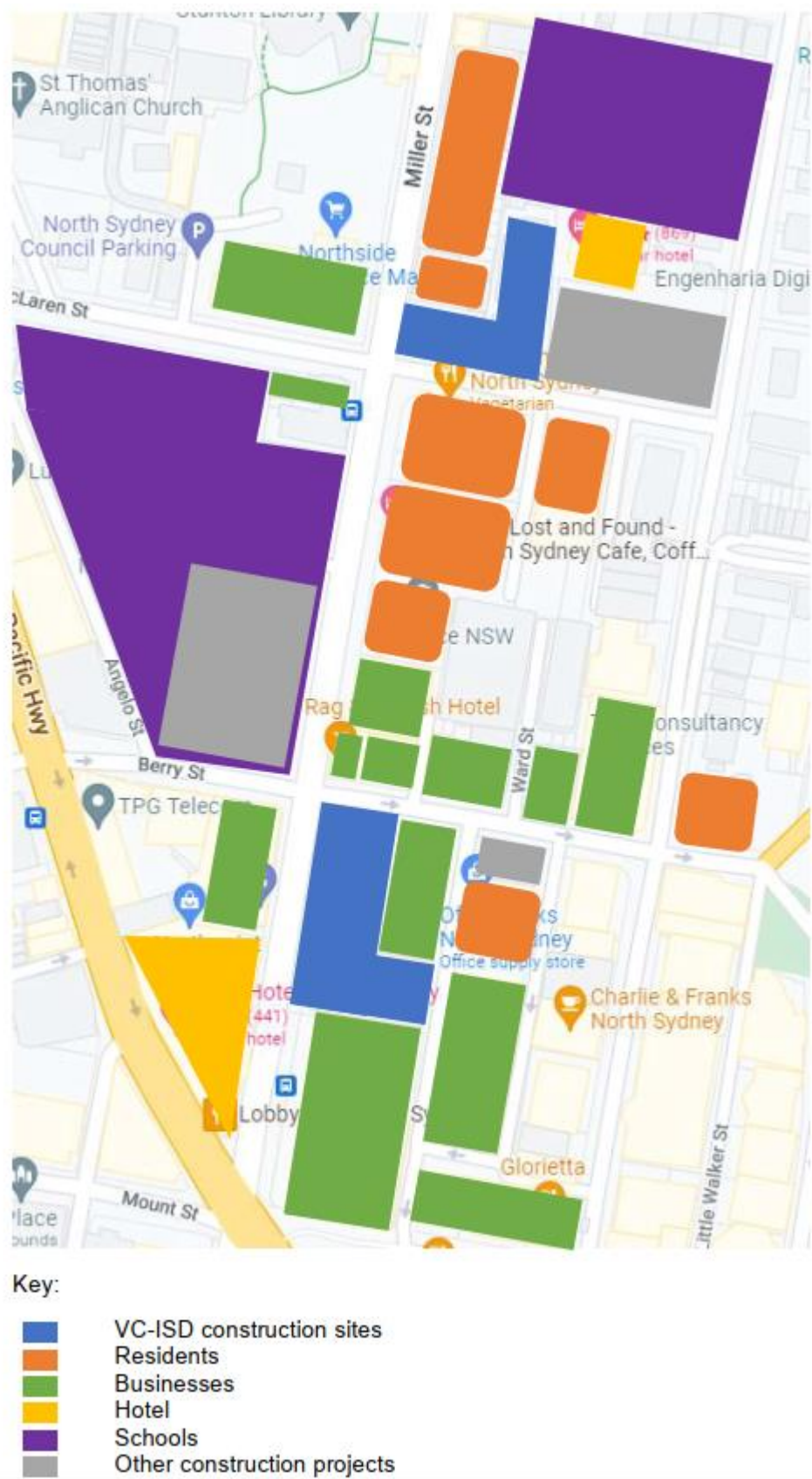
Stakeholders	Interests	Communication tools	Indicative timing
Precinct committees - Wollstonecraft Precinct Committee, Waverton Precinct, Stanton Precinct Committee, Edward Precinct	VC-ISD design Planning approvals pathways Construction related impacts	Newsletter Community phone line Community information sessions One-on-one - as may be required / requested	Prior to work commencing and ongoing through the project
Tourists, visitors to the area North Sydney CBD workers Local community groups Existing rail and bus users Schools	Impacts e.g. noise, vibration, dust, traffic Pedestrian and vehicle access Traffic changes Construction fatigue	Notifications Newsletters Signage 24-hour community information line Radio and print advertisements Notifications	Prior to work commencing and ongoing As required
Stakeholders with a disability	Access to information on VC-ISD construction work Station accessibility at design phase	Website documents compliant with WCAG 2.0 Customer Centered Design Panel	Ongoing Design phase
Stakeholders with English as a second Language	Access to information on VC-ISD construction work	Access to translator on all notifications Translators available to assist with door knock activities if required	Ongoing
Customer Centred Design Panel	Improving station experience for the general public	Lendlease and Sydney Metro interviews and simulated test experiences	During and end of design stage
Industry/peak body			
Committee for North Sydney North Sydney Chamber of Commerce Retail Council Property Council of Australia	North Sydney CBD development Stakeholder views Jobs and economic growth Impacts to pedestrians Traffic changes	One-on-one meetings Regular progress updates Newsletters	Prior to work commencing and as required

Stakeholders	Interests	Communication tools	Indicative timing
Commercial properties adjoining VC-ISD sites			
1 Denison Street (Winten Property Group) Rag & Famish Hotel Rydges North Sydney Vibe North Sydney Intera Group Investa Monte Sant Angelo Wenona School 41 McLaren Street	Impacts e.g. noise, vibration, dust, traffic Daily operation Property protection Pedestrian and vehicle access Traffic changes Construction fatigue	One-on-one meetings Regular progress updates Notifications Newsletters 24-hour community information line	Prior to work commencing and ongoing through the project
Businesses within 500m			
North Sydney businesses (refer to Business Management Plan)	Impacts e.g. noise, vibration, dust, traffic Environmental mitigation measures Property protection Pedestrian and vehicle access Traffic changes Construction fatigue	Property condition surveys One-on-one meetings Business forums Monitoring Regular progress updates Notifications Newsletters Adjoining owner agreements Door knocks Signage Information to strata or property managers 24-hour community information line Print advertisements	Prior to work commencing and ongoing as required
Residential / accommodation within 500m of VC-ISD sites			
243 Miller Street Alexander Apartments, 79-81 Berry Street	Impacts e.g. noise, vibration, dust, traffic Construction fatigue Environmental mitigation measures Property protection	Property condition surveys One-on-one meetings Community information sessions/forums Notifications	Prior to work commencing and ongoing as required

Stakeholders	Interests	Communication tools	Indicative timing
<p>McLaren Apartments, 37 McLaren Street</p> <p>45 McLaren Street</p> <p>Harvard Apartments, 237 Miller Street</p> <p>231 Miller Street</p> <p>Mulberry Apartments, 225 Miller Street</p> <p>Regency Park Apartments, 267 Miller Street</p>	<p>Pedestrian and vehicle access</p> <p>Traffic changes</p>	<p>Newsletters</p> <p>Door knocks</p> <p>Signage</p> <p>Information to strata or property managers</p> <p>24-hour community information line</p> <p>Print advertisements</p>	
<p>Road users on Miller Street, McLaren Street and Berry Street</p>	<p>Traffic changes</p> <p>Construction fatigue</p> <p>Temporary parking changes</p>	<p>Signage</p> <p>Website</p> <p>Customer Journey Planning</p> <p>Print advertisements</p>	<p>As required prior to changes</p>

An overview of stakeholder types in relation to the location of VC-ISD construction site is provided in Figure 3.

Figure 3 - Shows stakeholder categories and their location in context of the VC-ISD site.



7.1 Stakeholder Database

All project stakeholders' details are maintained in Sydney Metro's database, 'Consultation Manager'. Sydney Metro has provided access to the S&CLT. Lendlease is responsible for ensuring all relevant personnel are provided with training on the database. Lendlease is responsible for recording all stakeholder interactions and updating stakeholder information as required in accordance with the OCCS.

8 KEY MESSAGES

The new Victoria Cross integrated station development will include:

- two station entrances including a northern entrance opening to Miller and McLaren streets, and a southern entrance with pedestrian access to Miller and Denison streets
- a commercial building above the station's southern entrance
- station concourse and platforms beneath Miller Street
- sustainable, high-quality commercial and retail hub in the heart of North Sydney
- enhancement of pedestrian infrastructure around the station, as well as new bike parking at the northern entrance on McLaren Street
- improvements to the public domain.

Key messages will be reviewed regularly and approved by Sydney Metro before public use.

9 KEY ISSUES AND MITIGATION MEASURES

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 and provide timely and transparent information. Minimising impacts to the community, nearby businesses and residents is key to our work during VC-ISD construction.

Table 6 - Key issues and mitigations

Issues	Communication and mitigation measures
Information about construction	<ul style="list-style-type: none"> Regular notifications and newsletters One-on-one meetings as required Door knocks 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 as required
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 controls through use of appropriate plant, tools selection, construction techniques, and programming where impacts occur which are in excess of the Planning Approval requirements. Staff induction and toolbox meetings prior to noisy activities to highlight acceptable workforce behaviour Noise and vibration monitoring
Dust	<ul style="list-style-type: none"> Dust minimised by using water carts, and/or water sprayers, where required Community contact information
Construction traffic	<ul style="list-style-type: none"> Implement site specific Traffic Management Plans Coordinate traffic management with Customer Journey Planning Heavy vehicle-specific access and egress locations and routes to minimise local congestion as agreed with Customer Journey Planning 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

Issues	Communication and mitigation measures
Pedestrian links and changes to pedestrian access	Regular notifications and newsletters Community contact information Way finding/directional signage Social media Briefings to Sydney Trains and North Sydney Council as required
Cumulative impacts	Planned activities and coordination with Linewide contractor and other project delivery teams in North Sydney as required with Transport for NSW including Customer Journey Planning and Sydney Metro Early engagement with neighbouring stakeholders on likely noise and vibration impacts with specific focus on noise sensitive stakeholders Noise and vibration management plan created to manage works in accordance with the requirements of the planning approval
Out-of-hours work	Regular notifications and email updates One-on-one meetings on request Door knocks Community contact information
Interface with other contractors	Coordination with Sydney Metro Briefings One-on-one meetings on request Written correspondence
Concerns about property damage	Property condition surveys offered where eligible Vibration monitoring at site depending on works Community contact information
Visual amenity	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
Construction fatigue	Early engagement with neighbouring stakeholders on likely noise and vibration impacts with specific focus on noise sensitive stakeholders Noise and vibration management plan created to manage works in accordance with the requirements of the planning approval

9.1 Minimising Disruption and Construction Impacts

Stakeholders located near the VC-ISD construction sites will have varying concerns about the project and construction. Lendlease 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 pursuant to this strategy will meet Sydney Metro requirements including consistency with the TfNSW Editorial Style Guide and the Sydney Metro Brand Style Guidelines. All public communication material developed in accordance with this strategy will be available online and meet the accessibility requirements in the Web Content Accessibility Guidelines (WCAG 2.0).

A BMP (see Appendix 1) will respond to businesses adjacent to the sites that may be impacted by project work and activities. Lendlease's BMP and consultation with businesses will identify and develop measures to manage the specific construction impacts for individual businesses as required by the planning approval.

9.2 Other Construction Projects in the Area – Cumulative Impacts

There are other infrastructure and major construction projects underway near the VC-ISD project. Regular communication with other Sydney Metro contractors working on the VC-ISD site will be managed via the CMCG meetings or coordination meetings with other Sydney Metro contractors. Where possible, we will seek to liaise with other contractors working in proximity to the VC-ISD sites in response to cumulative impacts which may occur.

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

- Hotel/Commercial Tower at 88 Walker Street
- Western Harbour Tunnel and Warringah Freeway Upgrade
- North Sydney Tower at 168 Walker Street
- Monte Sant Angelo Mercy College Scientia Project
- 105 Miller Street - DA lodged
- 100 Walker Street – DA lodged
- 110 Walker Street - DA lodged.

9.3 Homeless Communities and Rough Sleepers

There is potential for Lendlease's activities to affect community members who are rough sleepers. Lendlease will align its communication activities with the Sydney Metro's Interim Strategy for Management of Homeless People During Construction.

The S&CLT will engage with North Sydney Council and its current Homeless Strategy with an aim to:

- create an induction program for personnel and subcontractors onsite to educate and promote appropriate engagement with homeless people
- build a relationship with North Sydney Council to understand how best to work with them or with agencies they request Lendlease engages with
- understand the local area context and seasonal movements of potential rough sleepers.

9.4 Additional Mitigation Measures

In accordance with CoA E33 and E34, consultation with sensitive and affected receivers will be undertaken as the project progresses. The type of activities, the expected impacts and circumstances will be considered, and work will be refined.

Construction Noise and Vibration Impact Statements (CNVIS) will be prepared before construction begins. This plan will include specific mitigation measures where required to meet the requirements of the Planning Approval.

10 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 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, DPIE, by the Acoustic Advisor in accordance with CoA A27.

Table 7 - Key Communication Activities Matrix

Activities	Objective(s)	Strategy
Government and media relations	Support Sydney Metro's engagement and communications activities and ensure no surprises	<p>Strong, proactive and coordinated engagement with Government representatives as required</p> <p>Maintain issues management focus</p> <p>Communicate stakeholder expectations to project team</p> <p>Maintain high quality advice on project related issues</p> <p>Comply with media and government relations protocols</p> <p>Accommodate and coordinate organised events for interested stakeholder groups including community, educational institutions, engineering profession, and TfNSW personnel</p> <p>Accommodate and help coordinate Sydney Metro arranged events</p>
Communications	Support Sydney Metro's engagement and communications objectives and activities	<p>Ensure consistency, transparency and timeliness of information</p> <p>Communicate directly with adjacent businesses</p> <p>Enhance relationships and reputation</p> <p>Signage, including signage provided around construction sites to provide visibility to retained businesses</p>
Community liaison	Ensure the community is proactively notified of current and upcoming activities, and manage expectations	<p>Engage and liaise with the community on key elements of planning, development and delivery</p> <p>Be direct and accessible – manage issues using direct conversations</p> <p>Ensure the community has opportunities to be heard, comment, enquire, and receive timely responses</p> <p>Use Consultation Manager database</p> <p>Conduct community meetings, presentations and other community liaison opportunities with Sydney Metro</p> <p>Produce and distribute written stakeholder and community notifications</p> <p>Conduct ongoing engagement and liaison including advertisements in newspapers, bi annual newsletters, monthly updates, notification letters and emails to residents, businesses and for the Sydney Metro website</p>

Activities	Objective(s)	Strategy
		Respond to enquiries or complaints relating to the project via the 24-hour community information line, postal address and email address
Stakeholder relations	Manage expectations and issues before they escalate	<p>Establish strong stakeholder relations early</p> <p>Prioritise according to impact and influence</p> <p>Understand and plan for issues and needs</p> <p>Plan stakeholder engagement to correspond to and leverage project milestones and decisions</p> <p>Community phone line</p> <p>Respond to enquiries or complaints relating to the project via the 24-hour community information line, postal address and email address</p>

The table below lists the proposed communications tools that will be used, their purpose and frequency. These communications tools comply with the OCCS. The communications tools included within this table may be implemented in conjunction with and under the direction of Sydney Metro as part of their overarching communications strategies.

Table 8 - Communication tools summary

Communication tool	Purpose	Frequency/timing
Community Information Line 1800 171 386	Allows access to project team during standard construction hours This number is publicised on all communication materials	Available 24 hours/day 7 days/week during construction
Community email address VictoriaCrossMetro@transport.nsw.gov.au and VictoriaCrossISD@lendlease.com	Allows access to project team during standard construction hours	Available 24 hours/day 7 days/week during construction
Community post box PO Box K659, Haymarket, NSW, 1240	Allows access to project team during construction	Available 24 hours/day 7 days/week during construction
Sydney Metro website www.sydneymetro.info/	<p>Provides compliance with CSSI approval conditions. This holds copies of approved management plans.</p> <p>Provides general project information, images, animations, notifications, newsletters and broader Sydney Metro information.</p> <p>24-hour contact information and email newsletter subscription details for</p>	Throughout the Project Works

Communication tool	Purpose	Frequency/timing
	culturally and linguistically diverse communities	
Contractor website page lendlease.com/au/victoriacross/	<p>To provide information about the project including to details, plans and reports, including::</p> <ul style="list-style-type: none"> • Project status • CSSI EIS • PIR, and relevant reports submitted with the PIR • The CSSI Approval and Modification Approvals • The SSD DA approval • Environment, sustainability, traffic, noise and vibration plans, • Community Communications Plan • Business Management Plan <p>Contact information is also advertised here.</p>	Documentation to be uploaded one month prior to works commencing, updated throughout the project and available 12 months after completion of the OSD.
VC-ISD Stakeholder & Community Liaison Team outgoing email is VictoriaCrossMetro@transport.nsw.gov.au.	Allows project team to respond to email enquiries and coordinate meetings with stakeholders	Available 24 hours/day 7 days/week during the Project Works
Information / notification material		
<p>Community Notification Letter – Monthly Construction Look- Ahead</p> <p>Note distributed to residents within a 200m radius of site</p>	<p>Advise the community and stakeholders of construction activities via a monthly look-a-head notification. Notifications to be issued via letterbox drop and email at least seven (7) days' prior to the month commencing.</p> <p>The Notices would include updates on upcoming regular construction works as well as any out of hours work, details anticipated to include:</p> <ul style="list-style-type: none"> • Scope, location and hours of work over the month • Duration of activity • Type of equipment used • Likely impacts including noise, vibration, traffic, access and dust • Mitigation measures • The 24-hour telephone number, postal address and email address 	Monthly

Communication tool	Purpose	Frequency/timing
Community Notification Letter – Out of Cycle Note: will be distributed to residents within a 200m radius of site	Advise the community and stakeholders of construction activities via an out of cycle notification. Notifications to be issued via letterbox drop and email at least seven (7) days' prior to the works. These notifications would capture general construction works and out of hours works that were not anticipated at the time of the monthly look ahead. Such works could result from a need to change construction sequencing / methodology for example due to extreme weather or authority requirements.	As required
Emergency work notifications	Written information to advise properties of emergency work within two hours of starting work	As required
Site signage and hoarding banners	Signage used to identify the site and provide contact information for the community Hoarding and graphics in line with Sydney Metro branding requirements	As required
Frequently asked questions, key messages and Fact Sheets	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	As required
Sydney Metro Photography, videography and time-lapse	Visual assets for the promotion of project progress, milestones, etc.	As requested, and commercially agreed with Sydney Metro
Sydney Metro social media	One social media post per month to communicate updates relating to the Contractor's Activities during the construction of the VC-ISD Project including Temporary Works during the VC-ISD Project Construction Works including Temporary Works	One (1) per month
Animations and visualisations	Graphic representations and interactive platforms to aid effective communication of the station design and construction	As required to demonstrate construction sequencing of station and over station development works

Communication tool	Purpose	Frequency/timing
Face-to-face and interactive tools		
Community information sessions	Held in collaboration with Sydney Metro team as required for major project updates with appropriate personnel or subject matter experts attending	As required in conjunction with Sydney Metro
Door knocks	Discuss potential project impacts and proposed mitigation with residents, businesses and other stakeholders. Leave behind written information and contact details for community members who are not at home	As required, seven (7) days in advance of high impact work or as required for emergency works
Meetings with individuals or groups	Discuss project activities including work in progress or upcoming work, and potential issues	As required
Site visits	Inform selected stakeholders about progress of the project and any key milestones or activities taking place with appropriate personnel on site	As agreed with Sydney Metro
School presentations and events	Participation in Sydney Metro schools' engagement program as required	Five (5) a year
Briefings and media		
Federal and State MPs and local councillors	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	As required
Station related Media Events	Provide media access to site visuals and subject matter experts for project updates	As required for project milestones
Station related Media releases	Update information for the community on major project milestones will be provided as required by Sydney Metro	As required
Project management requirements		
Site inductions and toolbox talks	All project team members and contractors will be made aware of community relations requirements	Initial site induction for all staff and as required
Construction signage	Information or directional signage at the location of the traffic change to give advice to road users and	As required

Communication tool	Purpose	Frequency/timing
	pedestrians on duration of change of alternative paths	
Temporary wayfinding	To direct pedestrians, vehicles and customers around the construction site as appropriate, including changes to bus and trains	As required
Traffic alert email	Communication to transport road occupy operators and emergency services to advise of traffic changes, including road or lane closures and detours	As required
Variable message signs (VMS)	Electronic variable message sign provides advanced notice to road users of traffic changes	As required
Advertisements	Advertise in newspapers prior to major changes in traffic conditions and community information sessions about major changes.	As required
Radio advertisements	Use radio advertisements to notify community prior to major changes in traffic conditions	As required

10.1 Consultation Forums

Lendlease will engage and consult with the local community, businesses, commuters/customers and various agencies throughout the duration of VC-ISD station construction work.

VC-ISD will invite the local community to attend site through a variety of opportunities, such as:

- Neighbouring residents and strata committees will be invited to on site walks to see progress of the station;
- the VC-ISD Girls in STEM program offers local school students and staff visits to see the site and talk to the team involved in its construction;
- community action groups invited to attend the site to see how the station will operate, and;
- neighbouring businesses invited to see future station.

All site visits would be conducted in a safe manner. All visitors would be supplied with appropriate PPE, provided a safety talk prior to attending site and be chaperoned by an inducted Lendlease team member.

Through these opportunities for the community to attend the VC-ISD construction site, the construction team will be provided the opportunity to engage with the community. The construction team will lead local residents on community site walks, provide mentoring and support to the VC-ISD Girls in STEM program, be subject matter experts at community information sessions and business connect forums, and take the lead in engaging with Lendlease Community day local organisations.

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

Table 9 - Consultation Matrix

Consultation type	Details	Responsibility	Frequency
Agency consultation	Forums and briefings will be held with various agencies to present and consult on traffic impact, construction activities and mitigation measures Consultation with environmental agencies is outlined in the CEMP	Lendlease	As required
Site visits	Site visits planned and coordinated by Sydney Metro for key stakeholders and local community as part of OCCS	Sydney Metro Lendlease support as required to provide safe access to site and personal protective equipment	As agreed with Sydney Metro
Principal arranged event	VIP or other special events planned and organised by Sydney Metro	Sydney Metro Lendlease support as required to provide safe access to site and personal protective equipment	As agreed with Sydney Metro
Interface meetings	North Sydney Council Interface contractors Others with a third-party agreement (TBC during the project)	Lendlease	As required

11 RELATIONSHIPS AND STRATEGIC PARTNERSHIPS

Given the significance of the project for Lendlease and the State, Lendlease will support Sydney Metro's commitment to building effective relationships and strategic partnerships 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.

Lendlease will maintain effective relationships with key strategic partners throughout the project. In addition, Lendlease will work with relevant local stakeholders to identify initiatives with the goal of providing tangible benefits to local community groups during and beyond the construction period.

12 GRAFITTI 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 kept free of graffiti during construction.

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

13 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.

14 MEDIA AND GOVERNMENT RELATIONS

Sydney Metro is responsible for managing all media and government relations for the station works, with Lendlease 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.

15 COMMUNICATION PROTOCOLS

Please refer to Table 8 in Section 10 for a summary of communications tools and activities that will be utilised across the lifecycle of the project.

15.1 Crisis Communications

A detailed Incident and Crisis Management Plan (ICMP) has been created for the VC-ISD. 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 VC-ISD project.

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 action/response 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 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 copy in the S&CLM and Public Affairs Manager.

The S&CLM in consultation with Sydney Metro will assess 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 Director, Project Communications within 10 minutes of the incident occurring.

15.2 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.



16 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 Lendlease's construction activities.

16.1 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. 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 within 48 hours.

16.2 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. 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. Complaints management system will be in place twelve months after the completion of the over station development.

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

16.3 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.

Lendlease will respond to complaints in the following way:

- after receiving a complaint, it will be immediately investigated
- if it does not relate to Lendlease works, the complaint will be passed to the relevant contractor such as Linewide or 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 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
- complaints that cannot be resolved are escalated by Lendlease to Sydney Metro or the Community Complaints Mediator to resolve
- all complaints relating to station or public domain works are reported to Sydney Metro within 24 hours
- all complaints are recorded on the Consultation Manager database within 24 hours.

The Lendlease S&CLT will maintain the complaints register, recording information on all complaints received about the VC-ISD for the duration of the project. 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.

This register is provided to the Secretary of the Department of Planning, Industry and Environment upon request, within the timeframe stated in the request if required by a condition of consent.

For the purposes of Sydney Metro, complaints are also recorded on the Consultation Manager database.

The S&CLT 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 the appropriate forums including site inductions, construction team meetings, tool box talks and daily pre-start meetings.

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

16.4 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.

16.5 Lessons learnt

Lessons learnt will be identified and shared between Lendlease (and its contractors) and Sydney Metro as appropriate. This is an opportunity to improve our relationships and improve project outcomes.

17 PROJECT EVENTS AND FORUMS

Lendlease will identify, coordinate and evaluate VIP, public, media, community groups and other site visits requested by Sydney Metro for key VC-ISD 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 Lendlease Project Director and S&CLM. Community forums will only be held following approval by Sydney Metro.

Table 10 - Event types

Event type	Details	Responsibility	Frequency
Principal arranged event	Events planned and coordinated by the Principal as part of the OCCS	Sydney Metro	As required
Key milestone media event	Media event planned to mark key milestone or initiative	Lendlease	Up to four times during the construction works period
Business connect forums	These events are designed to inform and consult with local businesses regarding impacts, interests and project progress	Lendlease	At least one per year
Community connect forums	<p>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. Lendlease to provide appropriate personnel including subject matter experts at these events.</p> <p>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). Lendlease, in consultation with Sydney Metro, is responsible for determining if a</p>	Lendlease	As required

Event type	Details	Responsibility	Frequency
	reactive community forum is required in response to an issue.		
Education/school program events	Lendlease to provide two personnel for school visits aligned to the Sydney Metro Educational Program	Lendlease and Sydney Metro with personnel and project information support from Lendlease	Up to five a year

18 IMPLEMENTATION PLAN

This implementation plan outlines activities that will occur before and during station construction. Communication lead times are indicative only. This table is a guide only and will be developed through consultation with Sydney Metro along with community and business stakeholders.

Table 11 - Implementation plan for Lendlease construction activities

Phase of project	Communication tools	Stakeholder	Indicative timing
Stormwater Infrastructure Works	<p>Engagement with North Sydney Council officers</p> <p>Community and stakeholder engagement to inform of the VC-IsD early works and what to expect</p> <p>Emails</p> <p>Door knocks with sensitive receivers to engage directly - to engage One-on-one with stakeholders in properties adjacent or who use Denison Street</p> <p>Community and stakeholder construction notification to all properties within 200m of early works site</p> <p>OOHW and community notification if required</p>	<p>North Sydney Council</p> <p>Authorities and Utilities</p> <p>Customer Journey Planning</p> <p>Winten Property Group / Channel 9</p> <p>Multiplex</p> <p>Denison Street property owners, building managers and tenants</p> <p>Local North Sydney community</p>	Q3 2021 – Q4 2022
Station and OSD Construction including the Miller Street public domain works	<p>Issue notifications</p> <p>Door-knock nearby properties and businesses</p> <p>Bi-annual newsletter</p> <p>Monthly update newsletter</p> <p>Pedestrian and other signage</p> <p>Site induction</p> <p>One-on-one meetings</p> <p>Milestone events</p> <p>Media events</p> <p>Site visits</p> <p>Hoarding graphics and site contacts</p> <p>Key stakeholder site tours</p>	<p>Local community</p> <p>Businesses</p> <p>Commuters</p> <p>Pedestrians</p> <p>North Sydney Council</p> <p>Sensitive stakeholders</p> <p>Government representatives</p> <p>Media</p>	2021 - 2023
Completion of station construction	Community open days	Local community	2023

Phase of project	Communication tools	Stakeholder	Indicative timing
	Thank you letters Key Stakeholder site tours (Sydney Metro) Media events	Businesses Commuters Pedestrians North Sydney Council Sensitive stakeholders Government representatives Media	
OSD construction works after completion of the Miller Street public domain works	Complaints and enquiries management Government and media enquiries	Complainant Government representatives Media	2022-2024

19 MONITORING AND REPORTING

19.1 Monitoring and analysis

Communications and stakeholder engagement activities will be monitored and reviewed by Lendlease every six months to ensure they are appropriate and effective.

Lendlease 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.

Lendlease 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 compliments identify their resolution where required. The database will monitor data and be able to generate a wide range of real-time daily, weekly or monthly reports that can highlight response times, levels of stakeholder satisfaction and any developing issues or trends with the project.

19.2 Reporting

The S&CLT will contribute to the VC-ISD update 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.

Lendlease 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.

20 COMPLIANCE MATRIX 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 project's planning approval. The table below outlines this plan's compliance with the OCCS.

Table 12 - Overarching Community Communications Strategy

Clause	Details	Ref
1	About this plan	Section 2
1.2	Outline	Section 2
1.3	Conditions of Approval	Section 1.2
2	Accountabilities	Section 3.2
2.1	Reviewing this plan	Section 3.3
2.2	Relationship to other plans	Section 3.1
3	Our Approach	Section 6 Section 5
3.1	Sydney Metro approach	Section 2 Section 4
3.2	Program Objectives	Section 2
3.3	Our relationships	Section 11
3.4	Working with Culturally and Linguistically Diverse and Vulnerable Communities	Section 10, Table 9 Section 7, Table 5
4	Stakeholder identification	Section 7 Appendix 1
4.1	Definition	Section 2
4.2	Sydney Metro C&SW Stakeholders	Section 7

Clause	Details	Ref
4.3	Sydenham to Bankstown overview	Section 4.1
5	Known issues	Section 9 - Table 6 Appendix 1 – Table 13
5.1	Understanding the issues	Section 9 - Table 5 Appendix 1 – Table 13
5.2	Key Issues and mitigation measures	Section 9 - Table 5 Appendix 1 – Table 13
5.3	Managing the impacts and issues	Section 9.1 Section 9.2 Section 9.3 Section 9.4
6	Communication tools	Section 10
7	Structure	Section 5
7.1	Organisational chart	Section 5.2
7.2	Sydney Metro team key accountabilities and deliverables	Section 3
7.3	Contract specific communications teams	Section 5.3
8	Responsibilities	Section 5.2
8.1	Managing businesses	Appendix 1
8.2	Stakeholder liaison	Section 5
8.3	Stakeholder database	Section 7.1
8.4	Community Communications Strategies	Section 3
8.5	Communications Management Control Group	Section 12

Clause	Details	Ref
8.6	Meeting with stakeholders and the community	Section 10 Section 19
8.7	Notifications	Section 10 – Table 8
8.8	Advertisements	Section 10 – Table 8
8.9	Newsletters	Section 10 – Table 8
8.10	Project milestone/ Newsletter email	Section 10 – Table 8
8.11	Marketing and promotional opportunities	Section 6 Section 15
8.12	Stakeholder presentations and forums	Section 18
8.13	Community email/written correspondence	Section 10 – Table 8
8.14	Community phone enquiries	Section 10 – Table 8
8.15	Community complaints	Section 16.2 Section 16.3 Section 16.4
8.16	Community information sessions	Section 10 – Table 8
8.17	Branding and logos	Section 10
8.18	Issues and media management	Section 15
8.19	Government relations	Section 15
8.20	Strategic partnerships	Section 11
8.21	Crisis or incident communications	Section 16

Clause	Details	Ref
8.22	Construction site access	Section 18– Table 11 Section 10.1 - Table 7
8.23	Photography and video recordings	Section 10 – Table 8
8.24	Animation	Section 10 – Table 8
8.25	Website	Section 10 – Table 8
8.26	Social media	Section 10 – Table 8
8.27	School engagement program	Section 10 – Table 8
8.28	Site inductions and training	Section 14.2
8.29	Community information centre and mobile displays	Section 10 – Table 8
8.30	Community and business-based forums	Section 10 – Table 8
8.31	Site signage and hoarding banners	Section 10 – Table 8
8.32	Fact sheets	Section 10 – Table 8

APPENDIX 1 – BUSINESS MANAGEMENT PLAN

1. INTRODUCTION AND OVERVIEW

1.1 Purpose

Lendlease will deliver the new Victoria Cross integrated station development (VC-ISD) in North Sydney. This Business Management Plan (BMP) has been developed for the stormwater infrastructure works, temporary works, station construction and Miller Street public domain works for the integrated station development through to completion and opening of the new station.

This BMP takes into consideration the VC-ISD Community Communications Strategy (CCS) and the Sydney Metro Overarching Community Communications Strategy (OCCS). It focuses on minimising disruption and impacts in delivering this unique project for Sydney.

1.2 Objectives

The objectives are to:

- comply with the Project Planning Approval
- work co-operatively with Sydney Metro to provide a co-ordinated and consistent approach
- support Sydney Metro's engagement with local businesses across the project
- minimise, where possible the impacts, of the early and temporary works and Lendlease's activities on businesses
- outline mitigation strategies and communication tools that minimise disruption to business day-to-day operations
- identify affected businesses and their requirements
- co-ordinate communication and engagement with Linewide, Trains, Systems, Operations, Maintenance (TSOM) contactor and other future Sydney Metro contractors for the benefit of local businesses and the community
- enhance and protect the reputation of Sydney Metro, the NSW Government and Lendlease.

1.3 Compliance

This BMP will be implemented for the duration of stormwater infrastructure works, temporary and station construction works, over station construction until the completion of the Miller Street public domain works. The OCCS will continue for a minimum of twelve months following completion of the station as required under the Conditions of Approval.

Section 9 of this BMP outlines how the relevant requirements are addressed for the:

- Conditions of Approval (CoA)
- Revised Environmental Mitigation Measures (REMMs)

- Construction Environment Management Framework (CEMF).

All complaints will be managed in line with Sydney Metro's Construction Complaints Management System (CCMS) including escalating complaints to Sydney Metro, and if requested, to the Community Complaints Commissioner. Please refer to Section 16.1 within this CCS for further details on the management of enquiries, complaints and compliments.

2. BUSINESS ENGAGEMENT

2.1 Business Considerations

Business stakeholders for the VC-ISD take many forms and include ASX-listed companies, sole traders, retail outlets, government departments, food stores, small and medium-size commercial operations, banks, medical practices schools and childcare centres. These businesses have different interests based on whether they are landlords or tenants of the business premises located near the new station's southern and northern entrance sites or in the vicinity.

Our integrated and collaborative communications approach will enable businesses to continue operating as effectively and efficiently as possible during construction activities.

There is no 'one size fits all' solution to mitigating the effects of construction activities. Based on our experience, we know how important it is to understand how specific activities affect individual businesses and provide ongoing information and ready access to resolve any issues.

We believe business operators understand that substantial benefits and opportunities will result from Sydney Metro for their customers, employees and North Sydney in general. Communication about these benefits will help to mitigate short-term construction impacts associated with the stormwater infrastructure works, as well as during construction activities required for delivery of the new station until completion of the Miller Street public domain works.

2.2 Approach

Our overall approach to stakeholder and community engagement for the VC-ISD is to complete the work required in a way that creates minimal disruption to customers, community, site neighbours, passers-by and businesses.

This BMP includes a list of business liaison issues relating to the project works and Lendlease's activities as well as a comprehensive list of stakeholders, their issues and interests. Where issues are raised by stakeholders and/or the community, they shall be addressed in accordance with the agreed issues procedures for handling complaints and enquiries.

We understand that engagement with local businesses to date has been a priority for Sydney Metro and this approach to managing issues and interests of stakeholders, is to continue during Lendlease's works. A key focus at the beginning of the project will be to understand the lessons learnt on the project to date by previous Sydney Metro contractors, helping reduce impacts to nearby businesses.

Understanding each business, the business impacts from COVID-19 pandemic and their requirements to operate successfully during construction works will be critical in minimising impacts where possible and maintaining positive relationships.

2.2.1 Shop Local Initiative

Implementing a shop local initiative within the project workforce will reinforce the importance to shop locally and support local businesses during the construction stage. Through promotion from senior project managers and engineers, the workforce and subcontractors will be encouraged to support local businesses.

Wherever possible, local business information, menus and marketing material provided by local businesses will be made available to site workforce.

2.3 Roles and Responsibilities

The Victoria Cross Station BMP will be implemented by Lendlease's Stakeholder and Community Liaison Team (S&CLT), led by an experienced Stakeholder and Community Liaison Manager (S&CLM). The S&CLT is supported by the dedicated project team including the Project Director and Construction Director. This is critical to the success of the BMP and working closely with our business stakeholders.

The S&CLT will be available to answer questions, concerns, complaints and enquiries in relation to all Contractor works activities. We are committed to meeting agreed processes for handling enquiries and complaints.

3. BUSINESSES AND KEY INTERESTS

3.1 Stakeholder Issues and Interests

The North Sydney CBD has been the commercial heart of Sydney's northern suburbs for many years and is a busy urban space, particularly during commercial trading hours and continues to be a growing commercial and residential precinct. Victoria Cross Station is a significant project and as such, its construction and eventual contribution to the experience of North Sydney is likely to be of interest to, and to impact on, a complex network of stakeholders.

An overview of properties with commercial businesses is outlined in Table 13 below. Understand each business within these properties and their operation requirements during construction activities will be critical in minimising impacts where possible and maintaining positive relationships.

Table 13 - Nearby properties (within 50m of site) and their businesses considerations

Property name or location	Business considerations
Northpoint 100 Miller Street	Retail/commercial building Ground floor retail shops and cafes Operating standard office hours
MLC 105 – 151 Miller Street	Commercial building 100 car parking spaces below accessed off Denison Street Ground floor retail shops and cafes Operating standard office hours

Property name or location	Business considerations
116 Miller Street Rokujuni	Retail/commercial building Operating standard office hours with additional hours for retail Restaurant operating 12pm to 8pm Monday to Friday
Monte Sant Angelo 128 Miller Street	Operating hours 8am to 4pm Examination hall in proximity to site Windows open in examination hall (no air conditioning) Construction project underway
Rag & Famish 199 Miller Street	Operating hours 10am to 12am Deliveries received throughout day to loading zones on both sides of Berry Street Access to loading zones
200 Miller Street	North Sydney Council Chambers
The Fresh Pantry, IGA 231 Miller Street	Grocery Store Operates 7am to 10pm daily
Saravanaa Bhavan North Sydney 237 Miller Street	Restaurant Operates 11:30am to 8:30pm daily
50 Berry Street Lot No. 50 Espresso Bar	Commercial office building Standard office operating hours Café operating 6:30am to 4pm Monday to Friday
Citrus and Spice 51 Berry Street	Operates weekdays 6.30am to 4pm
62 Berry Street	Commercial office building Standard office operating hours
65 Berry Street	Commercial office building Standard office operating hours Access to driveways and Wilson Car parking below Use of outdoor balcony adjacent to site for recreation and mealtimes
Channel Nine studios	Retail/ Commercial Building

Property name or location	Business considerations
1 Denison Street	Operating 24/7 Parking access off Denison Street
Cali Press Shop 1, 1 Denison Street	Café/restaurant Operates 7am to 3:30pm Monday to Friday
Missing Spoon Shop 2, 1 Denison Street	Café/restaurant Operates 8am to 4pm Monday to Friday
Stacked Shop 3, 1 Denison Street	Café/restaurant Operates 6:30am to 3pm Monday to Friday
Sixnature Thai Shop 4, 1 Denison Street	Restaurant Operates 7:30am to 2:30pm daily
Coffee Wala Coffees 41 McLaren Street	Café Operates 6am to 2pm Monday to Friday
Rydges Hotel 54 McLaren Street	167 rooms, function rooms, bar and restaurant Operating hours 24/7
The Vibe Hotel 172 Pacific Hwy	187 rooms, four conference rooms and roof top pool Operating hours 24/7

Table 14 below provides a summary of potential business interests and issues of concern to local businesses and proposed corresponding communication and mitigation strategies.

Issues will be addressed according to specific needs and include consultation to understand business requirements.

Table 14 – Potential interests and issues and management strategies

Issues	Communication and mitigation measures
Information about construction activities	<ul style="list-style-type: none"> Regular notifications and newsletters One-on-one meetings on request Door knocks as required Attend stakeholder meetings to communicate project information and community contact facilities
Coordination of information for tenants and property owners	<ul style="list-style-type: none"> Notifications to Strata/building managers and owners regarding scheduled and emergency work in the area when necessary Meetings arranged with strata/building managers and owners

Issues	Communication and mitigation measures
	<ul style="list-style-type: none"> Strata/building managers and owners informed of critical and or noisy/impactful works before they commence
Noise and vibration effects on adjacent residential and commercial buildings	<ul style="list-style-type: none"> Early engagement with neighbouring stakeholders on likely noise and vibration impacts with specific focus on noise sensitive stakeholders Implementation of mitigation measures in the Construction Noise and Vibration Management Plan, Construction Heritage Management Plan, Minor Works Approval or Out of Hours Approval where relevant Noise minimised through, use of appropriate plant, tools selection and techniques Staff induction and toolbox meetings prior to noisy activities to highlight acceptable work force behaviour Noise and vibration monitoring
Dust	<ul style="list-style-type: none"> Dust minimised by using water carts, water sprayers, and other measures as required
Traffic and access: <ul style="list-style-type: none"> Maintaining pedestrian access to adjacent buildings and schools Traffic modifications including signage changes to footpath and pedestrian diversions Utility works affecting footpath access 	<ul style="list-style-type: none"> Implement site specific Traffic Management Plans 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
Impact on visual amenity: <ul style="list-style-type: none"> For businesses overlooking construction site/s For outdoor dining spaces nearby to construction site/s 	<ul style="list-style-type: none"> Maintain clean and tidy sites including maintenance of site accommodation Hoarding designed in line with Sydney Metro Brand Style Guidelines Prompt graffiti removal from hoarding maintain visibility and access of nearby businesses,

4. ENGAGEMENT COMMUNICATION

4.1 Communication Tools and Activities

One-on-one consultation will always be the preferred method for businesses, large or small, that are potentially affected.

We will use a tiered approach to consultation with businesses that reflects the degree of interface with the Works.

Lendlease will provide appropriate forums to ensure business needs are understood and to confirm the frequency and level of ongoing communication required.

Table 14 below lists the summary of activities and types which support our business engagement and consultation approach. This list will be updated to reflect project changes and business stakeholder feedback as may be received.

Table 15 - Summary of consultation approach

Activity	Purpose and Stakeholder Group
24-hour 1800-number, website contact and email contact details on all communication	<ul style="list-style-type: none"> • Key point of contact for all stakeholder groups who require 24-hour access to the onsite works team
One-on-one meetings	<ul style="list-style-type: none"> • Discuss project activities including work in progress or upcoming work, including potential issues • Adjoining or directly affected property owners, residents and businesses
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 details for stakeholders who are not available • Stakeholders potentially directly affected by activities
Workshops	<ul style="list-style-type: none"> • Emergency services • Government agencies
Traffic and Transport Liaison Group (led by Sydney Metro)	<ul style="list-style-type: none"> • Traffic and transport stakeholders including North Sydney Council
Business Connect events	<ul style="list-style-type: none"> • For businesses within 200m of construction sites. Provides a convenient update on construction activities and mitigation measures and an opportunity provide feedback.
Key stakeholder and business leader briefings	<ul style="list-style-type: none"> • Agencies • Peak business groups (e.g. Sydney Business Chamber) • Business leaders for directly affected properties and tenants
Building based information sessions	<ul style="list-style-type: none"> • For tenants of major buildings affected by the works (with cooperation of building managers)
Interface meetings	<ul style="list-style-type: none"> • North Sydney Council • Interface contractors • Others with a third-party agreement • Other road projects

4.2 Consultation Forums

Lendlease will engage and consult with the local community, businesses, commuters, customers and various agencies throughout the duration of the stormwater infrastructure works, station construction, and the Miller Street public domain works and for 12 months following the completion of these construction activities.

Business Consultation forums and the Business Connect events are linked to the Community Communication Strategy (CCS) as part of the range of tools and activities implemented to engage and communicate with directly affected and neighbouring businesses.

4.3 Small Business Owners Support Program

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

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

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

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

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

5. MONITORING PROGRAM AND PERFORMANCE MEASURES

5.1 Monitoring and Evaluation

Continual monitoring of our business engagement and communication activities and their outcomes will occur throughout the project's construction. The BMP will be reviewed and updated as required, to reflect program progress and ensure relevance to local businesses.

Reviewing and updating the BMP will take into consideration:

- any changes in the construction delivery program
- changes to stakeholder and community needs
- changes to our program activities and stakeholder and community information requirements.

Results from the monitoring program will be provided to Sydney Metro on a monthly and six-monthly basis in the same format as Table 15 as follows:

- summary of monitoring data and lessons learnt included in monthly progress reports submitted to Sydney Metro

- compilation of monitoring data for a six-month period, along with lessons learnt, to be submitted to Sydney Metro for inclusion in the six-monthly Construction Compliance Reports submitted to the Secretary for DPIE.

Table 16 - Monitoring program and performance measures

Performance parameters	Measures	Monitoring	Six monthly reporting results
Awareness of construction activity and likely impacts.	<p>Notifications issued within required timeframes on 100% of occasions, unless otherwise agreed with Sydney Metro.</p> <p>Number of business briefings, building-based information sessions and face-to-face meetings prior to works.</p> <p>The objective is to make contact via these measures with 100% of businesses within 50m prior to works that have the potential to impact the owners.</p>	<p>Records in Consultation Manager database:</p> <ul style="list-style-type: none"> - on number and timing of notifications - on number of (and attendance at) briefings, information sessions and completed doorknocks/ face-to-face meetings. - on Feedback from meetings, presentations and briefings - on complaints received from businesses relating to lack of information about construction activities and impacts. 	<p>Number of notifications issued</p> <p>Percentage of notifications issued on time</p> <p>Number of briefings, information sessions and completed doorknocks</p> <p>Percentage of businesses within 50m contacted prior to works</p> <p>Number of complaints received from businesses relating to lack of information about construction activities and impacts</p> <p>Lessons learnt.</p>
Measures implemented to maintain business access, parking, visibility and amenity during construction activity.	<p>Potential issues identified in advance and mitigation measures implemented in consultation with affected businesses to address access, visibility and amenity issues</p> <p>The objective is 100% implementation of agreed mitigation measures relating to access, parking, visibility and other amenity aspects.</p>	<p>Records in Consultation Manager database;</p> <ul style="list-style-type: none"> - consultation with businesses on potential impacts and mitigation measures - business feedback on the effectiveness of mitigation measures - complaints from businesses relating to vehicle and pedestrian access, parking, visibility and amenity, including details of any repeat complaints about the same issue. 	<p>Number of businesses with mitigation measures agreed in advance to address access, parking, visibility or amenity issues</p> <p>Percentage of businesses where mitigation measures were implemented as agreed</p> <p>Details of mitigation measures implemented</p> <p>Business feedback on effectiveness of mitigation measures</p> <p>Number of repeat complaints received from businesses relating to vehicle and pedestrian access, parking, visibility and amenity</p> <p>Lessons learnt.</p>

Performance parameters	Measures	Monitoring	Six monthly reporting results
Agreed measures to minimise noise and vibration impacts on noise and vibration sensitive businesses.	<p>Agreed mitigations implemented, including agreed respite, work methods, proactive engagement and ongoing communication.</p> <p>Businesses identified as potentially affected by high noise for extended periods, and requests for at property treatment or relocation, referred to Sydney Metro if all negotiated solutions offered under the scope of the contract fail to provide an acceptable solution to the impacted businesses.</p> <p>The objective is for zero referrals to Sydney Metro over a six-month timeframe during standard construction.</p>	<p>Records in Consultation Manager on;</p> <ul style="list-style-type: none"> - consultation with businesses on noise and vibration impacts and mitigation measures - feedback on effectiveness of mitigation measures - on noise and vibration complaints from businesses. <p>Documentation of affected businesses impacts and mitigation measures in site specific CNVIS reports.</p> <p>Records of businesses referred to Sydney Metro for additional assessment / treatment.</p>	<p>Number of businesses with agreed mitigation measures to address noise and vibration impacts</p> <p>Summary of non-standard mitigation measures implemented</p> <p>Number of referrals to Sydney Metro</p> <p>Number of repeat complaints from noise sensitive receivers relating to noise and vibration impacts</p> <p>Lessons learnt.</p>

5.2 Reporting

Lendlease is required to report a summary of all stakeholder engagement activities undertaken, including with businesses. It will report on any issues or concerns raised and how any lessons learned will be incorporated into the Monthly Progress reports and annual updates of the BMP within this CCS.

APPENDIX 2 – ADDENDUM FOR OVER STATION DEVELOPMENT WORKS

The purpose of this Addendum is to demonstrate where the VC-ISD CCS relevant to the over station development SSDA is consistent with or departs from the VC-ISD CCS relevant to the CSSI. The conditions of approval for the SSDA and the strategy's consistency is outlined in Table 16 below.

SSDA Conditions of Approval

Table 16 – Conditions of Approval

Clause	Details	Consistency with VC-ISD CCS or further actions/ notes
C8	Before the commencement of construction, the Applicant must either: (a) amend, or prepare an addendum to, the Community Consultation Strategy (CCS) applicable to the CSSI approval (CSSI 7400) to apply to the development; or	This addendum is included as Appendix 2 of the VC-ISD CCS.
C8	(b) prepare a CCS for the development, independent of the CCS applicable to the CSSI approval, to provide mechanisms to facilitate communication between the Applicant, the relevant Council and the community (including adjoining affected landowners and businesses, and others directly impacted by the development), during the design and construction of the development and for a minimum of 12 months following the completion of construction.	n/a
C8	The CCS for the development must: (i) identify people to be consulted during the design and construction phases;	The groups to be consulted with are listed in Section 7 and Appendix 1 of the VC-ISD CCS.
C8	(ii) set out procedures and mechanisms for the regular distribution of accessible information about or relevant to the development;	The proposed procedures and mechanisms are consistent with Section 6 and Section 10 of the VC-ISD CCS until the completion of Station works. The remaining procedures from the period following are consistent with the process outlined in Section 2 of the VC-ISD CCS.
C8	(iii) provide for the formation of community-based forums, if required, that focus on key environmental management issues for the development;	The proposed management of

Clause	Details	Consistency with VC-ISD CCS or further actions/ notes
		community-based forums is as per Section 10.1 and Appendix 1 of the VC-ISD CCS until the completion of Station works. The remaining procedures from the period following are consistent with the process outlined in Section 2 of the VC-ISD CCS.
C8	<p>(iv) set out procedures and mechanisms:</p> <ul style="list-style-type: none"> through which the community can discuss or provide feedback to the Applicant; through which the Applicant will respond to enquiries or feedback from the community; and to resolve any issues and mediate any disputes that may arise in relation to construction and operation of the development, including disputes regarding rectification or compensation. 	<p>The proposed procedures and mechanisms are consistent with the VC-ISD CCS until the completion of Station works and are in:</p> <p>Section 5 Section 6 Section 10 Section 16</p> <p>The remaining procedures from the period following are consistent with the process outlined in Section 2 of the VC-ISD CCS.</p>
C9	The CCS must be submitted to the Planning Secretary for approval no later than one month before the commencement of construction.	This CCS will be submitted to the Planning Secretary for approval no later than one month before the commencement of construction work relevant to the SSDA.
C10	Construction must not commence until the CCS has been approved by the Planning Secretary, or within another timeframe agreed with the Planning Secretary.	Construction work relevant to the SSDA will not commence until this CCS has been approved by the Planning Secretary.
C11	The CCS, as approved by the Planning Secretary, must be implemented for a minimum of 12 months following the completion of construction.	The proposed strategy for implementing the VC-ISD CCS is consistent with Section 3 of this CCS and the OCCS until the completion of Station works. The remaining procedures from the period following until 12 months

Clause	Details	Consistency with VC-ISD CCS or further actions/ notes
C12	<p>Unless the CCS applicable to the CSSI approval (CSSI 7400) has been amended in accordance with condition C17C8(a), before the commencement of construction, a Community Consultative Committee (CCC) must be established for the development in accordance with the Department's Community Consultative Committee Guidelines: State Significant Projects. The CCC must begin to exercise functions in accordance with such Guidelines before the commencement of construction and continue to do so for the duration of construction and for at least six months following the completion of construction.</p> <p>Notes:</p> <ul style="list-style-type: none"> The CCC is an advisory committee only. In accordance with the Guidelines, the Committee should comprise an independent chair and appropriate representation from the Applicant, Council and the local community. 	<p>following the completion of construction are consistent with the process outlined in Section 2 of this CCS.</p> <p>n/a</p>