

Community Communications Strategy

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AW EDWARDS acknowledges the Traditional Owners of Country throughout Australia and recognises the continuing connection to lands, waters and communities.

We pay our respect to Aboriginal and Torres Strait Islander people and culture, and to their Elders past and present.

"COMMUNITY"

Artwork by Raechel Saunders

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GLOSSARY

ACCRONYM	DEFINITION
AWE	A W Edwards
BMP	Business Management Plan
CALD	Culturally and Linguistically Diverse
CCMS	Construction Complaints Management System
CCS	Community Communications Strategy
CEMF	Sydney Metro Chatswood to Sydenham Environmental Statement - Appendix D, Construction Environmental Management Framework
CEMP	Construction Environment Management Plan
CICG	Communications Interface Coordination Group
CNS	Crows Nest Station
CNVIS	Construction Noise and Vibration Impact Statement
CNVMP	Construction Noise and Vibration Management Plan
CVLMP	Construction Visual and Landscape Management Plan
CTMP	Construction Traffic Management Plan
DPE	Department of Planning and Environment
EIS	Environmental Impact Statement
EPA	NSW Environment Protection Authority
LOTE	Languages Other Than English
OSD	Over station development
OCCS	Overarching Community Communications Strategy
PMIP	Project Milestone Implementation Plan
SBOSP	Small Business Owners' Support Program
SCO	Sydney Coordination Office
SPiR	Revised Environmental Mitigation Measures and Performance Outcomes listed in Chapter 11 of the Submissions and Preferred Infrastructure Report
S&CRT	Stakeholder and Community Relations Team
The Planning Approval	Critical State Infrastructure - Sydney Metro City & Southwest Chatswood to Sydney Conditions of Approval
The Project	Crows Nest Metro Station Project
TCG	Traffic Control Group
TfNSW	Transport for NSW
TMC	Transport Management Centre
TSOM	Trains, Systems, Operations, Maintenance contractor
TTLG	Traffic and Transport Liaison Group

1 INTRODUCTION

1.1 DOCUMENT PURPOSE

A W Edwards (AWE) has been awarded the contract (Construct Only Package) to deliver the new Crows Nest Station (CNS) for Sydney Metro. This includes station construction and fit out, retail space, public domain works, enhanced pedestrian and cycle links, and enabling work. AWE has also been awarded the contract to construct the over station development (OSD) atop the Site C station building.

This Community Communications Strategy (CCS) has been developed to detail how AWE will manage stakeholder, community and business liaison during construction of CNS and for 12 months after construction completion. It is guided by the Sydney Metro Overarching Community Communications Strategy (OCCS).

1.2 OBJECTIVES

Objectives of this CCS are to:

- comply with the Sydney Metro City & Southwest Chatswood to Sydenham planning approval (the planning approval)
- identify and implement appropriate communication tools and activities for a range of stakeholders
- support Sydney Metro in the delivery of a coordinated and consistent approach to communications and stakeholder engagement across the entire Sydney Metro project by aligning with the OCCS
- identify and appropriately address stakeholder, business and community issues
- ensure stakeholders, businesses and the community are well informed and understand the activities to be undertaken by awe, the project objectives, benefits, potential impacts and expected outcomes
- mitigate, where possible, project impacts on stakeholders and the community including sensitive receivers and vulnerable persons
- enhance and protect the reputation of the project, the NSW Government, Sydney Metro and AWE
- provide mechanisms to ensure information is accessible to all stakeholders including those who speak languages other than English (LOTE) and culturally and linguistically diverse (CALD) communities.

1.3 COMPLIANCE

This CCS has been prepared to address the relevant community and stakeholder requirements set out in the Sydney Metro City & Southwest - Chatswood to Sydenham Conditions of Approval (the Planning Approval), the Sydney Metro Chatswood to Sydenham Environmental Statement - Appendix D, Construction Environmental Management Framework (CEMF), the Revised Environmental Mitigation Measures and Performance Outcomes listed in Chapter 11 of the Submissions and Preferred Infrastructure Report (SPIR) and the Sydney Metro OCCS.

This CCS will be submitted for approval one month before commencement of any work and will be implemented throughout the duration of construction of the Sydney Metro - CNS and for 12 months after construction completion.

CNS works will not commence until this CCS has been approved.

A full list of all Project requirements specific to community and stakeholder management, including detail as to where they have been addressed in this document, can be found in the Compliance Matrix - Appendix A.

1.4 REVIEW MECHANISMS AND ACCOUNTABILITY

AWE's Project Director is accountable for this CCS, including the authorisation and monitoring of the document, and delegation of responsibilities to implement this CCS.

This CCS will be reviewed every six months and updated as necessary to reflect:

1. Changes in design and construction program.
2. Updates to Sydney Metro's OCCS.
3. Community interests and issues.
4. Lessons learnt.
5. Changes to the Construction Complaints Management System (CCMS).

The Project Director has delegated responsibility to the Stakeholder, Engagement and Public Affairs Manager to implement the plan, ensure compliance with the Planning Approval and ancillary requirements and review and update as necessary.

Updates to this CCS will be submitted to Sydney Metro for review and approval.

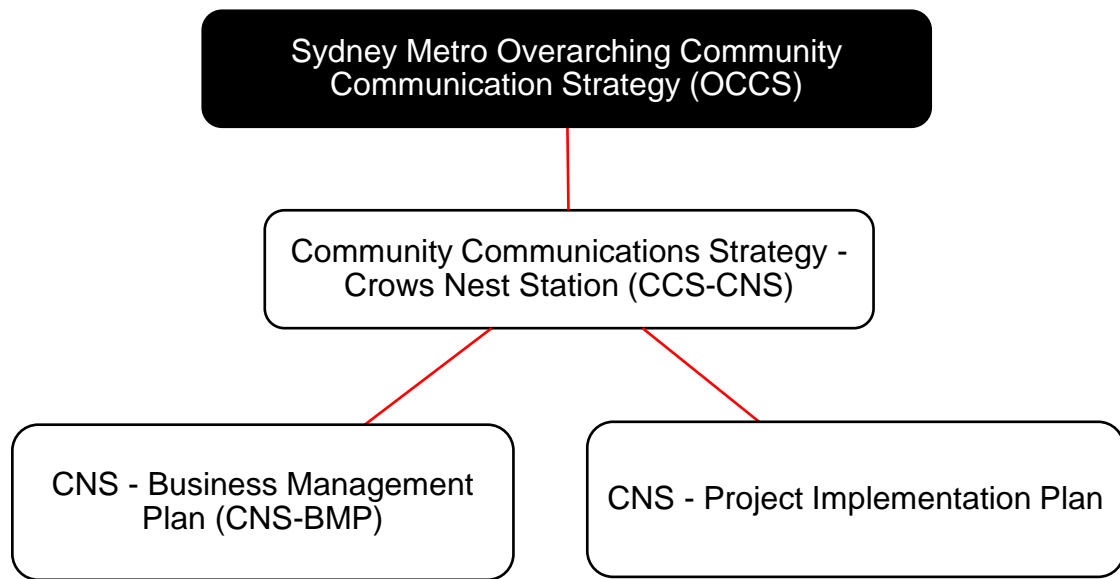
1.5 INTERFACE WITH OTHER PLANS

This CCS sits beneath the Sydney Metro OCCS, which outlines the approach to community and stakeholder engagement for all Sydney Metro City & Southwest construction contractors.

This CCS has been prepared in line with the OCCS to ensure a coordinated approach to stakeholder, business and community liaison across the entire program of work.

Supplementary plans such as the Business Management Plan (BMP) and Project Milestone Implementation Plan (PMIP) have been developed as required by Sydney Metro to ensure AWE's approach for engagement and management of business stakeholders and communication of project milestones is consistent with the Planning Approvals and other relevant requirements.

Figure 1 illustrates where this Strategy sits within the Sydney Metro Community Communication document hierarchy.

Figure 1 - Community communication document hierarchy

This strategy also interfaces with other AWE management plans and statements including the Construction Environment Management Plan (CEMP), Construction Noise and Vibration Management Plan (CNVMP), Construction Noise and Vibration Impact Statement (CNVIS), Business Management Plan (BMP), Construction Visual and Landscape Management Plan (CVLMP) and Construction Traffic Management Plan (CTMP).

1.6 SYDNEY METRO SUPPORTING PROGRAMS AND SYSTEMS

Sydney Metro has established a Small Business Owners' Support Program (SBOSP) to provide assistance, if required, to impacted small business owners within 50 metres of CNS works. This will include the development of specific business action plans in conjunction with advice from the Sydney Metro Retail Advisory/Support Panel. This Panel will also operate to review the AWE Business Management Plan and its implementation.

Sydney Metro has also established a CCMS to outline the procedure for managing complaints across the entire Sydney Metro program of works. This CCS includes a complaint handling process in accordance with the responsibilities assigned to AWE under the CCMS.

2.3 CROWS NEST STATION WORK SCOPE

Construction activities centre around the three key deliverables including construction of three new metro station buildings, the OSD at Site C, and the delivery of an upgraded public precinct.

2.3.1 Station building work

- Station with above and below ground concourse, platforms and services and back of house facilities.
- Installation of lifts and escalators to the new underground platforms.
- Construction of canopies and station entry awnings.
- Construction of two station entrances with one located off Pacific Highway between Oxley Street and Hume Street and one located off Clarke Street near the corner of Hume Street.
- Construction of retail space next to the Clarke Street station entry and future retail opportunities at ground level along Pacific Highway.

2.3.2 Precinct work

- Public domain works including footpaths, street tree planting, lighting and street furniture.
- New pedestrian crossing with traffic lights at Pacific Highway and Oxley Street intersection.
- New pedestrian crossings on Clarke and Hume streets.
- New bike parking on Hume Street, Pacific Highway, Clarke Street and Oxley Street.
- New on-road marked cycle link on Hume Street.
- New kiss-and-ride and taxi bays on Clarke Street and Oxley Street.
- Relocation of two bus stops on Pacific Highway.
- Installation of wayfinding signage and Sydney Metro information.
- Hume Street bi-directional separated cycle link from Clarke Street to Nicholson Street.
- Upgraded Hume Street intersection with cycle crossing and increased pedestrian capacity.

2.3.3 Over station development (OSD) Site C

- The OSD is an extension to the Site C scope located on the corner of Clarke Lane and Hume Street.
- A nine-storey commercial office building on the corner of Hume Street and Clarke Street.

2.4 CONSTRUCTION ACTIVITIES

Construction activities for CNS take place within the already established CNS site except for works relating to precinct and public domain works. The structure of the three station buildings and Site C OSD has been completed. Remaining work includes, enclosing the buildings, completing all interior and exterior works and upgrading the surrounding streetscape ready for services to commence in 2024. Table 1 provides further detail as to key construction phases and activities.

The site will continue to comprise of three separate construction zones (Site A, B and C) divided by Hume Street and Clarke Lane. See Figure 3 below.

[Figure 3 - Construction work zones](#)



2.5 KEY CONSTRUCTION PHASES AND ACTIVITIES

Work to build the new CNS commenced in January 2021 and is expected to be completed in 2024. Table 1 below outlines the key CNS work phase and activities.

Table 1 - Work phase and activities

PHASE	CONSTRUCTION ACTIVITIES	STATUS
Site establishment	Tower crane, hoarding and other plant erection. Establishment of temporary ancillary facilities including establishment of a logistics lane on Pacific Highway, worker facilities and amenities and site office. Utility adjustments.	Completed
Station base preparation and enabling works	Excavation of elevator, escalator and stair pits and drains. Installation of material lift. Waterproofing station base. Utility adjustments. Installation of footings, services and foundations. Construction of station base slab. Construction of station perimeter walls.	Completed
Construction of below ground structure	Construction and fit out of below ground station platform and concourse including: <ul style="list-style-type: none"> ○ installation of support beams and columns ○ construction of perimeter walls, internal walls and rooms, roof and concourse floor and station platform ○ waterproofing Remove Hume Street and Clarke Lane roadways.	Completed
Construction of above ground structure	Construction of above ground structure and retail space including: <ul style="list-style-type: none"> ○ installation of support beams and columns ○ construction of supporting walls and roof ○ construction of retail spaces 	Completed
Precinct/ public domain works including reinstatement of Hume	Utility service adjustments. Road pavement and footpath upgrades.	In progress.

PHASE	CONSTRUCTION ACTIVITIES	STATUS
Street (between Pacific Highway and Clarke Lane) and Clarke Lane (Between Hume Street and 20 Clarke Street)	Installation of street lighting and furniture, signage and traffic lights. Landscaping work.	
Station fit-out and exterior works	Installation of station services, equipment, fixtures, fittings and finishes. Station fit out including: <ul style="list-style-type: none"> installation of lifts, elevators, mechanical and electrical components External façade work.	In progress.
Construction OSD Site C	Construction of concrete structure and warm shell fit-out of large open spaces from level 2 to level 8 with two further levels on the roof where services and mechanical plant will be located. The façade will incorporate a combination of brick-slip precast. and glazed curtain wall.	In progress.
Remediation, demobilisation, completion and handover	Completion of all remaining station, and public domain work. Demobilisation, testing and commissioning.	To be completed.

3 PROJECT DELIVERY TEAM

Our project delivery team will ensure effective management of all stakeholder issues, public affairs, communication and engagement activities. This will support Sydney Metro's objective to build confidence in its project, and commitment to provide proactive and positive interactions with all stakeholders throughout its delivery.

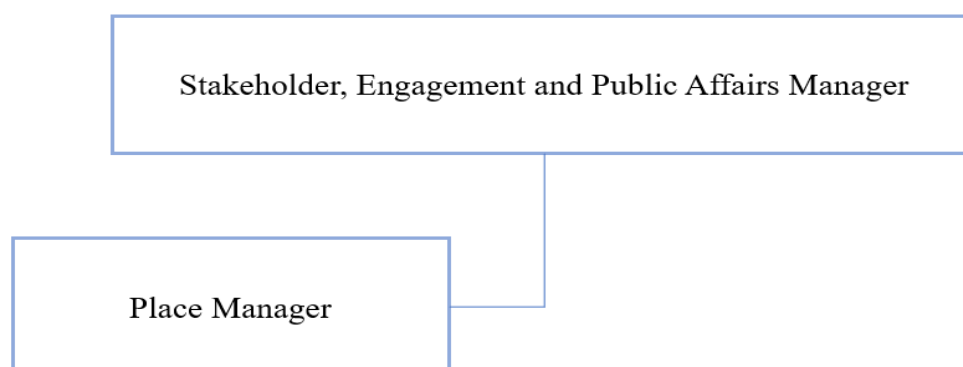
3.1 TEAM OBJECTIVES

Key roles and responsibilities have been established to meet Sydney Metro, stakeholder and community expectations. These are described below.

3.2 STAKEHOLDER AND COMMUNITY RELATIONS TEAM

The AWE Stakeholder and Community Relations Team (S&CRT) will undertake all project communication and engagement activities throughout construction of CNS. They are responsible for implementing all components of this CCS and for ensuring that communication and engagement strategies, processes, policies, procedures and protocols are reflective of community and stakeholder needs. Figure 4 outlines the AWE S&CRT structure.

Figure 4 - S&CRT Structure



3.3 ROLES AND RESPONSIBILITIES

The key community and stakeholder roles and responsibilities for the project team are described in Tables 2 and 3.

The key community and stakeholder roles and responsibilities for the project team are described in Tables 2 and 3.

Table 2 - S&CRT roles and responsibilities

ROLE	COMMUNITY AND STAKEHOLDER RESPONSIBILITIES
Stakeholder, Engagement and Public Affairs Manager (Reports to Project Director)	<ul style="list-style-type: none"> ▪ Develop, proactively manage and implement stakeholder and community engagement requirements of Sydney Metro including interfacing with other relevant contractors and stakeholders and the implementation of this CCS and BMP. ▪ Ensure compliance with the Planning Approval. ▪ Be the key contact for key stakeholders and point of escalation for complaints. ▪ Be available to meet with community members on request. ▪ Review and reissue this CCS and BMP every six months. ▪ Review and approve all public communication material. ▪ Support media liaison.

	<ul style="list-style-type: none"> Identify opportunities to promote the CNS project and Sydney Metro. Oversee the development, management, coordination and delivery of all communication and engagement activities. Work with the project team to support the delivery of key project milestones and targets. Maintain collaborative and consultative strategic partnerships with the Sydney Metro Communications team and other interface contractors to ensure integrated engagement and communication. Attend Communications Interface Coordination Group (CICG) meetings.
Community Place Manager (Reports to Stakeholder, Engagement and Public Affairs Manager)	<ul style="list-style-type: none"> Be the key contact for local residents and businesses. Be available to meet with community members on request. Support the Stakeholder, Community Relations and Public Affairs Manager. Support implementation of the CCS and implement the BMP Prepare public communication material. Proactively notify stakeholders, businesses and the community of current and upcoming construction activities. Manage complaints, enquiries and feedback in accordance with requirements, ensuring all records are put in Consultation Manger within required timeframes, and issues are escalated as required. Identify, pre-empt, manage and report community and stakeholder issues to minimise impacts on the community. Ensure stakeholders and the community fully understand the activities to be undertaken by AWE, their potential impacts and benefits. Organise community forums, site visits, meetings and events as required and in response to community and stakeholder interests and issues.
Graphic Designer (Where required)	<ul style="list-style-type: none"> Support the Stakeholder, Engagement and Public Affairs Manager and Place Manager with developing public communication materials that comply with Sydney Metro brand guidelines and web content accessibility guidelines.

3.3.1 Other roles with community and stakeholder responsibilities

The C&SRT is supported by the Project Director, Construction, Site, Traffic, Interface, Planning and Environment Managers, and their respective teams.

Table 3 - Other key team members community and stakeholder roles and Responsibilities

ROLE	COMMUNITY AND STAKEHOLDER RESPONSIBILITIES
Project Director	<ul style="list-style-type: none"> Ensure the S&C&RT is adequately staffed so as to fulfil requirements of the planning approval, Sydney Metro specifications, and all other communication and engagement obligations. Ensure project team supports the S&C&RT in meeting their requirements Participate in key stakeholder meetings, events, site visits and forums as required.
Construction Manager, Site Manager, Senior Project Engineers	<ul style="list-style-type: none"> Ensure communication requirements and timeframes are understood by the construction team and embedded into program. Participate in key stakeholder meetings, events, site visits and forums as required. Minimise impacts of construction on the community as much as possible. Promote commitment to community and stakeholder policies, protocols and procedures. Ensure S&C&RT are notified in the event of media contact. Ensure safe access around the site and work areas.
Traffic & Logistics Manager and team	<ul style="list-style-type: none"> Participate in key stakeholder meetings, events, site visits and forums as required. Manage liaison with Traffic and Transport stakeholders. Inform and coordinate with the S&C&RT in advance of any impact to traffic, transport and access. Ensure safe access and adequate signage is provided for motorists, pedestrians, cyclists and commuters.

ROLE	COMMUNITY AND STAKEHOLDER RESPONSIBILITIES
Planning & Environment Manager and team	<ul style="list-style-type: none"> Participate in key stakeholder meetings, events, site visits and forums as required. Provide required environmental information to the S&RT to facilitate preparation of communication collateral. Investigate complaints relating to environmental aspects (noise, dust, vibration etc.). Provide guidance to S&CRT as to consultation and communication requirements to satisfy various environmental obligations e.g. mitigation measures required for Out of Hours Work (OOHW).
Interface Manager	<ul style="list-style-type: none"> Manage interfaces with all authorities, interface contractors and other stakeholders. Ensure interface coordination issues are considered and incorporated into all activities.
Work, Health and Safety Manager and Team	<ul style="list-style-type: none"> Participate in key stakeholder meetings, events, site visits and forums as required. Ensure S&CRT is promptly notified in the event of an emergency/ crisis event. Ensure safe access around the site and work areas. Ensure community communication requirements are explained at site inductions.
All other CNS personnel (including contractors and sub-contractors)	<ul style="list-style-type: none"> Understand community and stakeholder obligations. Follow community and stakeholder protocols and contact procedures. Inform the S&CRT of any: <ul style="list-style-type: none"> impacts to community members contact from community members, stakeholders, media or government representatives.

3.4 COORDINATION WITH SYDNEY METRO AND OTHER INTERFACE CONTRACTORS

Given multiple contractors have been engaged to deliver various elements of the overall Sydney Metro Project, there is a recognised need for a coordinated and consistent approach to communication and engagement activities. This means sharing and exchanging information with Sydney Metro and interfacing construction contractors to create opportunities for shared public communication material and effectively manage enquiries, complaints and cumulative impacts.

Main interface contractors for delivery of the CNS include Systems Connect (for line-wide work) and Trains, Systems and Operational Maintenance (TSOM) contractors.

AWE will liaise with the Sydney Metro Project communications team as the point of contact for the community.

3.5 PROJECT TEAM INDUCTIONS AND TRAINING

All AWE staff (including contractors and subcontractors) will be made aware of stakeholder and community relations requirements through mandatory project inductions, toolbox talks, pre-start meetings and other internal meetings and training events. This will include at a minimum:

- relevant details of the CCS and BMP including purpose and objectives
- key stakeholder and community issues and mitigation measures
- specific communications and engagement requirements and responsibilities
- community contact protocols and procedures
- crisis communication procedures
- appropriate interaction with homeless people
- use of social media.

Site induction and training material will be updated regularly to address any actions taken in response to stakeholder and community issues, changes to this strategy or the BMP.

4 OUR COMMUNICATION AND ENGAGEMENT APPROACH

Consistent with the Sydney Metro approach to successful project delivery through effective communication, AWE has developed a targeted approach to communicating and engaging with stakeholders, businesses and community members impacted by CNS works. This approach is informed by:

- identification of key stakeholders
- analysis of stakeholder interests and issues
- determining communication tools to inform and engage with identified stakeholders
- identifying and implementing mitigation measures for key issues.

AWE's communication and engagement approach aims to ensure that stakeholders and the community are kept well informed of construction activities and expected impacts to avoid any surprises. Key to this will be proactive engagement and ongoing consultation with residents, businesses and other interested stakeholders.

AWE has developed this CCS and implementation plan to ensure adequate, accessible information is released ahead of key construction activities and milestones and that known and emerging issues are identified and addressed.

4.1 OUR GUIDING PRINCIPLES

- AWE understands the significance of effective communication and engagement in successful project delivery and is committed to driving this through:
 - establishing genuine, trusting relationships with stakeholders and the community
 - ensuring stakeholders and the community are well informed, and fully understand the activities to be undertaken by awe, their potential impacts and benefits
 - communicating early, openly and inclusively. This includes ensuring procedures for regular distribution of accessible information to vulnerable community members, people who speak languages other than English, and/or people from CALD backgrounds
 - providing adequate and coordinated stakeholder and community consultation that identifies and addresses issues in a timely manner
 - supporting and working cooperatively with Sydney Metro to provide a coordinated and consistent approach to stakeholder and community engagement.

4.2 KEY MESSAGES

Key messages will be used to highlight key station deliverables across public communication materials. Messages will be updated as works progress and approved by Sydney Metro.

4.2.1 Key messaging used across regular public communication materials

Sydney Metro is Australia's biggest public transport project.

Sydney Metro is Australia's biggest public transport project. Services started in May 2019 in the city's North West with a train every four minutes in the peak. Metro rail will be extended into the CBD in 2024, with new metro railway stations at Crows Nest, Victoria Cross,

Barangaroo, Martin Place, Gadigal and Waterloo, and new metro platforms at Central, and then onto Bankstown in 2025

A W Edwards is building the new Crows Nest Station. Rail track installation and the stations main structural works are now complete and fit out and exterior works are progressing.

4.2.2 Other key messages

Sydney Metro has engaged A W Edwards to deliver the new Crows Nest Station. Work is underway, to be ready for Sydney Metro services to start in 2024.

Key activities include:

- construction of underground rail platforms and concourse
- construction of above ground two storey station buildings with entry via Pacific Highway and Clarke Street
- fit out of station interior and external facade
- upgraded public domain integrating the new station buildings into the local surrounds
- upgraded cyclist and pedestrian connections
- new kiss-and-ride and taxi bays on Clarke and Oxley streets
- relocation of two bus stops on Pacific Highway.

Other contractors engaged to fit out the tunnels, station doors and other mechanical and electrical components will work simultaneously to ensure all station works are complete and ready for operations to commence in 2024.

The over station development for Site C will be a new nine story commercial building with an accessible landscaped terrace at Level 9. The façade will incorporate a combination of brick-slip precast and glazed curtain wall. The construction commenced late 2022 and is expected to be completed in 2024.

5 COMMUNITY PROFILE, STAKEHOLDER IDENTIFICATION AND ANALYSIS

5.1 CROWS NEST COMMUNITY PROFILE

CNS is in a growing mixed residential and commercial precinct within the North Sydney Local Government Area. The site is surrounded by a high-density urban neighbourhood characterised by a variety of small businesses, commercial offices, healthcare and educational facilities, high rise residential dwellings, restaurants, retail establishments, places of worship and community infrastructure. Several current development sites are near the CNS.

Notable, and of high value to residents and business owners in the area, is the “village atmosphere”, with nearby Willoughby Road (approximately 130 metres from CNS site) being identified as an important location and major contributor to the atmosphere given its extensive offering of cafes, restaurants, pedestrian access and amenity.

According to ABS data, Crows Nest has a relatively young population with a median age of 35 years. Approximately 67% are either professionals or managers and the majority of residents are Australian born or were born in English-speaking countries such as England or New Zealand. As such, over 70% of people living in Crows Nest speak English only. Other

languages spoken at home include Japanese (2.9%), Mandarin (2.6%), Cantonese (2.1%), Spanish (1.3%) and Thai (0.9%).

5.2 STAKEHOLDER ANALYSIS

A broad range of stakeholders with interest in the CNS project have been identified. These range from government stakeholders, to media, service providers, industry bodies, local residents and businesses and other interface contractors.

AWE recognises that diverse engagement and communication is needed to ensure all stakeholders are informed about the project's current and upcoming construction activities.

Stakeholders and the community will be informed of significant events or changes that affect or may affect individual properties, residences and businesses. These include:

- key milestones
- changes to traffic conditions and access arrangements for road users and the affected public
- construction operations which will have an impact on stakeholders and the community including noisy works, interruptions to utility services or construction work outside of standard work hours.

All stakeholders will be notified in advance of any activities in accordance with requirements of the Planning Approval, OCCS and AWE contract requirements.

Table 4 identifies key CNS stakeholders, their interests and/or potential issues and communication tools the AWE S&CRT will use to engage and consult with them. Table 5 summarises key stakeholder issues and mitigation measures.

5.2.1 Culturally and linguistically diverse (CALD) and vulnerable communities

The AWE Place Manager will be the primary contact for the community. Through ongoing engagement and interaction with community members, the needs of CALD and vulnerable communities will be identified.

Referral to translation services will be communicated as required and displayed on all notifications, newsletters and on the project website. Further, information on the Sydney Metro website can be translated into 58 languages with the touch of a button and various factsheets have been made available as required online in different languages.

All web collateral will be formatted to comply with Web Content Accessibility requirements endorsed by the Australian Government.

Section 7 outlines further communication tools that will be used to provide accessible information to CALD and vulnerable communities.

5.2.2 Homeless communities and rough sleepers

North Sydney Council has developed a Homeless Strategy and a number of agencies are committed to supporting council to help those who are homeless or are in housing need. Local agencies include the Crows Nest Centre, St Vincent's De Paul Crows Nest and Phoenix house.

In the event AWE activities impact on or are impacted by persons who are experiencing homelessness, our approach will be guided by protocols established in North Sydney Council's Homeless Strategy and Sydney Metro's Interim Strategy for the Management of Homeless People During Construction.

Information about the appropriate interaction with homeless people will be included in the CNS project induction.

Community Communications Strategy

Table 4 - Stakeholder identification and analysis

KEY STAKEHOLDERS	DETAIL	ISSUES/INTEREST	COMMUNICATION	TIMING
GOVERNMENT				
Government elected representatives.	Premier for NSW. Minister for Cities, Infrastructure, and Active Transport. Minister for Transport. Minister for Western Sydney. Minister for Planning and Public Spaces. Minister for the Environment and Water. Member for North Shore. Member for North Sydney.	Compliance with Planning Approval. Reputation and brand. Media opportunities. Successful, on time project delivery. Negative construction impact to constituents. Milestone events.	Briefings via Sydney Metro. Site visits and events (including media/ milestone events). Responses to enquiries via Sydney Metro. Animations and visualisations. Photography and videography. Newsletters. Media releases.	As requested.
State government departments, agencies and regulatory bodies.	Transport for NSW – Sydney Metro. Department of Planning and Environment (DPE). NSW Environment Protection Authority (EPA). Infrastructure NSW. Office of Environment and Heritage. Heritage Council of NSW. Family and Community	Reputation and brand. Media opportunities. Construction progress and on time delivery. Impact on asset. Impact on traffic network. Compliance with Planning Approval. Managing environmental impact. Managing construction traffic impacts. Impact to community. Milestone events. Airspace approval.	Briefings. Site visits and events (including media/ milestone events). Responses to enquiries via Sydney Metro. Animations and visualisations. Photography and videography. Newsletter. Media releases. Relevant management plan consultation. Attendance at Traffic Control Group (TCG) forum.	Prior to commencing work. Ongoing, as required.

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KEY STAKEHOLDERS	DETAIL	ISSUES/INTEREST	COMMUNICATION	TIMING
	Services and Housing NSW. Department of Education. NSW Health (RNSH). Civil Aviation Safety Authority (CASA).			
Local government.	North Sydney Council. Mayor. General Manager. Traffic and Transport. Operations Manager. Engineering Infrastructure Manager. Executive Planning Advisor. Lane Cove Council. Mayor. General Manager.	Impact on local roads, footpaths, parking, traffic and facilities. Impact on local residents and businesses. Community complaints. Impact on flora and fauna. Impact on council infrastructure and projects. Impact on private developments. Management of homeless people, rough sleepers and CALD people. Construction progress. Milestone events.	Project presentations, briefings and meetings via Sydney Metro. Attendance at Traffic and Transport Liaison Group forum. Attendance at community information sessions. Updates, newsletters and notifications. Relevant management plan consultation.	Prior to commencing work. Ongoing, as required.
Emergency Services.	NSW Ambulance. Fire and Rescue NSW (Crows Nest Fire Station). Police (North Sydney Police Station). North Shore Police Area Command. State Emergency Services.	Access for emergency vehicles. Traffic changes impacting vehicle routes. Traffic congestion. Impact to emergency response times.	Project briefings. Updates and notifications. Attendance at Traffic and Transport Liaison Group forum. Council liaison.	Prior to commencing work. Ongoing, as required.

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KEY STAKEHOLDERS	DETAIL	ISSUES/INTEREST	COMMUNICATION	TIMING
■ SERVICE PROVIDERS				
Utility service providers.	Sydney water. Ausgrid. Jemena. Telstra. NBN. Optus.	Impact on assets. Impact to customers.	Meetings and briefings. Service authority/provider notification of planned work. Correspondence with Service Manager.	Prior to commencing work. Ongoing, as required.
■ COMMUNITY				
Local residents (owners and tenants) within work impact zone (100m).	Albany Street. Clarke Street. Ernest Place. Hume Street. Nicholson Place. Nicholson Street. Oxley Street. Pacific Highway. Pole Lane. Willoughby Road	Keeping informed. Construction fatigue. Cumulative impacts from concurrent work. Noise, vibration and dust. Traffic, parking and access impacts. Sleep disturbance. Service interruptions (utility outages, garbage collection etc.). Public domain works including noise, vibration and dust impacts, access and temporary pedestrian detours, temporary loss of parking, disruptions to services. Health and safety concerns. Property damage. Visual amenity. Worker behaviour. Construction progress. Over station development – Site C.	Individual/ group meetings and community forums. Newsletters, notifications and progress updates. Wayfinding/ directional signage. Advertisements. Animations and visualisations. Photography and videography Surveys, feedback and information forms. Online information including website and social media.	Prior to commencing work. Ongoing, as required.
Strata/building managers, owners corporation and managing agents.	Albany Street. Clarke Street. Ernest Place. Hume Street. Nicholson Place. Nicholson Street. Oxley Street. Pacific Highway. Pole Lane. Willoughby Road	Property damage. Service interruptions (utility outages, garbage collection). Tenancy issues. Coordination of information. Public domain works including noise, vibration and dust impacts, access and temporary pedestrian detours, temporary loss of parking, disruptions to services. Over station development – Site C.	Individual meetings. Telephone calls. Newsletters, notifications and progress updates.	As required.

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KEY STAKEHOLDERS	DETAIL	ISSUES/INTEREST	COMMUNICATION	TIMING
Local businesses within work impact zone (100m).	Albany Street. Clarke Street. Ernest Place. Hume Street.	Keeping businesses informed. Property impacts. Complaints from tenants/ rental turnover. Cumulative impacts from multiple developments in the area.	Individual/ group meetings and community forums. Newsletters, notifications and progress updates. Wayfinding/ directional signage.	Prior to commencing work.
Detailed in Business Management Plan.	Oxley Street. Pacific Highway. Pole Lane. Willoughby Road	Construction fatigue. Construction noise, vibration and dust. Public domain works including noise, vibration and dust impacts, access and temporary pedestrian detours, temporary loss of parking, disruptions to services. Over station development – Site C. Traffic changes. Parking impacts (impact to local street parking and public carparks). Access for deliveries, customers and waste services. Reduction in foot traffic/ passing trade. Service interruptions. Visual impact – businesses overlooking/ adjacent to the site.	Advertisements. Animations and visualisations. Photography and videography. Surveys, feedback and information forms. Online information including website and social media SBOP.	Ongoing, as required.

■ COMMUNITY INFRASTRUCTURE				
Health Care facilities within work impact zone (100m).	Balanced Living Psychology. Calm Mind Psychology. Crows Nest Day Surgery. Crows Nest eye surgery. Crows Nest Dental Centre. Connect IVF. Cosmetic and Vein Clinic. Dental on Clarke About Smiles Crows Nest	Services interruptions. Impact to sensitive machinery.	Doorknocks. Individual meetings, phone calls and email. Newsletters, notifications and progress updates.	Prior to commencing work. Ongoing, as required.

Community Communications Strategy

KEY STAKEHOLDERS	DETAIL	ISSUES/INTEREST	COMMUNICATION	TIMING
	Honest Tooth Dental Care – Dentist St LeonardsMolemap Dermatologists. Special Needs Dentistry Practice. Specialist Medical Practice. Specialist Paediatric Dental. North Shore Oral and Maxillofacial Surgery. North Shore periodontics. Specialist Endo Crows Nest.			
Educational facilities within work impact zone (100m).	Kelly's Place Children's Centre. Froebel Early Learning Centre. Good Start Early Learning Centre – St Leonards. College of Professional Psychologists.	Safety of parents and children accessing the Centre due to increased heavy vehicle and truck movements around the construction site. Access to drop-off/pick up bay adjacent to service. Increased dust and noise. Impact on sleep times. Worker behaviour.	Initial consultation to confirm hours of operation/sensitive periods. Individual meetings, phone calls and emails. Updates and notifications. Organised events and site visits. Online information including website and social media.	Prior to commencing work. Ongoing, as required.
Places of worship within work impact zone (100m).	Northside Community Church, Crows Nest.	Impact to services (noise, availability of parking).	Initial consultation to confirm hours of operation/sensitive periods. Individual meetings, phone calls and emails. Updates and notifications.	Prior to commencing work. Ongoing, as required.
Sports and recreational facilities within (100m of impact Zone).	North Sydney Indoor Sports Centre. Crows Nest Dance Centre. Arthur Murray Dance Studio. Northern Suburbs Basketball Association Rumble St Leonards Sydney Jiu Jitsu Academy.	Safety of parents and children accessing the services due to increased heavy vehicle and truck movements around the construction site. Access to drop-off/pick up. locations adjacent to services. Increased dust and noise.	Individual meetings, phone calls and emails. Updates and notification. Online information including website and social media.	Prior to commencing work. Ongoing, as required.

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KEY STAKEHOLDERS	DETAIL	ISSUES/INTEREST	COMMUNICATION	TIMING
	JUMP Swim School. Pole Dance Academy			
■ OTHER STAKEHOLDERS				
Special interest groups.	Northern Sydney Cycling Club. Bike North. Committee for North Sydney. Wollstonecraft Precinct Committee. Main Street Committee. Naremburn Action Group.		Construction impacts on neighbourhood (noise, dust, vibration, access and parking, traffic congestion and delays). Over station development.	Website. Updates and notifications to email subscribers. Briefings and meetings.
Industry groups.	Bicycle NSW. Pedestrian Council of NSW. North Sydney Chamber of Commerce.	Over station development. Impact to business operations. Community complaints. Business opportunities. Impact to footpaths and cycleways. Safety of motorists, cyclists and pedestrians.	Briefings and meetings. Website. Attendance at the TTLG forum. Council liaison. Individual phone calls and email.	As required.
Road users, pedestrians and cyclists.	General and local motorists. Motorist groups. Commuters. Pedestrians. Cyclists and cycling groups. Public and private transport operators. Couriers and delivery drivers. Ride share providers.	Increased truck movements. Bus stop changes. Changed traffic conditions, congestion and delays. Safety on roads, footpaths, and cycleways. Detours and diversions. Public domain works including noise, vibration and dust impacts, access and temporary pedestrian detours, temporary loss of parking, disruptions to services.	Use of wayfinding/ directional signage. Bus stop notices. Advertisement of major traffic changes. Use of variable message sign boards. Traffic control to communicate temporary traffic changes. Updates on livetraffic.com. Updates to subscribers.	Prior to changes occurring and as required.

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KEY STAKEHOLDERS	DETAIL	ISSUES/INTEREST	COMMUNICATION	TIMING
	Taxi's.			
CALD groups/ People who speak languages other than English.	Local community members.	Access to information.	Information on Sydney Metro website can be translated into 58 languages. Translation services available and contact details displayed on all public communication material. Translated fact sheets available on Sydney Metro website. Advertisements placed in community language newsletters as appropriate.	As required.
People with a disability.	Local community members.	Access to information. Accessibility around worksite. Public domain works including access and temporary pedestrian detours.	All web content will be compliant with current accessibility requirements. Provisions for access.	Ongoing.
Homeless communities/ Rough sleepers.	Local community members living on local streets, sleeping in local parks, squatting, staying in cars.	Shelter/safety and disruption. Difficulties in providing project information. Sensitivities associated with management. Public domain works.	Engage with local service providers to maximise positive outcomes should safety and shelter become unavailable. Council liaison.	As required.
Other contractors.	500 Pacific Highway – fit out and public domain work. 43 to 49 Hume Street and 90-92 Willoughby Road – Hume Street park expansion project. Asset upgrades at Clarke Lane, Willoughby Road, Hume Street, Albany Street and Clarke Street	Impact to planned work activities. Coordination of activities.	Meetings to discuss upcoming construction activities and associated impacts. Exchange of contact information for referral of complaints and enquiries Council liaison.	Ongoing, as required.
■ HERITAGE				
North Sydney Council.	St Leonards Centre on Clarke Lane.	Potential damage to Council listed heritage buildings.	Council liaison in accordance with the Construction Heritage Management Plan.	Prior to commencing work.

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KEY STAKEHOLDERS	DETAIL	ISSUES/INTEREST	COMMUNICATION	TIMING
	Higgins Buildings opposite Pacific Highway on the corner of Hume Street			Ongoing, as required.
PROJECT OPERATIONAL STAKEHOLDERS				
Other Sydney Metro contractors.	Line-wide (Systems Connect) contractor. Trains System Operational Maintenance contractor.	Impact to planned work activities. Coordination of activities. Cumulative construction impacts. Complaint management.	Attendance at Communications Interface Coordination Group forum.	As required.
Members of the Traffic and Transport Liaison Group.	North Sydney Council. Sydney Metro. Other Sydney Metro contractors. Emergency services. Bicycle NSW.	Impact to the local traffic network. Impact to local roads. Impact to pedestrian and cycle routes.	Briefings on relevant community issues.	Fortnightly.
Members of the Traffic Coordination Group.	Traffic Management Centre. Sydney Coordination Office. State Transit Authority. Sydney Metro.	Impact to the overall traffic network. Impact to state roads. Impact to transport services. Impact to major events.	Briefings on relevant community issues.	Fortnightly.
■ MEDIA				
Media.	Metropolitan and local media. North Shore Times.	Project milestones. Disruption to local community and businesses. Sydney Metro Education Program. Emergency and Crisis Events.	Media releases. Milestone media events. Responses to requests for information via Sydney Metro.	As requested/ agreed with Sydney Metro.

Community Communications Strategy

KEY STAKEHOLDERS	DETAIL	ISSUES/INTEREST	COMMUNICATION	TIMING
	Sydney Morning Herald. Daily Telegraph. Online media. Industry publications. National television.	Items of local significance – community initiatives.		

5.3 STAKEHOLDER LIAISON

A range of communication tools and activities will be used to implement a robust and coordinated approach to stakeholder liaison. AWE has appointed suitably qualified and experienced stakeholder relations personnel and will record all stakeholder interactions in Consultation Manager, as required by Sydney Metro.

AWE will update information, utilise various communication tools outlined in Section 7, attend meetings arranged by Sydney Metro, implement, and manage appropriate public communication materials and respond to stakeholder enquiries and complaints. It will also form and maintain collaborative relationships and strategic partnerships with all stakeholders identified in this plan, whilst managing day to day interactions as required.

AWE recognises that positive early engagement is important to create a cooperative and inclusive partnership with the community.

5.4 UPDATING AND MAINTAINING STAKEHOLDER DATABASE

All interactions including incoming and outgoing correspondence with stakeholders and the community will be recorded in Sydney Metro's stakeholder database (Consultation Manager). AWE will update and maintain the database with accurate stakeholder contact details and information to ensure easy identification and rapid distribution of information.

Any information shared with the CNS team will be managed in accordance with the Privacy and Personal Information Protection Act 1988 (NSW).

Further information as to how privacy and personal information is managed by Sydney Metro is available at www.sydneymetro.info/privacy-policy.

6 KEY ISSUES AND MITIGATION MEASURES

AWE will proactively consult potentially affected stakeholders to determine the effectiveness of measures put in place to respond to issues and minimise construction impacts. This includes cumulative impacts as a result of interface and other nearby contractor works. AWE's S&CRT team monitor, evaluate and report feedback to the project team, including issues identified through enquiries and complaints.

Key stakeholder issues for construction of the CNS were initially identified in the Environmental Impact Statement (EIS) and SPIR. Sydney Metro's OCCS, subsequent CNS contractor CCS's and a suite of plans referred to below have identified further key issues. These have been incorporated into our summary of key issues in Section 5. Corresponding measures the project team will implement in response to these issues is provided in Table 5 below.

The management of issues and implementation of mitigation measures is supported by a number of AWE Management Plans including the CEMP, CNVP, CNVIS, BMP, CVLP and the CTMP.

Project personnel will be informed about key issues, mitigation measures and responsibilities through site inductions and training.

Community Communications Strategy*Table 5 - Summary of key issues and mitigation measures*

ISSUE	DETAIL	COMMUNICATION AND MITIGATION MEASURES
<p>Keeping stakeholders and the community informed.</p> <p>(The mitigations here are common to most issues below and are therefore not repeated).</p>	<ul style="list-style-type: none"> ■ Lack of information about construction activities can lead to uncertainty and inability to plan and manage daily life and business operations around construction activities. 	<ul style="list-style-type: none"> ■ Early consultation and communication about construction activities (including timing, duration, likely impacts and mitigation measures). ■ Issue regular notifications, updates and newsletters prior to work starting and at other critical times as required. ■ Key stakeholder briefings, presentations and meetings. ■ Encourage residents and businesses to subscribe to email distribution list for rapid information dispersal. ■ Offer individual/ group meetings as required. ■ Undertake doorknocks as required. ■ Attend stakeholder meetings to communicate project information. ■ Display community contact information on all communication materials, website, site hoarding and fencing. ■ Review and update CCS and BMP every six months in response to changing needs. ■ Maintain stakeholder database. ■ Use of other communication tools as appropriate.
<p>Keeping residential and business property owners, tenants and / owners corporation/ strata managers informed.</p>	<ul style="list-style-type: none"> ■ Coordination of information to relevant parties as needed. 	<ul style="list-style-type: none"> ■ Identify relevant strata/building managers, property managers, owners and tenants. ■ Strata/building managers and owners notified of work before it starts as required. ■ Update database with relevant details. ■ Meetings by Place Manager with strata/building managers and owners as required. ■ Engage with SBOSP via Sydney Metro.
<p>Construction noise and vibration (including Out of Hours Work - OOHV).</p>	<ul style="list-style-type: none"> ■ Effects of noise on quiet enjoyment and sleep. ■ Effects of noise and vibration on sensitive receivers (day care, places of worship, medical practices and education). 	<ul style="list-style-type: none"> ■ Early and ongoing engagement and consultation with impacted stakeholders on likely noise and vibration impacts, with focus on noise and vibration sensitive receivers. ■ Notification, newsletters and updates to inform of planned work, working hours and what to expect. ■ Use of mitigation measures in the CNVMP, CNVIS and Out of Hours work approvals. ■ Noise reduction strategies to be implemented with consideration to business hours of operation and sensitive periods as required. ■ Use of appropriate plant, tools, construction techniques and programming as required. ■ High impact noise works staged with respite periods as required by planning approvals. ■ Staff inductions, toolbox talks and pre-start meetings to inform of mitigation measures including inappropriate behaviour such as shouting, door slamming, vehicle idling etc. ■ Noise and vibration monitoring. ■ Offer of property condition survey where eligible. ■ Referral to SBOSP for advice on small business complaints as appropriate. ■ Review and update CCS and BMP every six months in response to changing needs.

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ISSUE	DETAIL	COMMUNICATION AND MITIGATION MEASURES
Dust.	<ul style="list-style-type: none"> Dust generated from construction activities. 	<ul style="list-style-type: none"> Implement Air Quality Management Plan. Dust minimised by using water carts, water sprayers, street sweepers and other measures as needed Inform community about dust mitigation measures. Referral to SBOSP for advice on complaints as appropriate.
Access and parking.	<ul style="list-style-type: none"> Maintaining access to residential and business driveways. Impacts to local street parking. Works affecting road, footpath or cycleway access. Significant detours and diversions. Public domain 	<ul style="list-style-type: none"> Issue notifications detailing changes to access/ road, cycle and footpath detours and removal of on-street parking. Consult with impacted stakeholders about parking changes, and driveway access. Forward planning with the Traffic Manager and Construction Manager to ensure appropriate notice is provided for all changes to parking and access. Coordination of work with business deliveries and priorities wherever possible. Installation of wayfinding signage to direct pedestrians, delivery drivers, cyclists and customers where appropriate. Traffic controllers/ wayfinding personnel redirecting pedestrians and cyclists as required. Encourage site workers to utilise public transport and ride sharing wherever possible. Construction vehicle drivers directed as to access requirements.
Impact to business operations.	<ul style="list-style-type: none"> Businesses adjacent to and surrounding the CNS site may be exposed to construction noise, dust and potential vibration. Access for deliveries and customers and other impacts such as removal of on-street parking. Public domain works have potential to cause additional impacts to business 	<ul style="list-style-type: none"> Specific and ongoing consultation carried out with impacted businesses to identify and develop measures to manage specific construction impacts (as part of the BMP). Issue regular notifications, updates and newsletters. Referral to SBOSP for advice on small business complaints where appropriate. Provision of respite periods in particular for public domain works. Installation of appropriate signage to retain visibility to businesses. Inspections of footpaths and pedestrian detour signage. Encourage workers to shop and buy food and beverages from local businesses. Ensure shop fronts are kept clean and tidy when working directly adjacent. Consideration of alternate works times on public domain to reduce impact including OOH work subject to approvals.
Traffic changes, congestion and delays.	<ul style="list-style-type: none"> Driver confusion. Increased travel time/ delays for residents, businesses, commuters, and emergency services. 	<ul style="list-style-type: none"> Implement Traffic Management Plan and Traffic Control Plans including minimising traffic movements in peak periods, where possible. Coordinate traffic management with North Sydney Council and the Transport Management Centre. Toolbox meetings on localised conditions. Out of hours deliveries to minimise impacts of oversized vehicles on local roads. Attendance at TCG and TTLG meetings to communicate changes and manage impacts to the local and overall traffic network. Issue regular notifications and updates in advance of changes. Installation of appropriate signage. Advertisement for major traffic changes as required.

ISSUE	DETAIL	COMMUNICATION AND MITIGATION MEASURES
		<ul style="list-style-type: none"> ▪ Briefings with key stakeholders ahead of major traffic changes. ▪ Inform TMC of any traffic delays caused by Projects work so that traffic alert can be issued. ▪ Long term traffic changes to be notified via Livetraffic.com.
Property impacts.	Potential residential and business property damage due to the works.	Property Condition Surveys offered where eligible. Vibration modelling and monitoring. Distribute fact sheets as required.
Service interruptions.	Disruption to property services (power, water, gas, telecommunications, garbage collection).	Issue notifications to inform of outages required for work. Service provider to inform impacted properties. Detailed briefings for businesses potentially affected. Seek opportunities to time works to minimise potential impacts in consultation with relevant service providers. Coordinate garbage collection with council.
Visual amenity and visibility.	Adjacent resident and business visibility into the site. Adjacent resident and business visual impacts from scaffolding. Potential exposure to light glare/spill from night-time activities. Plant and equipment visible over hoardings. Graffiti/ vandalism of hoarding and fencing. Visibility of retail signage and shopfronts.	Hoarding designed and replaced in line with Sydney Metro Brand Style Guidelines. Hoardings and buildings regularly inspected and kept clean. Consultation with impacted residents and businesses prior to installation of scaffolding. Prompt graffiti removal from hoarding and buildings. Plant and surroundings kept well maintained and clean. Explore opportunities for additional signage and wayfinding to maintain business visibility. Elements within construction sites would be located to minimise visual impacts where reasonable. Lighting would be oriented to minimise light spill to adjacent properties where practicable.
Cumulative impacts and construction fatigue.	Multiple works (including nearby developments and other projects) in close proximity. Ongoing works.	Identify key potential conflict points with other construction projects. Meet with North Sydney Council and other construction contractors to take reasonable steps to coordinate works and minimise cumulative impacts. CNVIS prepared to consider other project works and determine appropriate management measures.
Transport disruptions.	Permanent and temporary bus stop relocation.	Bus stop notices. Notifications. Traffic controllers/ wayfinding personnel redirecting commuters to alternative services as required. Coordinate communications with Sydney Coordination Office.
Health and Safety – general.	Safety of road users, cyclists and pedestrians, particularly near site entrance/exit points. Safety of parents and children dropping off/picking up from day care. and/or accessing North Sydney Indoor Sports Centre.	Consultation and communication with impacted stakeholders about timing and duration of construction activities likely to generate noise, dust, vibration etc., mitigation measures the project will implement, road safety requirements. Inductions for all workers and subcontractors. Implementation of Traffic Management Plans. Construction driver training to understand route constraints, expectations, safety issues and human error. Minimise vehicle movements through school zones during pick up and drop off times.

Community Communications Strategy

ISSUE	DETAIL	COMMUNICATION AND MITIGATION MEASURES
	<p>Worker behaviour e.g. reckless driving, having regard for nearby residents and businesses.</p> <p>Noise, light spill, dust and vibration from construction activities may impact on health and wellbeing of residents and occupants of buildings nearest to the site.</p>	<p>Safety devices installed on construction vehicles that warn drivers of the presence of a vulnerable road user located in the vehicle's blind spots.</p> <p>Vehicle "spotters" to be used when reversing as required.</p> <p>Signage placed around the site to alert pedestrians and cyclists as to truck movements.</p>
Integrated station development.	Community confusion between station development and over station development.	Project updates and community information forums will clearly identify the extent of AWE's scope of work and provide details around upcoming work relating to the station work and the over station development.

6.1 ADDITIONAL MITIGATION MEASURES

6.1.1 Construction noise and vibration

There may be instances where additional mitigation measures are required in accordance with Planning Approval conditions E33 and E34.

CNVIS's will identify potentially affected receivers (including noise and vibration sensitive receivers) which require additional notification and mitigation measures in accordance with Sydney Metro's Construction Noise and Vibration Strategy. This may include offer of property condition surveys and noise and vibration monitoring in response to complaints.

Consultation with potentially affected noise and vibration sensitive receivers will be undertaken in advance of works to understand stakeholders' needs. Noise and vibration sensitive receivers include religious, educational, community and institutional businesses and critical working areas (such as theatres, laboratories and operating theatres) and residential and commercial properties within close proximity to the CNS site.

6.1.2 Out of hours work

The CNS station works are not subject to an Environmental Protection Licence. Work outside standard construction hours is subject to separate formal approval from Sydney Metro prior to the commencement of any out of hours work. Consistent with this approval, CNS C&SRT will distribute specific out of hours work notifications, coordinate with other contractors undertaking out of hours work operations to minimise cumulative impact and consult with affected receivers as required.

7 COMMUNICATION CHANNELS AND TOOLS

CNS C&SRT will use of a range of communication tools and activities to keep all stakeholders informed and engaged across the life of the CNS project. These tools provide mechanisms for the regular distribution of accessible information to a variety of stakeholders with varying interests and needs.

Opportunities for recognition of Sydney Metro and Transport for NSW (TfNSW) brands will be leveraged through communication tools and activities. Sydney Metro and TfNSW brands and logos will be a focus on public communication, marketing and promotional material including external banners, clothing and apparel and major plant and equipment.

All public communication materials will comply with the TfNSW Editorial Style Guide and Sydney Metro Brand Guidelines. Current accessibility requirements for Web Content Accessibility will also be met. Public communication materials will be written in plain and direct English, using an active writing style and minimal use of technical jargon. Provisions will also be made for communicating with CALD communities in languages other than English, as required.

Photography, videography, animations and visualisations will be used to further assist communication with vulnerable and diverse communities including CALD communities.

Where feasible, public communication material will be coordinated and combined with interface contractors to avoid multiple contractors delivering numerous public communication items to the same stakeholders at the same time.

Table 6 below provides an overview of the tools the CNS S&CRT will use for specific stakeholder groups and for varying purposes. Through ongoing engagement and consultation, the S&CRT will identify stakeholders' preferred communication medium and will leverage this to maximise accessibility and engagement.

Table 6 - Communication tools, purpose and stakeholder audience

ITEM	DETAIL/PURPOSE	STAKEHOLDERS	FREQUENCY / TIMING	RESPONSIBILITY
COMMUNITY CONTACT TOOLS				
Sydney Metro City & Southwest Community Information Line (1800 171 386).	<ul style="list-style-type: none"> Sydney Metro has established a dedicated 24-hour toll-free community information line. The community information line provides access to the CNS S&CRT for all verbal enquiries, complaints and feedback. All calls will be answered by a call centre and transferred through to the CNS S&CRT during construction hours. The number will be displayed on all public communication materials. 	<ul style="list-style-type: none"> Available to all stakeholders and community members. 	<ul style="list-style-type: none"> Available 24/7. Responses to enquires and complaints from AWE will be provided during construction hours. 	<ul style="list-style-type: none"> Sydney Metro and AWE.
Community email address crowsnestmetrostation@transport.nsw.gov.au .	<ul style="list-style-type: none"> Sydney Metro has established a dedicated CNS email address. The community email provides electronic access to the CNS. S&CRT for all enquiries, complaints and feedback. The email address will be displayed on all public communication materials. Community members can also contact the TfNSW Sydney Metro team on sydneymetro@transport.nsw.gov.au. 	<ul style="list-style-type: none"> Available to all stakeholders and community members. 	<ul style="list-style-type: none"> Available 24/7. Responses to enquires and complaints from AWE will be provided during standard construction hours. 	<ul style="list-style-type: none"> Sydney Metro and AWE.
Community post box Sydney Metro City & Southwest, PO Box K659, Haymarket, NSW 1240.	<ul style="list-style-type: none"> Sydney Metro has established a dedicated post box. The community post box provides access to the CNS S&CRT for all written enquiries, complaints and feedback. The post box is a central post box for all Sydney Metro City & Southwest works. Correspondence received about CNS via post will be redirected to the CNS S&CRT. The postal address will be displayed on all public communication materials. 	<ul style="list-style-type: none"> Available to all stakeholders and community members. 	<ul style="list-style-type: none"> Available 24/7. Responses from AWE will be provided within business hours. 	<ul style="list-style-type: none"> Sydney Metro and AWE.
GENERAL PROJECT INFORMATION TOOLS				
Bi-annual program wide newsletters.	<ul style="list-style-type: none"> Program wide newsletters will be issued to provide updates on the entire Sydney Metro program, including CNS. Newsletters will be available to view on the Sydney Metro website and distributed to project email lists. Project contact and translation service information will be displayed on all newsletters. All newsletters will be compliant with current accessibility requirements. 	<ul style="list-style-type: none"> All stakeholders and community members. All stakeholders and community members subscribed to receive email updates. 	<ul style="list-style-type: none"> Twice per year. 	<ul style="list-style-type: none"> Sydney Metro. AWE will provide content about CNS to feed into the program wide update.

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ITEM	DETAIL/PURPOSE	STAKEHOLDERS	FREQUENCY / TIMING	RESPONSIBILITY
Site specific contractor newsletters.	<ul style="list-style-type: none"> CNS specific newsletters will be issued to provide updates on: construction progress key milestones and activities planned construction work over the coming months. Project contact and translation service information will be displayed on all newsletters. All newsletters will be compliant with current accessibility requirements. 	<ul style="list-style-type: none"> All stakeholders and community members within 100m of CNS construction activities. All stakeholders and community members subscribed to receive CNS email updates. 	<ul style="list-style-type: none"> Minimum twice per year. 	<ul style="list-style-type: none"> AWE.
Sydney Metro program email updates.	<ul style="list-style-type: none"> Email updates will be sent by Sydney Metro to provide updates on key project and planning milestones. 	<ul style="list-style-type: none"> All stakeholders and community members subscribed to receive email updates. 	<ul style="list-style-type: none"> Ongoing, as required. 	<ul style="list-style-type: none"> Sydney Metro. AWE will provide content about CNS to feed into email as required.
Contractor email updates.	<ul style="list-style-type: none"> Email updates will be sent to inform of work progress, cancellation and re-scheduling of work activities, upcoming work and other site-specific information. 	<ul style="list-style-type: none"> All stakeholders and community members subscribed to receive CNS email updates. 	<ul style="list-style-type: none"> As required. 	<ul style="list-style-type: none"> AWE.
Contractor weekly email updates.	<ul style="list-style-type: none"> Email updates will be sent weekly to provide information about planned work activities for the following week. 	<ul style="list-style-type: none"> All stakeholders and community members subscribed to receive CNS email updates. 	<ul style="list-style-type: none"> Weekly 	<ul style="list-style-type: none"> AWE
Site signage and hoarding banners.	<ul style="list-style-type: none"> Site signage and hoarding banners will be used to identify the CNS main work site and any temporary work sites. Project contact details will be displayed on all signage and hoarding as well as Sydney Metro and NSW Government branding and logos. Heritage interpretation requirements will be factored into hoarding design. 	<ul style="list-style-type: none"> Local stakeholders, businesses and community. 	<ul style="list-style-type: none"> Ongoing. Prior to construction and commencement of operations. 	<ul style="list-style-type: none"> Artwork to be provided by Sydney Metro. AWE to procure, install and maintain. This includes ensuring prompt removal of all graffiti and bill posters.

Community Communications Strategy

ITEM	DETAIL/PURPOSE	STAKEHOLDERS	FREQUENCY / TIMING	RESPONSIBILITY
Project advertisements.	<ul style="list-style-type: none"> Project advertisements will be published to inform of current and upcoming project milestones and community information sessions. Advertisements will be placed in community newspapers covering the geographical area relevant to CNS activities. Project contact details will be displayed in all advertisements. An initial advertisement will be placed in a local paper prior to construction commencing to display the projects telephone number, postal address and email address. This will be repeated prior to commencement of station operations. 	<ul style="list-style-type: none"> Local community. 	<ul style="list-style-type: none"> Twice yearly at alternate times to project newsletters. Issued seven calendar days prior to milestone/ community information sessions. 	<ul style="list-style-type: none"> Sydney Metro. AWE.
Sydney Metro Media releases.	<ul style="list-style-type: none"> Media releases will be used to provide information on major project milestones. 	<ul style="list-style-type: none"> All stakeholders and community members. 	<ul style="list-style-type: none"> On Request. 	<ul style="list-style-type: none"> Sydney Metro. AWE will provide content.
ONLINE/ DIGITAL TOOLS				
Sydney Metro Website.	<ul style="list-style-type: none"> The Sydney Metro website provides access to information for all aspects of the Sydney Metro Project. All information pertaining to CNS construction activities will be available to access on the Website including: <ul style="list-style-type: none"> public communication material various photography and videography copies of all project management plans, including this CCS and associated BMP general project information project contact information. All web content will be compliant with current accessibility requirements. 	<ul style="list-style-type: none"> All stakeholders and community members. 	<ul style="list-style-type: none"> Ongoing. 	<ul style="list-style-type: none"> Sydney Metro. AWE to provide CNS collateral for upload.
AWE CNS website. www.crowsnestmetrostation.com.au	<ul style="list-style-type: none"> The AWE hosted CNS website provides access to information specific to CNS construction activities. Information available includes: <ul style="list-style-type: none"> general information about CNS employment/supplier opportunities copies of required management plans as per the Planning Approval. Site visitors will be referred to the Sydney Metro website for further information required to be published to comply with the Planning approval. All web content will be compliant with current accessibility requirements. 	<ul style="list-style-type: none"> All stakeholders and community members. 	<ul style="list-style-type: none"> Ongoing. 	<ul style="list-style-type: none"> AWE.

Community Communications Strategy

ITEM	DETAIL/PURPOSE	STAKEHOLDERS	FREQUENCY / TIMING	RESPONSIBILITY
Sydney Metro Social Media.	<ul style="list-style-type: none"> Social Media posts will be used to provide brief project updates and leverage opportunities for community engagement. 	<ul style="list-style-type: none"> Online community. 	<ul style="list-style-type: none"> On request. 	<ul style="list-style-type: none"> Sydney Metro. AWE will provide content and timely responses to enquiries.
Online meetings.	<ul style="list-style-type: none"> Online meetings will provide an alternate forum for face to face interaction. 	<ul style="list-style-type: none"> Local residents, businesses and key stakeholders. 	<ul style="list-style-type: none"> As required. 	<ul style="list-style-type: none"> AWE.
QR codes.	<ul style="list-style-type: none"> QR codes will be used as a tool across various mediums to direct stakeholders to project information. 	<ul style="list-style-type: none"> Local residents and businesses. 	<ul style="list-style-type: none"> As required. 	<ul style="list-style-type: none"> AWE.
FACE TO FACE AND INTERACTIVE				
Doorknocks.	<ul style="list-style-type: none"> Targeted doorknock events will be used to discuss upcoming work, specific impacts, scheduling of activities and mitigation. These will provide a mechanism to better understand and manage concerns, set expectations and gather feedback. Should stakeholders not be present at the time of doorknock, a calling card will be left to explain the nature of the visit and project contact information. 	<ul style="list-style-type: none"> Affected receivers including noise and vibration sensitive receivers (as determined by CNVIS). 	<ul style="list-style-type: none"> As required. 	<ul style="list-style-type: none"> AWE.
Meetings with individuals or groups.	<ul style="list-style-type: none"> Meetings with stakeholders, businesses and community members will be used to discuss CNS construction activities including work in progress, upcoming work, potential issues and impacts. Meetings will provide a platform for individuals and groups to ask questions, raise issues and provide feedback to the project team. Subject matter experts from the construction team will attend as required and where feasible. This provides an opportunity for construction personnel to engage with the local community. 	<ul style="list-style-type: none"> Impacted local stakeholders, businesses and community members. 	<ul style="list-style-type: none"> As required. 	<ul style="list-style-type: none"> AWE.
Organised events and site visits (including milestone media events).	<ul style="list-style-type: none"> Events and site visits provide an opportunity for stakeholders, businesses and the community to view and/or learn more about the projects progress and key upcoming milestones. Subject matter experts from the construction team will attend as required and where feasible. This provides an opportunity for construction personnel to engage with the local community. 	<ul style="list-style-type: none"> Local impacted residents/ businesses, media and government officials 	<ul style="list-style-type: none"> Four key milestone media events to be held during construction, all other events and site visits as requested/ agreed. 	<ul style="list-style-type: none"> Sydney Metro AWE.
Key stakeholder presentations, briefings and forums.	<ul style="list-style-type: none"> Presentations, briefings and forums will be used where appropriate to inform key stakeholders about upcoming construction activities/milestones. 	<ul style="list-style-type: none"> Government agencies and bodies. Local council. 	<ul style="list-style-type: none"> As required. 	<ul style="list-style-type: none"> Sydney Metro. AWE.

Community Communications Strategy

ITEM	DETAIL/PURPOSE	STAKEHOLDERS	FREQUENCY / TIMING	RESPONSIBILITY
	<ul style="list-style-type: none"> Key input obtained will be fed back to the construction team and used to better understand and manage issues and/or concerns. 	<ul style="list-style-type: none"> Local members. Business groups. Media. Emergency services. Advocacy and other community groups. 		
Community information sessions and forums.	<ul style="list-style-type: none"> Community information sessions and forums will be held to provide project updates and information, set expectations and explain key environmental issues relating to CNS activities. Display boards, animations, photography and videography will be used as relevant which will assist in engaging vulnerable and diverse communities including CALD and foreign language communities. Key input obtained will be fed back to the construction team and used to better understand and manage concerns. Subject matter experts from the construction team will attend as required to answer queries and address concerns. This provides an opportunity for construction personnel to engage with the local community. 	<ul style="list-style-type: none"> Impacted community and business stakeholders. 	<ul style="list-style-type: none"> As required. 	<ul style="list-style-type: none"> Sydney Metro. AWE.
SPECIFIC PROJECT INFORMATION TOOLS				
7-day notification.	<ul style="list-style-type: none"> Notifications will be used to proactively notify of current and upcoming construction activities. Notifications will be issued prior to the start of work or a new activity that has the potential to impact stakeholders and the community. Notifications will include: <ul style="list-style-type: none"> nature and scope of work location of work timing and duration expected impacts applicable mitigation measures details of relevant neighbouring works project contact, and translation service information. Notifications will be emailed to all relevant stakeholders registered to receive project information. Where email details have not been provided, stakeholders will receive notification via letterbox. 	<ul style="list-style-type: none"> All stakeholders and community members within 100m of CNS construction activities for OOHW and 50m for work during standard construction hours. 	<ul style="list-style-type: none"> Issued seven calendar days prior to work starting. 	<ul style="list-style-type: none"> AWE.

Community Communications Strategy

ITEM	DETAIL/PURPOSE	STAKEHOLDERS	FREQUENCY / TIMING	RESPONSIBILITY
	<ul style="list-style-type: none"> Notifications will be uploaded to the Sydney Metro website and developed to satisfy current accessibility requirements. 			
Utility work notification.	<ul style="list-style-type: none"> Utility work notifications will be issued via email to inform relevant utility service authorities about utility service works. 	<ul style="list-style-type: none"> Relevant utility authorities/providers. 	<ul style="list-style-type: none"> Issued seven calendar days prior to work starting. 	<ul style="list-style-type: none"> AWE.
Emergency work notifications.				
(Work required to repair damaged utilities and/or make an area safe after an incident outside standard construction hours).	<ul style="list-style-type: none"> Emergency work notifications will be used to inform community members as to the reason, scope, location and duration, equipment to be used, likely impacts and mitigation measures in place. Notification will be issued via the quickest means possible (doorknock, email, slip drop, telephone call). 	<ul style="list-style-type: none"> Properties immediately adjacent to or perceived to be impacted by the work. 	<ul style="list-style-type: none"> Issued within two hours of work commencing (where reasonable and feasible). 	<ul style="list-style-type: none"> AWE.
Traffic alerts.	<ul style="list-style-type: none"> Traffic alerts will be used by the project team to inform relevant stakeholders and groups about changes to traffic and access arrangements. Traffic alerts will be issued via email. 	<ul style="list-style-type: none"> Emergency services. Relevant traffic authorities. Transport operators, including bus, coach, and taxi operators. 	<ul style="list-style-type: none"> Issued seven calendar days prior to change taking effect. 	<ul style="list-style-type: none"> AWE.
Live traffic website/App livetraffic.com.	<ul style="list-style-type: none"> Information as to significant and/or long-term impacts to vehicle routes will be posted on the NSW live traffic website and associated platforms. 	<ul style="list-style-type: none"> General motorists. 	<ul style="list-style-type: none"> As required. 	<ul style="list-style-type: none"> Sydney Metro/TMC. AWE to provide content.
Traffic advertisements.	<ul style="list-style-type: none"> Traffic advertisements will be published to inform of significant traffic management changes, detours and disruptions. Advertisements will be placed in community newspapers covering the geographical area relevant to CNS activities 	<ul style="list-style-type: none"> Local community. 	<ul style="list-style-type: none"> Issued seven calendar days prior to change taking effect. 	<ul style="list-style-type: none"> AWE.
Bus stop notices.	<ul style="list-style-type: none"> In the event bus services are impacted by the projects work, signage will be placed at bus stops in advance detailing changes which may include: <ul style="list-style-type: none"> change to bus stop location and/or route change to service times and/or frequency. 	<ul style="list-style-type: none"> Local commuters. 	<ul style="list-style-type: none"> As required. 	<ul style="list-style-type: none"> AWE Sydney Metro and SCO.

Community Communications Strategy

ITEM	DETAIL/PURPOSE	STAKEHOLDERS	FREQUENCY / TIMING	RESPONSIBILITY
Directional/ wayfinding signage.	Directional/ wayfinding signage will be used to safely direct pedestrians, cyclists, transport customers and vehicles around work sites.	Local residents, businesses and commuters.	Seven calendar days prior to changes taking effect.	AWE.
Variable Message Signage boards.	Changes to high frequency/ major vehicle routes will be posted on variable message boards in advance to alert motorists.	General motorists.	Two weeks prior to changes taking effect.	AWE.
Property condition survey.	A letter of offer for a property condition survey will be issued to property owners explaining the process and reason for offer.	Properties identified in CNVIS.	One month prior to work commencing.	AWE.
Phone calls.	<ul style="list-style-type: none"> Where stakeholder details have been provided, AWE will call stakeholders directly to respond to enquiries, complaints and feedback, or to provide information as to emergency events and other upcoming construction activities with the potential for direct impact. This tool facilitates rapid information distribution. 	<ul style="list-style-type: none"> Complainants, enquirers and. Affected receivers. 	Ongoing as required, responses to enquiries within two business hours and complaints within two hours.	AWE.
SUPPORTING TOOLS				
Photography and videography.	<ul style="list-style-type: none"> Photos and video footage will be taken throughout the course of construction of the CNS and will be used to showcase work progress and milestones, and to provide a visual aid when explaining key activities, equipment and structures. This tool will further assist in communicating with vulnerable and diverse communities including CALD communities. 	All stakeholders and community members.	Ongoing.	AWE
Animations and visualisations.	<ul style="list-style-type: none"> Animations and visualisations will be used as a visual aid to support communication of key construction activities. This tool will further assist in communicating with vulnerable and diverse communities including CALD communities. 	All stakeholders and community members.	As required.	<ul style="list-style-type: none"> Sydney Metro. AWE will provide graphics.
Information boards.	Information boards will be displayed on hoarding at key locations to explain key aspects of the project to the community.	Local stakeholders, businesses and community.	Ongoing.	AWE.
Fact sheets.	<ul style="list-style-type: none"> Fact sheets will be issued to provide further information about key construction activities. Project contact and translation service information will be displayed on all fact sheets. Fact sheets will be emailed to all relevant stakeholders registered to receive project information. 	All stakeholders and community members within 100m of CNS construction activities.	As required.	AWE.

Community Communications Strategy

ITEM	DETAIL/PURPOSE	STAKEHOLDERS	FREQUENCY / TIMING	RESPONSIBILITY
	<ul style="list-style-type: none"> Where email details have not been provided, stakeholders will receive certain fact sheets via letterbox. All fact sheets will be uploaded to the Sydney Metro website and developed to satisfy current accessibility requirements. 			
Surveys and/or feedback and stakeholder information forms.	<ul style="list-style-type: none"> Surveys and/or feedback and stakeholder information forms will be used to gather information to build CNS stakeholder database and aid the release of targeted, timely communication. Key input obtained will be fed back to the construction team and used to better understand and manage concerns. 	<ul style="list-style-type: none"> Impacted residents and businesses. 	<ul style="list-style-type: none"> As required. 	<ul style="list-style-type: none"> AWE.
School Engagement Program.	<ul style="list-style-type: none"> School engagement program will be used to engage with primary and high school students. 	<ul style="list-style-type: none"> Local schools. 	<ul style="list-style-type: none"> As required. 	<ul style="list-style-type: none"> Sydney Metro. AWE to provide information and photographs, animations, videos for inclusion.
PROJECT MANAGEMENT TOOLS				
Site inductions, toolbox talks, pre-start meetings.	<ul style="list-style-type: none"> The community relations team will ensure that community and stakeholder requirements, protocols, policies and procedures are explained during mandatory workforce interactions. All community facing personnel will be supplied with community contact cards to give to community members when approached with project queries, complaints or feedback. 	<ul style="list-style-type: none"> All CNS personnel including contractors, subcontractors and any site visitors. 	<ul style="list-style-type: none"> As required. 	<ul style="list-style-type: none"> AWE.
Project team handbook.	<ul style="list-style-type: none"> AWE will issue a handbook to all project team members as reference tool, outlining community contact protocols and procedures for enquires and complaints, media, emergency events etc. 	<ul style="list-style-type: none"> All AWE project team members. 	<ul style="list-style-type: none"> Issued at CNS inductions. 	<ul style="list-style-type: none"> AWE.
Community contact cards.	<ul style="list-style-type: none"> AWE S&CRT will issue community contact cards to the workforce. Community contact cards will be issued to community members who approach a member of staff with an enquiry or complaint. 	<ul style="list-style-type: none"> Site Manager, Superintendent. 	<ul style="list-style-type: none"> Ongoing. 	<ul style="list-style-type: none"> AWE.
Posters.	<ul style="list-style-type: none"> AWE community and stakeholder relations policy will be on display within the CNS site office to reinforce AWE's commitment to caring for the community. 	<ul style="list-style-type: none"> All CNS personnel. 	<ul style="list-style-type: none"> Ongoing. 	<ul style="list-style-type: none"> AWE.
Project wide email blast.	<ul style="list-style-type: none"> The community relations team will send project wide emails to all employees as required to reinforce key messages and/or gain support/compliance for project initiatives. 	<ul style="list-style-type: none"> All CNS personnel. 	<ul style="list-style-type: none"> Ongoing. 	<ul style="list-style-type: none"> AWE.

7.1 CONSULTATION FORUMS

AWE will engage and consult with local residents, businesses and stakeholders for the duration of the construction of the CNS to ensure transparency in the information shared and satisfaction with level of engagement offered.

Where possible, the AWE C&SRT will tie-in with organisations' current communications streams to minimise the additional time stakeholder groups need to volunteer to engage with us about the CNS delivery.

Table 7- Consultation forums

FORUM	DETAIL	CONSULTATION	RESPONSIBILITY	FREQUENCY
Sydney Metro City & Southwest Traffic and Transport Liaison Group.	Regular meetings with all Sydney Metro City & Southwest Projects.	Briefings to present and consult on impacts to local roads and the local traffic network, measures CNS project team will put in place to maintain connectivity for motorists, cyclists and commuters and ensure they are adequately notified of changes.	AWE to provide information about traffic impacts and changes required to deliver CNS scope of work.	Fortnightly.
Sydney Metro City & Southwest Traffic Coordination Group.	Regular meetings with all Sydney Metro City & Southwest Projects.	Briefings to present and consult on impacts to state roads and the traffic network, measures CNS project team will put in place to maintain connectivity for motorists, cyclists, and commuters to ensure they are adequately notified of changes.	Sydney Metro. AWE to provide information about traffic impacts/ changes required to deliver CNS scope of work.	Fortnightly.
Sydney Metro communications meeting	Sydney Metro City & Southwest interface contractor meetings.	Exchange of information to coordinate communications and manage cumulative impacts.	Sydney Metro and AWE.	Weekly
Community forums.	North Sydney Council Meetings Owners Corporation meetings Committee meetings	Project briefings and presentations. Discussion about key community issues.	Sydney Metro and AWE.	As required.
Business forums.	North Sydney Chamber of Commerce meetings.	Project briefings and presentations. Discussion about key business issues.	Sydney Metro and AWE.	As required.

7.2 DIGITAL COMMUNICATIONS

The CNS S&CRT use digital communication channels as an alternate to face to face tools where appropriate.

8 FURTHER MANAGEMENT RESPONSIBILITIES

8.1 MANAGING BUSINESSES

AWE has prepared a BMP as required under the Planning Approval to manage engagement and ongoing communication with businesses impacted by construction activities.

The main objectives of the BMP are to:

- understand individual business needs
- provide regular information about upcoming work
- minimise and mitigate construction impacts on businesses as much as possible.

Our dedicated Place Manager has been assigned the role of helping local businesses through each stage of construction however our project management team and entire construction workforce are committed to reducing impacts on the community and businesses.

Sydney Metro has established a SBOSP to provide assistance, if required, to small business owners within 50 metres of Sydney Metro City & Southwest. A 'small business' is defined as one that employs fewer than 20 people.

Eligible businesses raising concerns that cannot be addressed by the mitigation measures outlined in the BMP will be referred to Sydney Metro for consideration and additional support under the SBOSP.

A 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.

8.2 MANAGEMENT OF ENQUIRIES, COMPLAINTS AND FEEDBACK

Community and stakeholder complaints, enquires and feedback must be effectively managed and recorded. They provide a mechanism for tracking issues and interests and for evaluating the effectiveness of mitigation measures and communication tools used. AWE will provide this facility for 12 months following completion of CNS works.

To ensure effective management of complaints and enquires related to CNS works, the procedures outlined in Tables 8, 9 and 10 have been developed in accordance with Sydney Metro's OCCS and CCMS.

Before commencement of construction, CNS community contact details will be published in a local newspaper, displayed on site hoarding and detailed in all public communication materials including the Sydney Metro and CNS website. This will include 24-hour toll-free phone number, postal and email addresses and website URL.

8.2.1 Enquiries

An enquiry is an act of a community member or stakeholder asking for information relating to the project. The CNS S&CRT will respond to all CNS enquiries received via phone, face to face, email, letter and online mechanisms within the timeframes indicated in the table below, and otherwise in accordance with the requirements of Sydney Metro and the Planning Approval.

Table 8 - Enquiry response times

ENQUIRY TYPE	RESPONSE TIME
Telephone or face to face	<ul style="list-style-type: none"> Answer all enquiries transferred by the call centre during business hours from the community information line. Immediate acknowledgement if call is transferred through or interaction is face to face. Verbal response/ update within two business hours unless enquirer agrees otherwise.
Written - email	<ul style="list-style-type: none"> Immediate acknowledgement via auto generated message. Response/ update via phone within two business hours (if number available). Written response within 1 business day of receipt.
Written - letter	<ul style="list-style-type: none"> Verbal response within two business hours of receipt (if phone number is provided or available). Written response posted within 1 business day of receipt (where feasible) if telephone number and/or email unavailable.
Social media	<ul style="list-style-type: none"> Response provided to Sydney Metro within two business hours of receipt.

8.2.2 Complaints

A complaint is an interaction with a community member or stakeholder who expresses dissatisfaction with the project, its policies, AWE services, staff members, activities or proposed activities. The CNS S&CRT will respond to all CNS complaints received via phone, face to face, email, letter and online mechanisms within the timeframes indicated in the table below, and otherwise in accordance with the requirements of Sydney Metro, the Planning Approval and Australian Standard for Complaints Handling which prescribes that each complaint should be acknowledged immediately and an initial response be provided within two hours.

Table 9 - Complaint response times

COMPLAINT TYPE	
Telephone or face to face	<ul style="list-style-type: none"> Answer all complaints transferred by the call centre or received in person during construction hours. Initiation of investigation upon receipt. Verbal response within two hours unless complainant prescribes otherwise.
Written - email	<ul style="list-style-type: none"> Immediate acknowledgement via auto generated message. Initiate investigation upon receipt of complaint. Verbal response within two business hours (if telephone contact details are recorded). Written response within 1 business day of receipt.
Written - letter	<ul style="list-style-type: none"> Initiate investigation upon receipt of complaint. Verbal response within two business hours (if telephone contact details are recorded). Written response posted within 1 business day of receipt (where feasible) if telephone number and/or email unavailable.
Social media	<ul style="list-style-type: none"> Initiate investigation upon receipt of complaint. Response provided to Sydney Metro within two hours of receiving the complaint.

8.2.3 Complaint Handling Process

AWE's S&CRT will ensure a customer focused approach to complaints handling by being open to feedback and suggestions and showing commitment to resolving complaints by taking all reasonable action. To this end, actions will be implemented to prevent complaint recurrence. The CNS Place Manager will be principally responsible for the management of complaints about CNS construction activities and will be available to receive and respond to all complaints during business hours. Complaints received out of hours will be answered by

either the Place Manager or Stakeholder, Engagement and Public Affairs Manager via rotation.

Should a complainant be unsatisfied with the Place Manager's response to their complaint, the complaint will be escalated to the Stakeholder, Engagement and Public Affairs Manager. If the complainant remains unsatisfied, they will then be escalated to Sydney Metro who may then refer the complainant to the Community Complaints Mediator, Small Business Advisory Panel or the Independent Property Impact Assessment Panel. Complaint handling responsibilities are summarised in the table below.

Table 10 - Complaint handling responsibilities

COMPLAINT TYPE	
Complaints about CNS construction activities during business hours	Place Manager.
Complaints about CNS construction activities after hours	Rostered S&CRT member.
Complaint about Sydney Metro City & Southwest works that are not CNS related	S&CRT to notify Sydney Metro team immediately. Sydney Metro will refer complaint to relevant contractor.
Complaints unrelated to Sydney Metro City & Southwest	S&CRT or Sydney Metro refer to relevant organisation.
Complaints that are not resolved by the CNS Community Team	Escalated to Sydney Metro who may then refer the complaint to the Community Complaints Mediator, Small Business Advisory Panel, or the Independent Property Impact Assessment Panel.
Noise and vibration complaints that remain unresolved reported to Secretary DPE	Environmental Representative, Acoustic Advisor.

8.2.4 Feedback

Feedback is defined as information or statements of opinion obtained from stakeholders about the project, its policies, AWE services, staff members, activities or proposed activities. Feedback may be received via phone, face to face, in writing or via social media, and may be positive or negative.

Feedback will be recorded and passed onto the construction team and Sydney Metro to inform continuous improvement.

A W Edwards will seek clarity with stakeholders as to whether they wish to record negative feedback as a complaint against the project. Sydney Metro has requested confirmation of this in writing.

8.2.5 Enquiries or complaints from media or government representatives

If a complaint or enquiry is received from media or government representatives, AWE will ensure that no response is given, and that they are politely referred to Sydney Metro immediately.

8.2.6 Recording enquiries, complaints and feedback

All complaints, enquiries and feedback will be recorded in Sydney Metro's stakeholder database (Consultation Manager). Detail will include how each was managed and closed out. Records will be input into the database within 24 hours for complaints and within 48 hours for enquiries and feedback. All complaints, enquiries, and feedback will be made up of two events in the stakeholder database, one incoming (including method of contact) and one outgoing (including method of contact).

A Complaints Register will also be maintained by AWE to record information on all complaints received about CNS during construction, and for a minimum of 12 months following construction completion.

The Complaints Register at a minimum will record:

- number of complaints received
- number of people affected in relation to the complaint
- nature of the complaint and means by which the complaint was addressed (whether resolved using mediation or without)
- determination as to whether the complaint was avoidable or unavoidable.

The Complaints Register will be provided to Sydney Metro daily and on request for reporting to relevant authorities as required under the projects Planning Approval.

8.2.7 Requests for information from Sydney Metro

Any Sydney Metro request for information about community complaints or enquiries will be provided within two hours.

8.3 MANAGEMENT OF CRISIS COMMUNICATION

8.3.1 Crisis communication procedure

In the unlikely event that a crisis or incident occurs, a crisis communication procedure will be enacted. The information below outlines the roles and responsibilities of Sydney Metro and AWE in preparing for and responding to a crisis. AWE's Incident, Emergency, and Crisis Management Plan outlines the severity level of an incident/crisis and what each severity level triggers in terms of a crisis communications response, including the activation of a Crisis Management Team.

8.3.2 Incident preparedness

AWE has prepared a communication management system as part of its Incident, Emergency, and Crisis Management Plan, aligned with Sydney Metro's Crisis Communications Plan. It sets out the obligations of each party including in relation to Minister's Conditions of Approval for incident notification (A41-A44).

To ensure preparedness for an incident or crisis, AWE will:

- notify its staff and associates of their obligations under the Emergency Management Plan via inductions and tender/contract information
- hold formal crisis event communications exercises (and invite Sydney Metro to attend and participate)
- prepare communication templates and draft holding statements for use in an incident or crisis.

The communication management system within the Emergency Management Plan includes protocols for notifying neighbouring stakeholders of incidents that may affect them and keeping them updated.

8.4 MANAGEMENT OF MEDIA AND GOVERNMENT RELATIONS

Sydney Metro is responsible for managing all media and government relations for the CNS project. The AWE CNS S&CRT will provide assistance and support as required.

8.5 ORGANISED EVENTS AND SITE VISITS

CNS is expected to attract interest from the community, media, government representatives, VIP stakeholders and dignitaries, educational institutions, and the engineering profession. This may result in numerous requests to visit the site and host various events.

AWE will host, and support Sydney Metro in hosting a range of events and site visits including key milestone media events. AWE will ensure safe access, site escorts and safety equipment (PPE) is provided, and that all attendees are safety inducted.

8.6 MONITORING, EVALUATING AND REPORTING

All community and stakeholder communications and interactions will be recorded and continually monitored to identify and track issues/ interests and evaluate the effectiveness of approaches and tools used to inform and minimise impacts of construction on residents and businesses. This will inform an overarching six monthly review to ensure communication and engagement activities and this strategy remain appropriate and effective.

Insights gained through monitoring and evaluation will be integral in preventing complaint recurrence, developing ongoing responsive communication materials and adapting communication and engagement approach in response to lessons learnt.

AWE will monitor the nature and number of complaints, enquiries and feedback received. This will be facilitated through use of the Consultation Manager database.

Monitoring and evaluation will also be facilitated through the 24-hour community information line, emails, face to face interactions, surveys, interviews and feedback forms and media (including social media). These will highlight indicative trends, public viewpoints and interest in the project.

Monitoring and evaluation of the effectiveness of the communications activities for the project will be undertaken on a regular basis. The following table provides the frequency of the reporting activity to be undertaken.

Table 4: Frequency of reporting activities

FREQUENCY	MONITORING, EVALUATION AND REPORTING
Daily	<ul style="list-style-type: none"> Reporting complaints and enquiries to Sydney Metro CMS database reporting Incident reporting Media monitoring
Weekly	<ul style="list-style-type: none"> Environmental and communication meetings Weekly and fortnightly construction meetings
Monthly	<ul style="list-style-type: none"> Community construction update Monthly report to Sydney Metro
Quarterly	<ul style="list-style-type: none"> Compliance Report to Sydney Metro
6-monthly	<ul style="list-style-type: none"> CLMP review by suitably qualified internal CRM
As required	<ul style="list-style-type: none"> Community and stakeholder meetings and minutes Evaluation undertaken during design and construction by Independent Suitably Qualified Professionals (ISQPs) to assess compliance and identify any corrective actions needed

The following implementation plan provides a guide for key communication activities that will occur during each project phase and key activities. It will be updated every six months in consultation with the wider project team.

Key milestones identified within the implementation plan will include:

- completion of below ground station structure
- completion of above ground station structure
- completion of precinct (public domain) works
- completion of the OSD for Site C
- final completion.

Community Communications Strategy*Table 11 - Communication milestone implementation plan*

PROJECT PHASE/ KEY ACTIVITIES	TOOLS/ACTION	STAKEHOLDERS
Project start up	<ul style="list-style-type: none"> Initial introductory doorknocks with neighbouring residents and businesses. Local newspaper advertisement about work commencement. Establishment of AWE's CNS website. Property condition survey letter of offer doorknocked (as required). Council and key stakeholder briefings with Sydney Metro. Agency consultation as required for CEMP. Attendance at interface meetings. Emergency services briefing. Notification and email updates (coordinated with interface contractor). 	<ul style="list-style-type: none"> Sydney Metro. Key stakeholders (Government Agencies and departments). Residents and Businesses within 100 metres of project. Emergency services. Local North Sydney Community.
Site establishment	<ul style="list-style-type: none"> Start of work newsletter, notification and email updates. Signage (including wayfinding) and hoarding installed with artwork and contact information. Information board installed on hoarding. Engagement with local childcare centres for "Name the Crane" competition. Community information session/ forums to give project overview and discuss key environmental issues. Initiate interviews/surveys with adjacent affected properties Consultation with sensitive receivers. Key stakeholder presentations, meetings and briefings. Project induction. Social media posts (Sydney Metro). 	<ul style="list-style-type: none"> All residents and business within 100 metres for OOHW, 50 metres for standard work hours. Adjacent residents, businesses and sensitive receivers. Pedestrians, cyclists, motorists and commuters. Local council and traffic authorities. Neighbouring construction projects . Local day-care centres.
Station base preparation and enabling works	<ul style="list-style-type: none"> Notification and email updates to inform of planned activities and what to expect. Specific consultation with affected sensitive receivers as required. Doorknock adjacent residents and businesses. Key stakeholder presentations, meetings and briefings. Advertisement ahead of significant traffic changes impacting the broader LGA. 	<ul style="list-style-type: none"> All residents and business within 100 metres for OOHW, 50 metres for standard work hours. Adjacent residents, businesses and sensitive receivers. Local council and interface contractors. Neighbouring construction projects.
Construction of below ground station structure and removal of Hume Street and	<ul style="list-style-type: none"> Newsletter, notifications and email updates to inform of planned activities, explain various construction elements and what to expect. Community information session/ forums to provide information on upcoming work. 	<ul style="list-style-type: none"> All residents/ business within 100 metres for OOHW, 50 metres for standard hours. Noise and vibration sensitive receivers. Pedestrians, cyclists, motorists and commuters.

Community Communications Strategy

Clarke Lane roadways	<ul style="list-style-type: none"> Doorknock adjacent properties and sensitive receivers. Signage, traffic alerts and livetraffic.com update for pedestrians, cyclists and motorists. 	<ul style="list-style-type: none"> Strata managers, building owners and business chambers. Neighbouring infrastructure projects. Government agencies, departments and representatives. Local North Sydney Community. Media and special interest groups. Local school/ day care.
*Key milestone: Completion of below ground station structure	<ul style="list-style-type: none"> Key stakeholder presentations and briefings. Site visits and events (including media milestones). Individual and group meetings. Social Media posts. Information boards. Animations, photography and videography. Advertisement ahead of significant traffic changes impacting the broader LGA. 	
Construction of above ground station structure	<ul style="list-style-type: none"> Newsletter, notifications and email updates to inform of planned activities and what to expect. Doorknock impacted residents and businesses. Signage for pedestrians, cyclists and motorists. Key stakeholder presentations and briefings. Coordination with council waste services. Advertisement ahead of significant traffic changes impacting the broader LGA. Organised site visits and events including media milestone events. Individual and group meetings. Traffic alert and update to livetraffic.com. Social Media posts. Information boards. Animations, photography and videography. 	<ul style="list-style-type: none"> All residents/ business within 100 metres for OOHw, 50 metres for standard hours. Noise and vibration sensitive receivers. Pedestrians, cyclists, motorists and commuters. Strata managers, building owners and business chambers. Neighbouring infrastructure projects. Government agencies, departments and representatives. Local North Sydney Community. Media and special interest groups. Local school/day care.
*Key milestone: Completion of above ground station structure		
Precinct (Public domain) works	<ul style="list-style-type: none"> Newsletter, notification and email updates to inform of planned activities and what to expect. Fact sheet to explain and illustrate key features of public domain works. Key stakeholder briefings, meetings and presentation. Bus stop notices for commuters. Doorknocks as required. Organised site visits and events at key stages. Media milestone event upon completion. Individual and group meetings. Traffic alert and update to livetraffic.com. Social Media posts. Information boards. Animations, photography and videography. 	<ul style="list-style-type: none"> Noise and vibration sensitive receivers – business neighbouring residents on streets directly affected by works. All residents/ business within 100 metres for OOHw, 50 metres for standard hours. Pedestrians, cyclists, motorists and commuters. Strata managers, building owners and business chambers Neighbouring infrastructure projects. Government departments, agencies and regulatory bodies. Local Government. Local North Sydney Community. Media and special interest groups.

Community Communications Strategy

Over station development enabling works	<ul style="list-style-type: none"> Organised site visits and events at key stages. Individual and group meetings. Traffic alert and update to livetraffic.com. Social Media posts. Information boards. Animations, photography and videography. Key stakeholder briefings, meetings and presentation. 	<ul style="list-style-type: none"> All residents/ business within 100 metres for OOHW, 50 metres for standard hours. Noise and vibration sensitive receivers. Neighbouring residents and businesses Neighbouring infrastructure projects. Government departments, agencies and regulatory bodies. Local council and interface contractors. Media and special interest groups.
Over station development – construction	<ul style="list-style-type: none"> Notification and email updates to inform of planned activities and what to expect. Specific consultation with affected sensitive receivers as required. Doorknock adjacent residents and businesses. Key stakeholder presentations, meetings and briefings. Advertisement ahead of significant traffic changes impacting the broader LGA. Information boards. Animations, photography and videography. 	<ul style="list-style-type: none"> All residents and business within 100 metres for OOHW, 50 metres for standard work hours. Adjacent residents, businesses and sensitive receivers. Local council and interface contractors. Neighbouring construction projects. Government departments, agencies and regulatory bodies. Media and special interest groups.
Interior fit out and external facade works	<ul style="list-style-type: none"> Newsletter, notifications and email updates to inform of planned activities and what to expect. Doorknock impacted residents and businesses. Signage for pedestrians, cyclists and motorists. Key stakeholder presentations and briefings. Organised site visits and events including media milestone events. Social Media posts. Photography and videography. 	<ul style="list-style-type: none"> All residents/ business within 100 metres for OOHW, 50 metres for standard hours. Noise and vibration sensitive receivers. Pedestrians, cyclists, motorists and commuters. Strata managers, building owners and business chambers. Neighbouring infrastructure projects. Government agencies, departments and representatives. Local North Sydney Community. Media and special interest groups. Local school/day care.
Remediation, demobilisation, completion and handover	<ul style="list-style-type: none"> Site visits and events. Milestone Media Event. Final monthly update. Email update. Thank you letter and doorknock. Media release. Social Media posts. Advertisement. Photography and videography. 	<ul style="list-style-type: none"> All residents/ business within 100 metres for OOHW, 50 metres for standard hours. Noise and vibration sensitive receivers. Neighbouring residents and businesses. Pedestrians, cyclists, motorists and commuters. Strata managers, building owners. Government agencies, departments and representatives. Local Government. Media and special interest groups. Local North Sydney Community.

* Key milestone: final completion

Community Communications Strategy

Post Construction	<ul style="list-style-type: none"> Complaints and enquiries management. Provide information for government and media enquiries. 	<ul style="list-style-type: none"> Government and media. Local businesses and residents. General public. Local Government.
Key activities throughout construction		
Crane deliveries and other Out of Hours work (OOHW)	<ul style="list-style-type: none"> Notification of OOHW required for deliveries. Consultation with any noise sensitive receivers as per CNVIS. Doorknock adjacent properties. Provide for any agreed additional mitigation measures as per CNVIS. 	<ul style="list-style-type: none"> Residents and businesses within 100 metres. Affected Sensitive receivers.
Road and footpath closures (both short and long term)	<ul style="list-style-type: none"> Traffic Management Plan, notifications, road and pedestrian detours, signage. Traffic controllers deployed to manage pedestrians, cyclists, and motorists through the changes. 	<ul style="list-style-type: none"> Local residents and businesses. Pedestrians, cyclists, motorists and commuters.
Utility works (relocation, installation and protection)	<ul style="list-style-type: none"> Notification and doorknock – noise, detours, access, service disruptions. Notice to and coordination with utility providers. Utility provider to issue notification for any service disruptions to impacted properties. Directional signage to inform pedestrian and vehicle detours. Traffic controllers deployed as required to manage pedestrian/commuter/vehicle interface with vehicles. 	<ul style="list-style-type: none"> Residents and businesses within 50 metres. Service providers. Pedestrians, cyclists, motorists and commuters.
Large excavations and concrete pours	<ul style="list-style-type: none"> Notification and email updates. Doorknock - noise, detours, and driveways. Mitigations as per Construction Noise and Vibration Guideline. Traffic Management Plan, OOHW notifications, road and pedestrian detours, signage. 	<ul style="list-style-type: none"> Residents and businesses within 100 metres (for OOHW). Residents and businesses within 50 metres. Pedestrians, cyclists, motorists and commuters.
Emergency work	<ul style="list-style-type: none"> Notification via doorknock/ email/ telephone call. 	<ul style="list-style-type: none"> Affected properties.
Daily activities	<ul style="list-style-type: none"> Toolbox briefings. Signage and footpath safety check. Graffiti check. Contact mechanisms and Consultation Manager management SBOSP. 	<ul style="list-style-type: none"> Those affected by daily construction or requiring information from the project team.

9 APPENDIX A - COMPLIANCE MATRIX

Table 12 - Sydney Metro City & Southwest - Chatswood to Sydenham Conditions of Approval

CONDITION		
■ COMMUNITY INFORMATION, CONSULTATION AND INVOLVEMENT		
B1	A Community Communication Strategy must be prepared to facilitate communication between the Proponent, and the community (including Relevant Councils, adjoining affected landowners and businesses, and others directly impacted by the CSSI), during the design and construction of the CSSI and for a minimum of 12 months following the completion of construction of the CSSI.	This Strategy
B2	The Community Communication Strategy must:	Section 5 Table 5
	a) identify people or organisations to be consulted during the design and construction phases;	Section 7
	b) set out procedures and mechanisms for the regular distribution of accessible information about or relevant to the CSSI;	Section 7
	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 7
	d) identify opportunities for the community to visit construction sites (taking into consideration workplace, health and safety requirements);	Section 7 Implementation Plan
	e) involve construction personnel from each construction site in engaging with the local community;	Section 7 Implementation Plan
	f) provide for the formation of issue or location-based community forums that focus on key environmental management issues of concern to the relevant community(ies) for the CSSI;	Section 7 Implementation plan
B3	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 7 Section 8.2
B4	The Community Communication Strategy must be submitted to the Secretary for approval no later than three months from the date of this approval or one (1) month before commencement of any work, whichever is the latter.	This Strategy Section 1.3
B5	Work for the purposes of the CSSI must not commence until the Community Communication Strategy has been approved by the Secretary, or within another timeframe agreed with the Secretary.	This Strategy Section 1.3
B6	The Community Communication Strategy , as approved by the Secretary, must be implemented for the duration of the works and for 12 months following the completion of construction.	This Strategy Section 1.3
■ COMPLAINTS MANAGEMENT SYSTEM		
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 8.2

Community Communications Strategy

B7	The Complaints Management System must include a Complaints Register to be maintained recording information on all complaints received about the CSSI during the carrying out of any works associated with the CSSI and for a minimum of 12 months following the completion of construction. The Complaints Register must record the: <ul style="list-style-type: none"> a) number of complaints received; b) number of people affected in relation to a complaint; and c) nature of the complaint and means by which the complaint was addressed and whether resolution was reached, with or without mediation. 	Section 8.2 Sydney Metro OCCS Sydney Metro Construction Complaints Management System
B8	The Complaints Register must be provided to the Secretary upon request, within the timeframe stated in the request	Section 8.2 Sydney Metro OCCS Sydney Metro Construction Complaints Management System
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: <ul style="list-style-type: none"> 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 3.2 Section 7 Section 8
B10	The telephone number, postal address and email address required under Condition B9 of this approval must be published in a newspaper circulating in the local area and on-site hoarding at each construction site before commencement of construction and published in the same way again before commencement of operation. This information must also be provided on the website required under Condition B15 of this approval.	Section 7
B11	A Community Complaints Mediator that is independent of the design and construction personnel must be nominated by the Proponent, approved by the Secretary and engaged during all works associated with the CSSI. The nominated Community Complaints Mediator must be submitted to the Secretary for approval within one month of the date of this approval or within another timeframe agreed by the Secretary.	Sydney Metro OCCS Sydney Metro Construction Complaints Management System
B12	The role of the Community Complaints Mediator is to follow up on any complaint where a member of the public is not satisfied by the Proponent's response. Any member of the public that has lodged a complaint which is registered in the Complaints Management System identified in Condition B6 may ask the Community Complaints Mediator to review the Proponent's response. The application must be submitted in writing and the Community Complaints Mediator must respond within 28 days of the request being made or other specified timeframe agreed between the Complaints Mediator and the member of the public.	Sydney Metro OCCS Sydney Metro Construction Complaints Management System
B13	The Community Complaints Mediator will: <ul style="list-style-type: none"> a) review the Proponent's unresolved disputes between the project and members of the public if the procedures and mechanisms under Condition B2 (g) (iii) do not satisfactorily address complaints; and b) make recommendations to the Proponent to satisfactorily address complaints, resolve disputes or mitigate against the occurrence of future complaints or disputes. 	Sydney Metro OCCS Sydney Metro Construction Complaints Management System
B14	The Community Complaints Mediator will not act before the Proponent has provided an initial response to a complaint and will not consider issues such as property acquisition where other dispute processes are provided for in	Sydney Metro OCCS

	this approval, or clear government policy and resolution processes are available, or matters which are not within the scope of the CSSI.	Sydney Metro Construction Complaints Management System
■ PROVISION OF ELECTRONIC INFORMATION		
B15	<p>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 up-to-date information (excluding confidential, private and commercial information) must be published prior to the relative works commencing 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 listed in Condition A1 and Condition A2 of this approval, and any documentation relating 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 required and obtained in relation to the CSSI; and e) a current copy of each document required under the terms of this approval and any endorsements, approvals or requirements from the ER and Secretary, all of which must be published before the commencement of any works to which they relate or before their implementation as the case may be. 	Section 7 Sydney Metro OCCS

Community Communications Strategy*Table 13 - Construction Environment Management Framework – Stakeholder and Community Involvement*

CLAUSE	DETAIL	DOCUMENT REFERENCE
4.1 (a)	Throughout construction, Sydney Metro and the Principal Contractors will work closely with stakeholders and the community to ensure they are well informed regarding the construction works.	This Strategy Sydney Metro OCCS
4.1 (b)	Stakeholders and the community will be informed of significant events or changes that affect or may affect individual properties, residences and businesses. These will include: <ul style="list-style-type: none"> i. Significant milestones; ii. Design changes; iii. Changes to traffic conditions and access arrangements for road users and the affected public; and iv. Construction operations which will have a direct impact on stakeholders and the community including noisy works, interruptions to utility 	Section 7 Implementation Plan
4.2 (a)	A Community Communication Strategy will be developed by each Sydney Metro Principal Contractor.	This Strategy
■ COMMUNITY COMMUNICATION STRATEGY		
4.2 (b)	Key elements of the Community Communication Strategy, which will be implemented at appropriate times in the construction process, will include: <ul style="list-style-type: none"> i. Notification (including targeted letterbox drops and email) of any works that may disturb local residents and businesses (such as noisy activities and night works) at least seven days prior to those works commencing; ii. Notification (including targeted letterbox drops and email) of works that may affect transport (such as road closures, changes to pedestrian routes and changes to bus stops); iii. Traffic alerts (via email) to all key traffic and transport stakeholders advising of any changes to access and local traffic arrangements (at least seven days prior to significant events); iv. Print and radio advertisements regarding major traffic changes; v. 24-hour toll-free community project information phone line; vi. Complaints management process; vii. Community information sessions, as required; viii. Regular updates to the Sydney Metro website (sydneymetro.info), including uploading of all relevant documents, and contact details for the stakeholder and community relations team; ix. Provision of information to the Sydney Metro Community Information Centre including community newsletters, information brochures and fact sheets and interactive web-based activities; x. Clear signage at the construction sites; xi. Regular newspaper advertisements in local and metropolitan papers; xii. Regular inter-agency group meetings; xiii. Community, business and stakeholder satisfaction surveys and feedback forms; xiv. Translator and interpreter services; and xv. The Principal Contractor's Community Relations Team will liaise with the Sydney Metro Project Communications team as the point of contact for the community. 	Section 3.4 Section 7 Section 8.2
■ COMPLAINT HANDLING		
4.3 (a)	Community liaison and complaints handling will be undertaken in accordance with the Construction Complaints Management System and will include:	Section 8.2

Community Communications Strategy

	<ul style="list-style-type: none"> i. Principal Contractors will deal with complaints in a responsive manner so that stakeholders' concerns are managed effectively and promptly; and ii. A verbal response will be provided to the complainant as soon as possible and within a maximum of two hours from the time of the complaint (unless the complainant requests otherwise). A detailed written response will then be provided, if required, to the complainant within one week. 	
4.4 (a)	<p>Urban Design of Temporary Works</p> <p>Principal contractors will develop and implement a Landscape and Temporary Works Management Plan for their scope of works. The Landscape and Temporary works Management Plan will ensure as a minimum:</p> <ul style="list-style-type: none"> i. Temporary construction works including site hoardings and acoustic sheds consider urban design and visual impacts, including: <ul style="list-style-type: none"> ii. Artwork, graphics and images to enhance the visual appearance of temporary works in high visibility locations; iii. Project information to raise awareness on benefits, explain the proposed works at each site and provide updates on construction progress; iv. Community information, including contact numbers for enquiries / complaints; v. Signage and information to mitigate impacts on local businesses which may be obscured by the construction site; vi. Sydney Metro advertising / public awareness campaigns; vii. Logos / branding, including Sydney Metro, NSW Government, and Contractor branding. 	<p>Section 6</p> <p>Section 7</p> <p>AWE Construction Noise, Visual Amenity and Landscape Plan</p>
4.4 (b)	The design of all temporary works will require Sydney Metro approval in relation to urban design and visual impacts.	AWE Construction Noise, Visual Amenity and Landscape Plan
4.4 (c)	Construction hoardings, scaffolding and acoustic sheds will be regularly inspected and kept clean and free of dust build up. Graffiti on construction hoardings, scaffolding or acoustic sheds will be removed or painted over promptly.	<p>Section 6</p> <p>AWE Construction Noise, Visual Amenity and Landscape Plan</p>
4.4 (d)	The principles of Crime Prevention Through Environmental Design will be applied to all works, including temporary works, that have a public interface.	AWE Construction Noise, Visual Amenity and Landscape Plan
■ BUSINESS AND PROPERTY IMPACTS		
4.5 (a)	Principal Contractors will proactively work with potentially affected stakeholders to identify the likely impacts and put in place measures to minimise impacts.	<p>AWE Business Management Plan</p> <p>Section 6</p> <p>Section 7</p> <p>Section 8</p>
4.5 (b)	<p>Construction works will be undertaken to meet the following objectives:</p> <ul style="list-style-type: none"> i. Minimise the potential impact of the project to businesses affected by construction works; ii. Ensure businesses are kept informed of the project and consulted in advance of major works or factors that are likely to have a direct impact; iii. Consult with all business directly affected by changes to access arrangements regarding specific requirements at least two weeks prior to those changes coming into effect; and iv. Ensure that business stakeholder enquiries and complaints regarding the project are managed and resolved effectively. 	<p>AWE Business Management Plan</p> <p>Section 6</p> <p>Section 7</p> <p>Section 8</p>

Community Communications Strategy

4.5 (c)	<p>Principal Contractors will document in the Community Communication Strategy (Section 4.2) key issues relating to business impacts by locality with a particular focus on proactive consultation with affected businesses. Including:</p> <ul style="list-style-type: none"> i. Identification of specific businesses which are sensitive to construction activity disturbances; ii. Summary of the commercial character of the locality, its general trading profile (daily and annually) and information gained from the business profiling such as: <ul style="list-style-type: none"> a) Operating hours; b) Main delivery times; c) Reliance on foot traffic; d) Any signage or advertising that may be impacted; e) Customer origin; and f) Other information specific to the business that will need to be considered in construction planning iii. Define the roles and responsibilities in relation to the control and monitoring of business disturbances; iv. Identification of locality specific standard business mitigation measures which would be implemented; v. Maps and diagrams to illustrate the information for easy identification of measures which would be implemented; vi. Description of the monitoring, auditing and reporting procedures; vii. Procedure for reviewing performance and implementing corrective actions; viii. Description of the complaints handling process; and ix. Procedure for community consultation and liaison. 	<p>AWE Business Management Plan Section 6 Section 7 Section 8</p>
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Community Communications Strategy*Table 14 - Revised Environmental Mitigation Measures*

T1	Ongoing consultation would be carried out with (as relevant to the location) the CBD Coordination Office, Roads and Maritime Services, Sydney Trains, NSW Trains, the Port Authority of NSW, Barangaroo Delivery Authority, local councils, emergency services and bus operators in order to minimise traffic and transport impacts during construction.	This Strategy Section 6 Section 7 AWE Construction Traffic Management Plan
T3	Directional signage and line marking would be used to direct and guide drivers and pedestrians past construction sites and on the surrounding network. This would be supplemented by Variable Message Signs to advise drivers of potential delays, traffic diversions, speed restrictions, or alternate routes.	This strategy Section 6 Section 7 AWE Construction Traffic Management Plan
T5	The community would be notified in advance of proposed road and pedestrian network changes through media channels and other appropriate forms of community liaison.	This Strategy Section 6 Section 7
T7	Additional enhancements for pedestrian, cyclist and motorist safety in the vicinity of the construction sites would be implemented during construction. This would include measures such as: Community educational events that allow pedestrians, cyclists or motorists to sit in trucks and understand the visibility restrictions of truck drivers, and for truck drivers to understand the visibility from a bicycle; and a campaign to engage with local schools to educate children about road safety and to encourage visual contact with drivers to ensure they are aware of the presence of children	This Strategy Section 6 Section 7 Sydney Metro OCCS AWE Construction Traffic Management Plan
T8	Access to existing properties and buildings would be maintained in consultation with property owners	This Strategy Section 6 AWE Construction Traffic Management Plan
T10	Any relocation of bus stops would be carried out by Transport for NSW in consultation with Roads and Maritime Services, the CBD Coordination Office (for relevant locations), the relevant local council and bus operators. Wayfinding and customer information would be provided to notify customers of relocated bus stops.	This Strategy Section 7 AWE Construction Traffic Management Plan
T12	Construction sites would be managed to minimise construction staff parking on surrounding streets. The following measures would be implemented: Encouraging staff to use public or active transport Encouraging ride sharing Provision of alternative parking locations and shuttle bus transfers where feasible and reasonable. Transport for NSW would work with local councils to minimise adverse impacts of construction on parking and other kerbside use in local streets, such as loading zones, bus zones, taxi zones and coach zones.	This Strategy Section 6 Sydney Metro OCCS AWE Construction Traffic Management Plan
T15	Pedestrian and cyclist access would be maintained at Crows Nest during the temporary closure of Hume Street, and at Martin Place during the temporary partial closure of Martin Place. Wayfinding and customer information would be provided to guide pedestrians and cyclists to alternative routes.	Section 6 Section 7 Implementation plan

■ SOCIAL IMPACTS AND COMMUNITY INFRASTRUCTURE		
S02	Specific consultation would be carried out with sensitive community facilities (including aged care, child care centre's, educational institutions and places of worship) potentially impacted during construction. Consultation would aim to identify and develop measures to manage the specific construction impacts for individual sensitive community facilities.	Section 5 Section 6 Section 7 Implementation Plan
■ BUSINESS IMPACTS		
B11	Specific consultation would be carried out with businesses potentially impacted during construction. Consultation would aim to identify and develop measures to manage the specific construction impacts for individual businesses.	This Strategy Section 6 AWE Business Management Plan
B12	A business impact risk register would be developed to identify, rate and manage the specific construction impacts for individual businesses.	AWE Business Management Plan
B13	Appropriate signage would be provided around construction sites to provide visibility to retained businesses.	This Strategy Section 6 AWE Business Management Plan
■ CUMULATIVE IMPACTS		
CU1	<p>Transport for NSW would manage and co-ordinate the interface with projects under construction at the same time. Co-ordination and consultation with the following stakeholders would occur, where required:</p> <p>CBD Coordination Office Department of Planning, Industry and Environment Roads and Maritime Services Sydney Trains NSW Trains Sydney Buses Sydney Water Port Authority of NSW Willoughby Council North Sydney Council City of Sydney Council Marrickville Council Sydney Motorways Corporation Barangaroo Delivery Authority Emergency service providers Utility providers Construction contractors.</p> <p>Co-ordination and consultation with these stakeholders would include:</p>	This Strategy Sydney Metro OCCS

Community Communications Strategy

	Provision of regular updates to the detailed construction program, construction sites and haul routes Identification of key potential conflict points with other construction projects Developing mitigation strategies in order to manage conflicts. Depending on the nature of the conflict, this could involve: Adjustments to the Sydney Metro construction program, work activities or haul routes; or adjustments to the program, activities or haul routes of other construction projects Co-ordination of traffic management arrangements between projects.	
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Table 15 – Development Consent – Key Sites (Site C – OSD)

B51.	<p>Prior to the commencement of works, the Applicant must either:</p> <p>(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</p> <p>(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.</p> <p>The CCS for the development must:</p> <ul style="list-style-type: none"> (i) identify people to be consulted during the design and construction phases (ii) set out procedures and mechanisms for the regular distribution of accessible information about or relevant to the development (iii) provide for the formation of community-based forums, if required, that focus on key environmental management issues for the development (iv) set out procedures and mechanisms: <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. 	
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Table 16 - Sydney Metro Overarching Community Communications Strategy

SECTION	TITLE	DOCUMENT REFERENCE
1	About this plan	Section 1
1.2	Outline	Section 1
1.3	Conditions of Approval	Section 1
2	Accountabilities	Section 1 Section 3
2.1	Reviewing this plan	Section 1
2.2	Relationship to other plans	Section 1
3	Our approach	Section 3
3.1	Sydney Metro approach	Section 3
3.2	Program objectives	Section 2
3.3	Our relationships	Section 5 Section 7 Section 8
3.4	Working with Culturally and Linguistically Diverse and Vulnerable Communities	Section 5
4	Stakeholder identification	Section 5
4.1	Definition	N/A
4.2	Sydney Metro C&SW Stakeholders	Section 5
4.3	Sydenham to Bankstown Overview	Section 2
5	Known Issues	Section 6
5.1	Understanding the issues	Section 6
5.2	Key issues and mitigation measures	Section 6
5.3	Managing the impacts and issues	Section 6
6	Communication tools	Section 7
7	Structure	Section 3
7.1	Organisational Chart	Section 3
7.2	Sydney Metro Team key accountabilities and deliverables	Section 3
7.3	Contract specific communication teams	Section 3
8	Responsibilities	Section 3 Section 8
8.1	Managing businesses	Section 8
8.2	Stakeholder liaison	Section 5
8.3	Stakeholder database	Section 5
8.4	Community Communications Strategies	Section 5 Section 6 Section 8 Implementation plan
8.5	Communications Management Control Group	Section 3 Section 7
8.6	Meetings with stakeholders and the community	Section 6 Section 7 Section 8 Implementation plan
8.7	Notifications	Section 6 Section 7 Implementation plan
8.8	Advertisements	Section 6 Section 7 Implementation plan
8.9	Newsletters	Section 6 Section 7 Implementation plan
8.10	Milestone/Newsletter Email	Section 6 Section 7 Implementation plan
8.11	Marketing and promotional opportunities	Section 6 Section 7 Implementation plan
8.12	Stakeholder presentations and forums	Section 6 Section 7 Implementation plan

8.13	Community email/written correspondence	Section 6 Section 7 Implementation plan
8.14	Community phone enquiries	Section 8
8.15	Community complaints	Section 8
8.16	Community information sessions	Section 7 Implementation plan
8.17	Branding and logos	This plan - throughout
8.18	Issues and Media management	Section 6 Section 8
8.19	Government relations	Section 8
8.20	Strategic Partnerships	Section 5
8.21	Crisis or incident communications	Section 8
8.22	Construction site access	Section 8
8.23	Photography and video recordings	Section 7
8.24	Animations	Section 7
8.25	Website	Section 7
8.26	Social Media	Section 7
8.27	School engagement program	Section 7
8.28	Site inductions and training	Section 3 Section 6
8.29	Community information Centre and mobile displays	Section 7
8.30	Community based business-forums	Section 7 Section 8
8.32	Site signage and hoarding banners	Section 7
8.32	Fact sheets	Section 7
9	Sydney Metro overarching implementation plan	Section 9