

Community Communications Strategy

Pitt Street Integrated Station Development

Addendum B – Pitt Street North Over Station Development

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Document Approval

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Rev.	Date	Prepared by	Reviewed by	Approved by	Remarks
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Details of Revision Amendments

Document Control

This document is an addendum to the Pitt Street integrated station development (ISD) Community Communications Strategy (CSS) (SMCSWSPS-CPB-ALL-CL-PLN-000001) being implemented during construction of Sydney Metro's Pitt Street Station. The CCS was approved by Sydney Metro in July 2020 for implementation during construction, and 12-months post construction, of the Pitt Street integrated station development. It has been reviewed every six months and the 36-month review was completed in August 2023. The Pitt Street ISD consists of Pitt Street metro station being delivered by CPB Contractors as Design and Construct (D&C) contractor and the South and North over station developments being delivered by the Pitt Street Developer South and Pitt Street Developer North respectively.

Addendum A to the CCS was compiled as required by the Pitt Street South OSD (SSD-10376) Development Consent Approval Condition C8 and Schedule A13 of the Pitt Street ISD Over Station Development South D&C contract.

This document (Addendum B) has been compiled as required by the Pitt Street North OSD (SSD-10375) Development Consent Approval Condition C7 and Schedule A13 of the Pitt Street ISD Over Station Development North D&C contract.

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

- A. the design and contractor's program;
- B. stakeholder and community needs; and
- C. the contractor's activities.

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

Amendments

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

Revision Details

Revision	Details
A	First issue – Draft for PS Developer North Review
0	Issued for construction
1	PSISD CCS, PSISD BMP, Addendum A PSS OSD South CCS, Addendum B PSN OSD North CCS, alignment of six-monthly review period for all four documents beginning February 2022
2	12-month update Minor updates to grammar and formatting
3	18-month update Updates to: 2. Pitt Street North OSD (Parkline Place) summary, 4.3.1 – Overarching messages, 4.2.2 Pitt Street North OSD (Parkline Place) specific messages.
4	24-month update Updates to: 1.1 to accurately reflect relevant requirements for Pitt Street North Overstation Development; 1.2 to reflect communications arrangement for the North OSD following completion of the station; 4.1 Replace the word “eliminate” with the word “mitigate”; 5.1 Update to key interfaces to reflect the role of the Environmental Representative in the Pitt St North OSD; 9.5 Update to complaint receipt procedure. Minor changes to grammar and formatting.
5	30-month update Updates were made throughout the document for currency, information was previously presented in future tense (1.2 , 3, 4.1, 5, 6.1, 9.2, 9.3, 9.5, 9.6).

Revision	Details
	<p>4.2.1 – updated to reflect current Sydney Metro key messages, as referenced in all public communication material</p> <p>4.2.2 – amended for currency the wording pertaining to the development of key messages</p> <p>9.5 - included that complaints can be received by project team members directly, outside of the formal complaints management process</p>

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1. Introduction

1.1 Purpose

The Community Communications Strategy (CSS) (SMCSWSPS-CPB-ALL-CL-PLN-000001) describes CPB Contractors' communication and engagement approach for the Pitt Street integrated station development works, this encompasses both the station and over station developments.

The CCS is guided by Sydney Metro's Overarching Community Communication Strategy (OCCS) and Construction Environmental Management Framework (CEMF), the project planning approvals, and contractual requirements including the Pitt Street integrated station development project contract and Scope of Work and Technical Criteria (SWTC).

Addendum B (this document) specific to the SDD-10375 will demonstrate how CPB will continue to satisfy all contractual requirements for the Pitt Street North OSD and comply with the Sydney Metro OCCS (SM-20-00118106).

The CCS and Addendum B (this document) are designed to minimise the impacts of construction and provide a high level of satisfaction in meeting community expectations. CPB Contractors will take the lead on stakeholder and community liaison and provide appropriate resources to liaise with Sydney Metro's Representative, undertake stakeholder and community liaison management and consultation.

Addendum B addresses the State Significant Development (SSD) consent development conditions for SSD-10375. Relevant stakeholder and community involvement practices outlined in the CPB CCS continue to be implemented during construction of the Pitt Street North OSD.

1.2 Pitt Street North OSD communication objectives

CPB recognises that supporting Sydney Metro in delivering Australia's biggest public transport project, calls for regular, timely and accurate communication of useful information that enhances the project's reputation. CPB has formulated the following communication objectives for Pitt Street integrated station development that will be implemented during construction of the Pitt Street North OSD.

CPB community and stakeholder communication objectives are to:

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

Following the completion of construction of the Pitt Street Metro station, CPB will deliver communication activities consistent with the relevant condition of approval for SSD-10375.

1.3 Management plan structure

The CCS and Addendum A and B are designed to work in conjunction with the Sydney Metro's Overarching OCCS (SM-20-00118106).

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

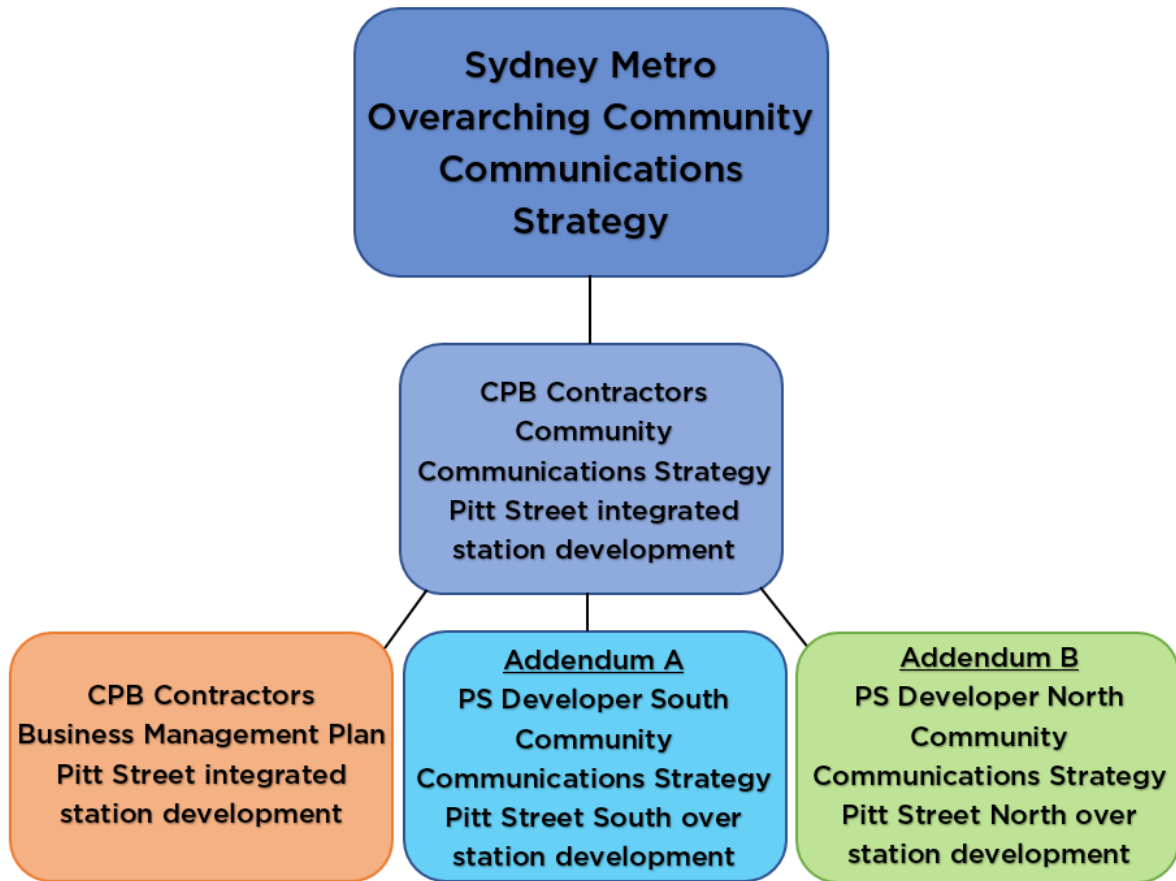


Figure 1: Pitt Street integrated station development Community and Stakeholder Management Plan structure

This plan and management structure will be updated to function as a standalone Community Communication Strategy prior to CPB handing over the Pitt Street ISD to Sydney Metro.

2. Pitt Street North OSD (Parkline Place) summary

Sydney Metro is Australia's biggest public transport project. A new standalone railway, this 21st century network will revolutionise the way Sydney travels. Pitt Street Station is situated within the Sydney CBD, largely surrounded by high-rise commercial and residential buildings.

Pitt Street Station is one of seven new stations currently under construction and approved as part of the Critical State Significant Infrastructure (CSSI) determination CSSI-7400 for the Sydney Metro City & Southwest project between Chatswood and Sydenham.

The CSSI approval relates to Pitt Street Station including the excavation of the rail tunnel, the concourse and platforms and the concept for the above ground station and related uses up to a height of RL 58.75. The CSSI approval includes the provision of the structural supports and services for the Pitt Street North OSD.

Pitt Street North OSD, also known as Parkline Place, is located on the corner of Pitt, Park and Castlereagh Street.

Construction of Parkline Place includes:

- 55,743 square metres of gross floor area (including station floorspace)
- commercial lobby, pedestrian entrances to over station development and amenities, including end of trip facilities
- retail tenancies
- 40 car parking spaces within the podium relating to the over station development commercial use
- shared vehicle loading and service facilities
- landscaped terraces on levels 10 and 11.



Figure 2: Pitt Street North OSD (Parkline Place), corner Park and Castlereagh streets

3. Approvals

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

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

Pitt Street North OSD works have been assessed and approved by the then Department of Planning, Industry and Environment in accordance with Part 4 of the Environmental Planning and Assessment Act 1979 (the Act) and are classified as State Significant Development.

- SSD-10375. Pitt Street North OSD – Stage 2 Detailed Design and Construction

Sydney Metro prepared the Overarching Community Communication Strategy (OCCS) Revision 7.2, 18 May 2022.

The scope of the Pitt Street integrated station development work is outlined in Section 2. The CPB CCS, including Addendum B specific to the Pitt Street North OSD, will be implemented for the duration of the Pitt Street integrated station development works.

Community communication and complaints management will continue for 12 months following the completion of construction of the Project as required under Condition B5 of the CSSI-7400 Conditions of Approval and Condition C10 of the SDD-10375 Development Approval.

4. Strategy overview

4.1 Tailored and staged approach

CPB is responsible for coordinating stakeholder notifications and other communication activities for construction activity relating to the Pitt Street integrated station development (the Project) to include the station and over station developments.

Since the CPB team took possession of the Pitt Street metro station site in December 2020, cooperative relationships have been established with neighbouring businesses, stakeholders and communities. The Project team continues to work collaboratively with adjacent project works, including other Sydney Metro contractors, to ensure consistent and clear messaging. The Project will maintain dialogue with neighbouring contractors and works to mitigate and manage cumulative impacts to our stakeholders over the life of the project. Where required, we will provide copy and information for joint notifications, traffic alerts, newsletters, social media posts and display material.

CPB will arrange and attend or host community and business forums and provide knowledgeable personnel and display materials. We will allow a seamless integration of Project notification and consultation experience for customers and stakeholders.

The Pitt Street North OSD construction team utilises the existing D&C contractor construction site being used for construction of the Pitt Street Station north access. The CPB team is building on the existing stakeholder relationships in this location. The Pitt Street North OSD stakeholders and key site adjacent properties will continue to be engaged and consulted during the works to maintain a unified 'face' of the Project from a customer perspective.

4.2 Key messages

Key messages will be reinforced in CPB's written and electronic information tools. They will be updated and tailored accordingly in line with Sydney Metro requirements as the Project progresses.

4.2.1 Overarching messages

- Sydney Metro is Australia's biggest public transport project.
- By 2030, Sydney will have four metro lines, with 46 stations and a 113-kilometre standalone metro railway station.
- This new standalone railway will deliver 31 metro stations and more than 66 kilometers of new metro rail.
- New automated single deck trains will deliver a fast, safe and reliable service.
- There will be no need for a timetable – customers will just turn up and go, with a train every four minutes in the peak.
- With customers at the centre of all design decisions, stations will be fully accessible and quick and easy to get in and out of trains will be fast, safe and reliable; and technology will keep people connected at every step of the journey.
- Sydney Metro will integrate with new communities and transform existing urban centers, as well as the broader transport network, so customers have a range of transport options to get to and from their destinations.
- Sydney's new metro railway will have a target capacity of about 40,000 customers per hour, similar to other metro systems worldwide. Sydney's current suburban Systems can reliably carry 24,000 people an hour per line.

Sydney Metro Pitt Street Station description

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

Pitt Street Station forms part of the Sydney Metro City & Southwest project which includes a new 30km metro line extending metro rail from the end of Metro North West Line at Chatswood, under Sydney Harbour, through the CBD and southwest to Bankstown.

It is due to open between Chatswood and the CBD in 2024 and will deliver new metro stations at Crows Nest, Victoria Cross, Barangaroo, Martin Place, Pitt Street, Waterloo and new underground metro platforms at Central Station and then onto Bankstown in 2025. All 11 stations between Sydenham and Bankstown will be upgraded and converted to metro standards.

4.2.2 Pitt Street North OSD – Parkline Place specific messages

Parkline Place is being built above the Sydney Metro Pitt Street Station North access, and will comprise a 39-storey commercial office building with retail tenancies.

Key messages will be developed by Pitt Street Developer North to communicate management and leasing opportunities for commercial tenants.

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

- letterbox distribution of work notifications and project updates
- regular construction email updates to consultation manager email distribution lists
- one to one stakeholder interaction with the community through scheduled meetings and doorknocking activities to build cooperative working relationships with local residents and businesses
- still and time-lapse photography, video and animations for use in publications, website, social media, displays and media
- allowing access for stakeholder tours arranged by Sydney Metro
- ongoing opportunities for media, including milestone events
- site visits for key stakeholders including special interest engineering groups and students
- opportunity to register for regular email updates which feature links to website, video and social media updates and good news stories
- newsletters and fact sheets distributed to local communities.

5. Working together

Pitt Street Developer North and CPB Contractors are working collaboratively with Sydney Metro and the people they have appointed into independent roles, interfacing contractors and concurrent projects to deliver consistent communication and minimise impacts on stakeholders. The Stakeholder and Community Relations team structure, including key personnel, authority and roles of key personnel, lines of responsibility and communication, and the minimum skill levels of each role is outlined in the CPB CCS, Section 5.1 and is applicable to the Pitt Street North OSD prior to the handover of Pitt Street ISD to Sydney Metro.

5.1 Key interfaces

Prior to handover of the Pitt Street ISD, the stakeholder and community relations function delivered by CPB intersects with the role of Sydney Metro, interface contractors and the Environment Representative and Community Complaints Mediator.

6. Pitt Street North OSD stakeholders

6.1 Sydney Metro stakeholders

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

6.2 Pitt Street North OSD stakeholder analysis

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

CPB's role is to support Sydney Metro in meeting the requirements of overarching stakeholders through providing information and participating in meetings as requested. The Pitt Street North OSD key stakeholders identified to be consulted with by CPB during construction are outlined in table 1 below. CPB is committed to establishing genuine relationships with the surrounding community as we deliver the project.

Table 1: Stakeholder analysis and communication methods

North OSD stakeholders	Impact/interest in work	Communication methods
Transport and traffic stakeholders including <ul style="list-style-type: none"> Transport operators and their customers including Sydney buses and Sydney trains Taxi Council Couriers Port Authority of NSW as proxy for cruise ships and bulk carriers using the harbour Tourism operators Special event organisers Transport for NSW Customer Journey Planning Cycling groups 	<ul style="list-style-type: none"> Impacts on road and transport network Incident and special event plans Traffic management plans, including: <ul style="list-style-type: none"> planned lane closures, changes to paths and barge TMPs incident and special event plans haulage routes and layover areas pedestrian management 	<ul style="list-style-type: none"> Written correspondence Meetings Regular construction updates Traffic updates and alerts on changes to local roads and traffic conditions Traffic and Transport Liaison Group via TfNSW and Customer Journey Planning.
Directly affected residential receivers including adjoining property owners. Adjacent residents within <ul style="list-style-type: none"> 100 metres (of work during standard construction hours) 200 metres (of work during OOH works) Body corporates and owners' corporations Pitt Street North OSD adjacent residential stakeholders include: <ul style="list-style-type: none"> Park Regis residential apartments Victoria Tower apartments 	<ul style="list-style-type: none"> Construction impacts (noise, dust, vibration and visual amenity) Hazardous material handling Impact on tenants – OOH work Temporary traffic changes Heavy vehicle movements Impacts on pedestrians Concern about possible property damage 	<ul style="list-style-type: none"> Door knocks In person and online meetings Condition surveys before and after construction (if required) Community information sessions Email updates for subscribers Notifications Newsletters Website updates, social media Provide information to strata/property managers Property condition surveys Adjoining-owner agreements to cover construction access for scaffolding, crane swings or other.
Directly affected businesses including adjoining business owners. Directly affected business owners and tenants, generally within 50m <ul style="list-style-type: none"> Adjoining property owners Tenants in directly affected properties 	<ul style="list-style-type: none"> Loss of amenity during construction (noise, dust, vibration and visual amenity) Hazardous material handling Changes to pedestrian and customer access Changes to vehicle access and parking Maintaining continuity of utility 	<ul style="list-style-type: none"> Boardroom or online briefings for major businesses Building-based information sessions (for owners and tenants) Meetings Newsletters Email updates Notifications

North OSD stakeholders	Impact/interest in work	Communication methods
<ul style="list-style-type: none"> Body corporates and owners' corporations <p>Pitt Street North OSD adjacent businesses, hotels, heritage buildings including:</p> <ul style="list-style-type: none"> Castlereagh Boutique Hotel and NSW Masonic Club The National Building (250 Pitt Street) The Galleries shopping mall Citigroup Centre Liberty Place ANZ Tower Sydney Premier Health and Fitness centre Park Regis City Centre Hotel Criterion Hotel Hotel Coronation 	<ul style="list-style-type: none"> services Work hours and project duration Disturbance to sensitive equipment or other operations Concern about possible property damage Loss of business during construction 	<ul style="list-style-type: none"> Website updates, social media Signage, displays and poster for staff and customers Individual briefings and regular updates Consultation on specific mitigation including respite periods for sensitive businesses in advance of high noise and vibration activities Property condition surveys Adjoining-owner agreements to cover construction access for scaffolding, crane swings or other
Businesses within 100 metres	<ul style="list-style-type: none"> Loss of amenity during construction (noise, dust, vibration and visual amenity) Changes to pedestrian access Traffic changes, detours, lane closures Heavy vehicle movements 	<ul style="list-style-type: none"> Business Matters Forum Newsletters Notifications Email updates to subscribers Website updates, social media Information sessions 1800 phone information line Signage, displays and posters Information via business associations and networks
<p>Sensitive receivers near construction sites will be identified including:</p> <ul style="list-style-type: none"> education facilities preschool and childcare health care facilities places of worship 	<ul style="list-style-type: none"> Noise, vibration and dust Work hours Construction traffic and safety around worksites Impact on teaching/exams Changes to pedestrian and vehicle access Impact on residents, visitors and operations Changes to pedestrian access Impact on teaching/exams 	<ul style="list-style-type: none"> Meetings, notifications, newsletters, telephone information line and website Information for school community, participation in Sydney Metro's education programs Consultation in advance of construction for noise and vibration sensitive stakeholders
<p>Public transport users:</p> <ul style="list-style-type: none"> bus users train users at adjacent operational stations 	<ul style="list-style-type: none"> Changes to bus stops or timetables Changes in access to or from any construction work site Progress of works 	<ul style="list-style-type: none"> Signage and notification for changes to bus stops or temporary diversions Signage and coordinated wayfinding strategy with Sydney Trains and Sydney buses Media articles and events Updates to trip planning apps
<p>Road users including:</p> <ul style="list-style-type: none"> motorists, pedestrians, cyclists commuters 	<ul style="list-style-type: none"> Traffic delays Traffic changes including detours, access/parking, pedestrian paths, cycleways 	<ul style="list-style-type: none"> Signage, advertising, media liaison and website Coordinated strategies for major changes Special event organisers' communication channels
<p>Local government including:</p> <p>Elected representatives, general managers and officers of City of Sydney Council</p>	<ul style="list-style-type: none"> Impacts on council infrastructure including local roads, traffic, public transport, community facilities and street trees Impacts on residents and businesses during construction (for example, noise, vibration and dust) Community engagement process 	<ul style="list-style-type: none"> Briefings in coordination with Sydney Metro Regular interface meetings with council officers if required Participation in Sydney Metro's Traffic and Transport Liaison Group Consultation with City of Sydney Council on reinstatement of assets or areas affected by the project

North OSD stakeholders	Impact/interest in work	Communication methods
Sydney Metro City & Southwest Traffic and Transport Liaison Group	<ul style="list-style-type: none"> Briefings on traffic management plans Adequate notification of traffic changes 	<ul style="list-style-type: none"> Presentations and briefings
Utility stakeholders including: Sydney Water, Ausgrid, Jemena, telecommunications providers (Telstra, Optus, NBNCo, Ucomm, Amcom, Verizon, Vocus, Primus Tel, Nextgen, AAPT, AARNet)	<ul style="list-style-type: none"> Impact on existing infrastructure Service disruption 	<ul style="list-style-type: none"> Interface agreements Written correspondence and meetings to identify requirements and address specific issues Notification of planned works Incident response protocols Notification to residents and businesses of any disruption to services
Emergency service agencies including: <ul style="list-style-type: none"> District Emergency Management Officer NSW Ambulance Fire and Rescue NSW NSW State Emergency Services NSW Police Force 	<ul style="list-style-type: none"> Impacts on local roads during construction Emergency access/procedures during construction Site orientation, emergency facilities and incident response and scenario planning 	<ul style="list-style-type: none"> Introductory workshop, contact procedures, site visits and desktop emergency exercise/debrief Written correspondence, meetings, regular construction updates and traffic updates on changes to local roads/conditions Consultation on emergency, safety and security plans for relevant agencies Participation in the Sydney Metro Traffic and Transport Liaison Group
Other Sydney Metro contractors including: <ul style="list-style-type: none"> Line-wide work TSOM work 	<ul style="list-style-type: none"> Coordination of activities and information Enquiries and complaints referrals as appropriate Minimising cumulative impacts 	<ul style="list-style-type: none"> Written correspondence, meetings, exchange of key contacts and progress updates Interface agreements and meetings
People with limited mobility/access issues	<ul style="list-style-type: none"> Access to construction information and updates 	<ul style="list-style-type: none"> Website documents WCAG 2.0 compliant Access around construction sites Accessible viewing areas and toilets for major public site events where feasible

6.3 Cumulative impacts and construction fatigue

Many sensitive receivers including residents, property owners, businesses and community facilities near the Pitt Street North OSD construction site have experienced construction impacts relating to Sydney Metro City & Southwest and many other concurrent developments for several years prior to the start of the Project.

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

- Sydney Metro Trains, Systems, Operation and Maintenance (TSOM) works
- Sydney Metro Systems Connect Line-wide works
- TfNSW road upgrade and maintenance activities
- Utility asset managers – Sydney Water, Ausgrid, Telstra, Optus, Jemena, Alinta, Origin Energy, AGL Energy
- City of Sydney projects and maintenance programs.

The Pitt Street North OSD stakeholders have experienced extensive construction in the immediate vicinity of the site in recent years, most notably from Sydney Metro's Tunneling and Station Excavation (TSE) contractor.

The potential cumulative effects of construction noise and traffic from multiple construction sites within the project area has been considered. CPB monitors the progress of development applications within

the immediate vicinity of the site and works with the City of Sydney Council, developers and Sydney Metro to coordinate our activities to minimise disruption.

CPB's management approach includes:

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

7. Communication tools and processes

The CPB CCS describes the management system for meeting Sydney Metro requirements for engaging stakeholders and the community. Sydney Metro's requirements of CPB during construction of Pitt Street integrated station development are outlined in the CPB CCS, Section 9.2.

While construction continues on Pitt Street Station, CPB will continue to develop communication material, advertising and community notifications in line with the requirements of SWTC, Appendix F5, section 10.

7.1 CPB Contractors public communication materials

A summary of information tools is shown in Table 2 below.

Table 2: CPB's public information materials

Item	Content	Timing and frequency
Information for community and stakeholder meetings	Relevant construction activities and impact mitigation.	At least five business days prior to printing and distribution.
Information for Sydney Metro's education program	Information relevant to the Project Work as requested by Sydney Metro	As requested by the Principal's Representative
Materials for community information sessions, including machinery, plant and equipment	As requested by Sydney Metro	As requested by Sydney Metro
Written notifications		
Community and stakeholder notifications for activities such as: <ul style="list-style-type: none"> Pitt Street North OSD construction commencement significant milestones changes to the scope of work changes to traffic conditions requiring traffic alerts modifications to pedestrian routes, cycle ways and bus stops out of hours work disruption of residential or business access changing or disrupting of utility services investigation activities. 	All relevant details including: <ul style="list-style-type: none"> scope, location and hours of work duration of activity alterations to access routes type of equipment used and likely impacts of the work including noise, vibration, traffic, access and dust mitigation measures contact details 	<ul style="list-style-type: none"> For distribution to community and stakeholders five business days prior to intended activity For uploading onto the CPB Project, Sydney Metro and other websites on the day of delivery or release to the public For approval by the Principal's Representative five business days prior to printing and distribution
Project advertisements		
Project advertisement	Provide content for overarching display advertisements	As requested
Traffic advertisements Advertise in local newspapers which cover the geographical areas of the Project	Significant traffic management changes, detours, traffic disruptions	<ul style="list-style-type: none"> Advertise at least five days before any detour, disruption or change occurs Provide mock-up for approval by Sydney Metro Representative five days prior to printing and distribution
Construction update newsletters		
Bi-annual construction update newsletters	Minimum A4 double sided full colour site-specific construction update newsletters provided to the community, including the status of current and upcoming activities	<ul style="list-style-type: none"> Provide WCAG Level AA accessible version to Sydney Metro for uploading to websites on the day of delivery or release to the public Provide to Sydney Metro for approval by the Principal's Representative five business

Item	Content	Timing and frequency
		<p>days prior to printing and distribution</p> <ul style="list-style-type: none"> For bi-annual newsletter distribution, as a minimum, to all commercial and residential properties within a 500m radius of the site and to all affected commercial and residential properties
Frequently asked questions	Resource for quick, accurate response to enquiries	As needed
Community emails CPB will issue project email updates	The updates will describe progress of work along with milestones and planned activities.	<ul style="list-style-type: none"> Weekly distribution to all stakeholders registered to receive community update emails in the Consultation Manager database. Provide to Sydney Metro for approval five business days prior to release.

7.2 Incident and crisis communication

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

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

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

Incident and crisis plans provide specific protocols to promptly alert Sydney Metro and neighboring stakeholders of incidents that may affect them and keep them updated. Specific communication processes, such as door knocking, making phone calls and emailing affected building management to keep them up to date on the situation and how they may be impacted, will be implemented as required for key stakeholders who adjoin construction sites to ensure they receive timely notification and updates on incidents or emergency works that may affect their operations.

CPB will notify the Principal's Representative of any crisis event and provide updates and support until the crisis has been resolved.

Details of the CPB's crisis communication plan and its implementation are outlined in the CPB CCS, Section 9.4.

7.3 Media and government enquiries protocol

The Pitt Street Developer North and CPB Contractors will adhere to the Sydney Metro contractual requirements outlined in the OCCS in relation to contact with media or elected government representatives. The Stakeholder and Community Relations Manager will assist Sydney Metro's representative in managing media and government relations, as required and requested by Sydney Metro.

8. Project overview, context and key issues

8.1 Issue management strategy

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

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

8.2 Issue resolution and escalation

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

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

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

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

8.3 Key issues identification

Key issue and proposed methods to minimise stakeholder concerns are outlined in table 3 below.

Table 3: Pitt Street North OSD key community issues

Key Issues	Impact	Issue mitigation methods
Traffic and transport	<ul style="list-style-type: none">• Temporary traffic, access and transport changes• temporary changed pedestrian access to and around work sites• Construction vehicles blocking stakeholder driveways adjacent to the site	<ul style="list-style-type: none">• Email, website and social media updates• Notifications, newsletters and fact sheets• Briefings of key stakeholders• Door knocking of nearest residents and businesses• Temporary community wayfinding signage
Environmental impacts: construction noise, dust and vibration	<ul style="list-style-type: none">• Noise and/or vibration disruption to quiet enjoyment of residential or business space• Dust on neighbouring property windows, balconies and property	<ul style="list-style-type: none">• Environmental mitigation measures in place early for noise, vibration and dust• Availability of noise and vibration monitoring, if required• Respond quickly to enquiries and complaints in accordance with complaints and enquiries processes• Proactive communications with all directly affected community and those in view of the sites to provide a 'no surprises' approach• Provision of sufficient notification of noisy or dusty works• Make mitigation measures publicly known through newsletters, fact sheets, website
Visual impacts/amenity	<ul style="list-style-type: none">• Visual impact of temporary scaffold during construction	<ul style="list-style-type: none">• Provision of detailed information to manage stakeholder expectations

Key Issues	Impact	Issue mitigation methods
	<ul style="list-style-type: none"> Visual and natural light impact of building height post construction 	<ul style="list-style-type: none"> Installing covering on scaffold to maintain stakeholder privacy
Worker behaviour	<ul style="list-style-type: none"> Unpleasant stakeholder interactions with project workers, rude or unpleasant interactions 	<ul style="list-style-type: none"> Detailed site induction outlining CPB expectations for respectful community interactions Provision of community contact cards to workers to provide to community members
Business impacts	<ul style="list-style-type: none"> Loss of patronage/commercial loss Access – delays to supplies as a result of site vehicles obstructing property access 	<ul style="list-style-type: none"> Provide business with early and regular information and briefings so they can be prepared ahead of time Site team to police project vehicles and vehicle parking in permitted work/loading zone locations only Investigate use of local business project suppliers Communicate key messages about benefits of project for the surrounding area
Out of hours work	<ul style="list-style-type: none"> Sleep disruption Cumulative impacts 	<ul style="list-style-type: none"> Pre shift briefings to inform workers of noise mitigation measures, no shouting, dropping of material from height, no tonal reverse beepers Notification of work schedule to set community expectations, notifications and regular updates to community Project contact information widely available to stakeholders Discuss with residents if they have any specific requests for mitigation measures Timely response to complaints and enquiries via the complaints and enquiries processes.
Construction fatigue	<ul style="list-style-type: none"> Construction fatigue from ongoing Sydney Metro and other nearby construction works 	<ul style="list-style-type: none"> Avoid out of hours and weekend works if/where possible Interface meetings and relationship management with other projects and/or contractors Staging of works and coordination with other projects to minimise cumulative noise impacts Discuss with residents if they have any specific requests for mitigation measures Develop and maintain relationships with City of Sydney Council, other projects and utilities
Property damage	<ul style="list-style-type: none"> Residential or business property damage due to or associated with project works, building or vehicle damage 	<ul style="list-style-type: none"> Pre and post precondition property surveys Maintain photographic records

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

9. Enquiries and complaints management

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

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

9.1 Complaints management

This complaint management protocol is guided by following principles:

Visibility

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

Accessibility

- The complaint handling process is easily accessible to all complainants.
- Instructions about how to make complaints is available on the project website. Information and assistance in making complaints will be made available if required. Complaints can be made by phone, email or by post.

Responsiveness

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

Objectivity

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

Confidentiality

- Personal identifiable information concerning the complainant will be protected from disclosures, unless the customer or complainant expressly consents to its disclosure.

9.2 Minimising complaints

The Stakeholder and Community Relations team identifies community impacts and develops preventative solutions or processes to reduce impacts on neighbouring properties.

The stakeholder and community relations team is site-based and understands the nature and extent of construction impacts, anticipating stakeholder concerns. Complaints are escalated as necessary for internal review and prompt action.

9.3 Avoiding complaint reoccurrence

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

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

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

9.4 **References and definitions**

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

9.5 **Receipt of complaints**

Community enquiries and complaints relating to the Pitt Street North OSD are generally received via:

- Sydney Metro Pitt Street email
- Direct phone calls to the Sydney Metro Pitt Street phone number.
- Direct interactions with Stakeholder and Community Relations team or another project team member

All calls to the Pitt Street Metro telephone number are answered and responded to 24 hours a day, seven days a week.

9.6 **Response management process and responsibility**

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

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

The Stakeholder and Community Relations team manages ongoing communication with the complainant until they are satisfied with the actions taken to resolve the complaint.

Full details of CPB's complaints handling responsibilities, response timeframes, record keeping and complaints escalation relevant to the integrated station development and Pitt Street North OSD are outlined in CPB CCS, Section 10.6 to Section 10.10.