



Barangaroo Station Community Communications Strategy

Barangaroo Metro Station Construct Only Package (BR COP)

June 2021



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Glossary

Acronym	Definition
BMP	Business Management Plan
BR COP	Barangaroo Station Construct Only Package
BRS	Barangaroo Station
CCC	Community Complaints Commissioner
CCMS	Sydney Metro Construction Complaints Management System
CCS	Community Communications Strategy
CEMF	Construction Environmental Management Framework
CEMP	Construction Environmental Management Plan
CHMP	Interchange Access Plan, and the Construction Heritage Management Plan
CM	Consultation Manager
CNVIS	Construction Noise and Vibration Impact Statement
CNVMP	Construction Noise and Vibration Management Plan
CNVP	Construction Noise and Vibration Plan
CICG	Communications Interface Coordination Group
CoA	Conditions of Approval
CSSI	Critical State Significant Infrastructure
DA	Development Application
DPIE	Department of Planning, Industry and Environment
ER	Environmental Representative
JHCPB JV	John Holland CPB Ghella Joint Venture
OCCS	Sydney Metro Overarching Community Communications Strategy
PCT	Project Communications Team
S&CEM	Stakeholder and Community Engagement Manager
SCO	Sydney Coordination Office
SDPP	Station Design Precinct Plan
SM	Sydney Metro
SSD	State Significant Development
TSE	Tunnel and Station Excavation (work or Contractor)
TTLG	Traffic and Transport Liaison Group
WCAG	Web Content Accessibility Guidelines

1. About this plan

BESIX Watpac will deliver the new Sydney Metro Barangaroo Station, including pedestrian connections and improvements to the public domain. Barangaroo Station will connect Sydney Metro City & Southwest to the Walsh Bay Arts and Culture precinct as well as providing easy access to the development's public, residential, commercial and entertainment areas and the new Barangaroo ferry hub. It services the residential areas at Millers Point, Walsh Bay and future residents of Barangaroo, providing high quality public transport access to the latest destination in Sydney.

This Community Communications Strategy (CCS) outlines how BESIX Watpac will conduct stakeholder and community engagement activities during station construction. BESIX Watpac's strategic objectives are to minimise disruption during construction and maximise project benefits with stakeholders and the local community. This CCS outlines the communications approach for station construction up to twelve months after the completion of construction.

1.1. Objectives

BESIX Watpac's overarching strategic objectives in the management of community liaison issues are to minimise the impact of the Barangaroo Station Construct Only Package (BR COP) and to maximise project benefits and sustainability.

The objectives of this plan are to outline how BESIX Watpac will:

- Comply with the community consultation obligations and Project Planning Approval
- Engage with all stakeholders, including local residents, businesses and vulnerable communities, throughout station construction (providing detail on the tools, activities and indicative timing)
- Provide timely, accurate and relevant information to the community
- Work cooperatively with Sydney Metro and relevant interface contractors to provide a coordinated and consistent approach, and to mitigate cumulative impacts
- Minimise disruption and maximise project benefits for stakeholders and the local community
- Enhance and protect the reputation of Sydney Metro, the NSW Government and BESIX Watpac.

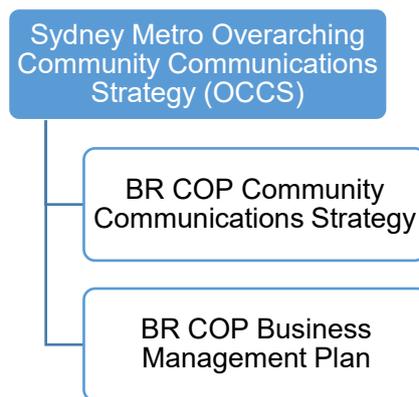
1.2. Conditions of approval

This CCS complies with the Sydney Metro Overarching Community Communications Strategy (OCCS) and relevant clauses of General Specification Stakeholder and Community Engagement (SM-20-00002215) as specified in Barangaroo COP - Particular Specification (SM-20-00080417). [Appendix 1](#) outlines how this CCS aligns with specific clauses of the Conditions of approval and General Specification.

1.3. Relationship to other plans

This CCS has been prepared in line with Sydney Metro's OCCS. Figure 1 below shows the hierarchy of stakeholder and community communication plans.

Figure 1: Hierarchy of Communication Plans



This CCS will interface with other plans including the Noise and Vibration Management Plan (TM031-01F01 Barangaroo Metro Station NVMP(r1)), Construction Traffic Management Plan (SMCSWSBR-BWC-SBR-TF-PLN-000001) and the Sustainability Management Plan (SMCSWSBR-BWX-SBR-SU-PLN-000004)

1.4. Accountabilities

BESIX Watpac's BR COP Project Director is accountable for this CCS, including authorising and monitoring the document, and delegating responsibilities to implement the plan.

The Project Director has delegated day-to-day responsibility for implementing this plan to the Senior Project Manager, to ensure the CCS is appropriately implemented by the Project Communications team.

Members of the Project Communications team are accountable for ensuring the requirements of the CCS are implemented within their area of responsibility. These responsibilities are outlined in [Section 3](#) and address requirements within the OCCS.

1.5. Document update and review

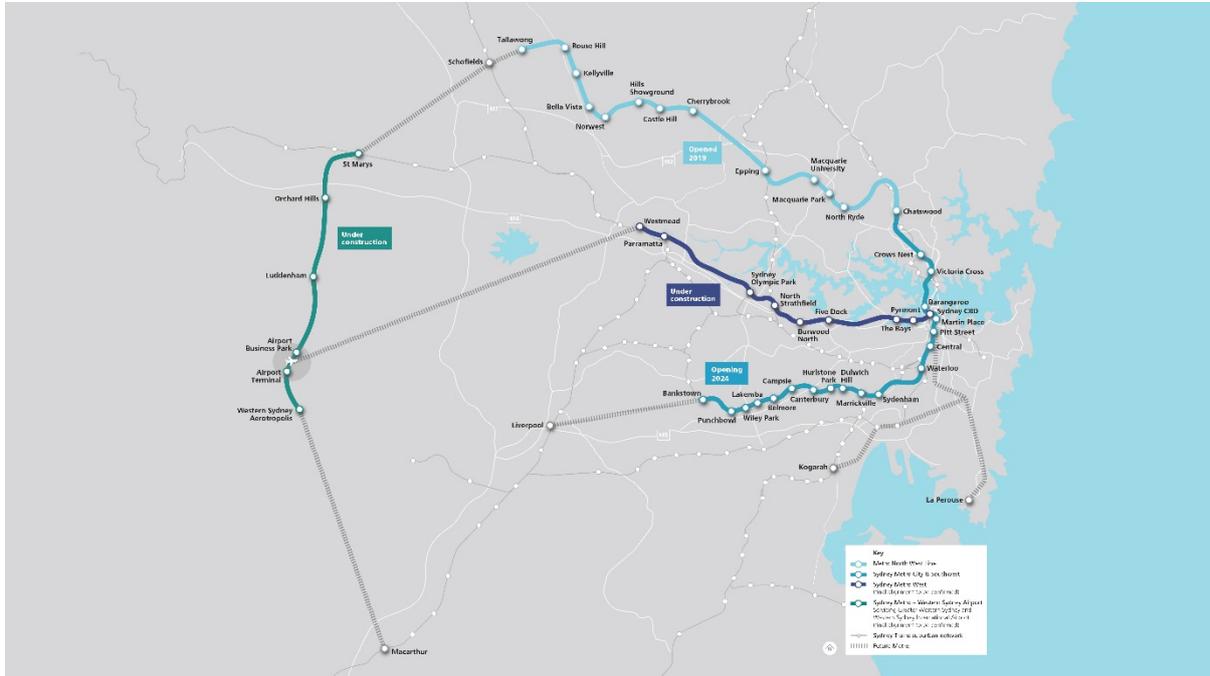
The BR COP CCS will be reviewed and submitted to Sydney Metro every six months and will be updated as required to address:

- Changes in the construction program
- Changes to stakeholder and community needs
- Changes to stakeholder and community information requirements
- Lessons learned from the stakeholder engagement process over the life of the project.

BESIX Watpac will progressively review, monitor and evaluate this plan as required to ensure it remains relevant and effective for managing project activities. Updates to the BR COP CCS will be submitted to Sydney Metro for review and approval.

2. Project context and construction activities

2.1. Sydney Metro City & Southwest



Sydney Metro alignment map

Sydney Metro is Australia’s biggest public transport project.

The Sydney Metro City & Southwest project includes a new 30 kilometre metro line extending metro rail from the end of the Metro North West Line at Chatswood, under Sydney Harbour, through new CBD stations and southwest to Bankstown. It is due to open in 2024 and will deliver new metro stations at Barangaroo, Crows Nest, Victoria Cross, Martin Place, Pitt Street, Waterloo and new underground metro platforms at Central Station. In addition it will upgrade and convert all 11 stations between Sydenham and Bankstown to metro standards.

2.2. Barangaroo Precinct

Barangaroo is one of the largest urban renewal projects in Australia. It is a 22-hectare mixed-use development located on the western waterfront of Sydney CBD. It is a world-class retail, cultural and financial precinct, supported by native parklands, spectacular views and walking and cycling connections.

Construction in Barangaroo has been underway since 2012. To date, completed construction projects include three commercial towers (including a retail and dining precinct), Daramu House, Crown Towers, Wynyard Walk, Barangaroo Reserve and the Barangaroo Foreshore Walk, which creates an uninterrupted pedestrian connection between Woolloomooloo and Anzac Bridge. The Barangaroo development is managed by Infrastructure NSW.

2.3. Barangaroo Station construction

Barangaroo Station is located in the Central Barangaroo precinct, beneath the northern end of Hickson Road, south of Munn Street in Millers Point.

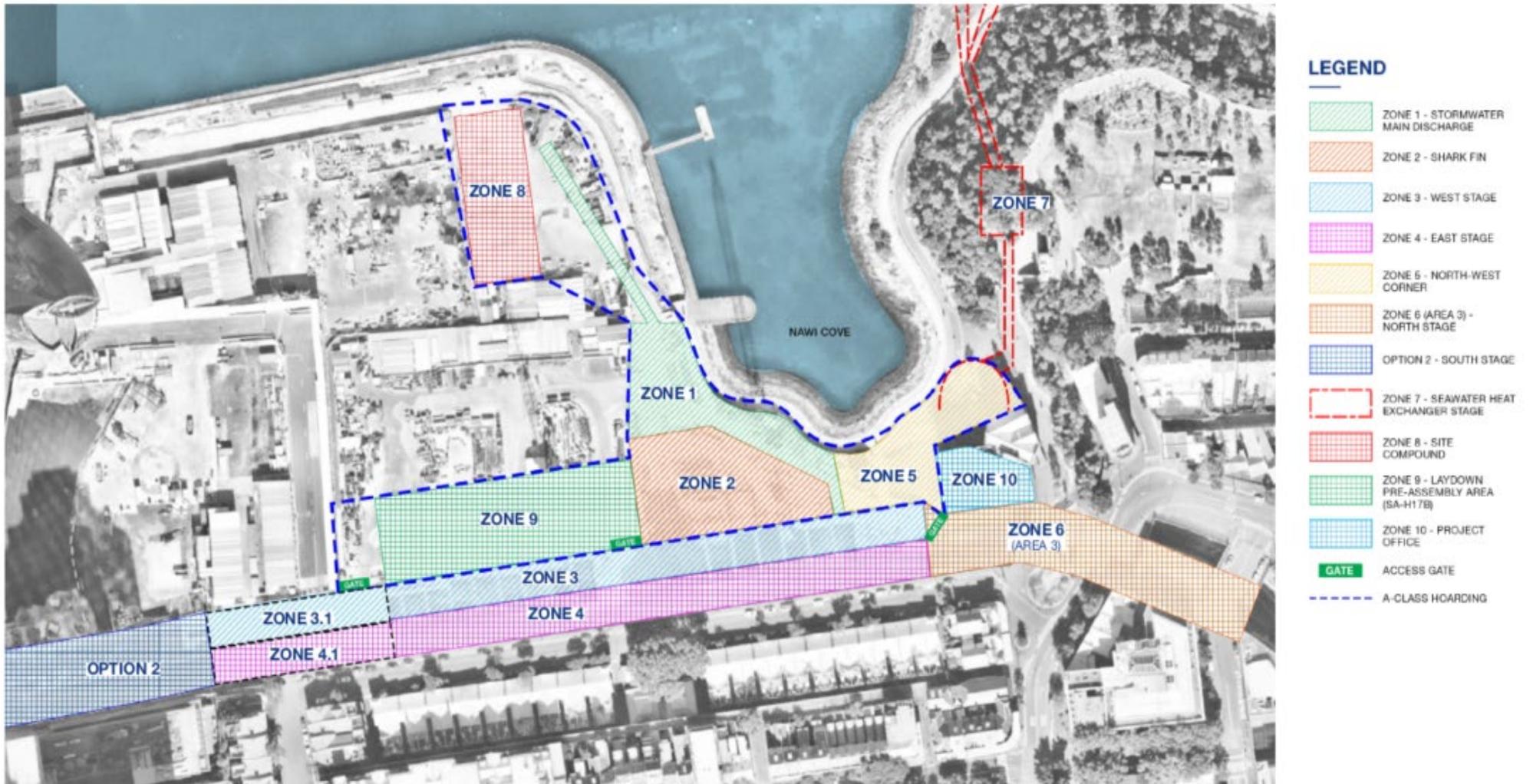
BESIX Watpac have been contracted to deliver BR COP, including station construction, and surface works, including utility and road upgrade works. A preliminary construction program for the project is presented in table 1. A map of the construction site, including identified work zones, is presented in figure 2.

Standard construction hours are 7am-6pm Monday to Friday and 8am-1pm Saturday, excluding public holidays. Any work outside of these hours will need to be approved under the Out of Hours Work Protocol.

Table 1: Indicative Construction Program

Stage	Description of Construction Activities	Work Zone (refer to Figure 2)	Indicative Timing
Station Works	Fit-out of the underground station box, including:	Station box Zones 6, 9	Q4 2021- Q3 2023
	Site establishment and mobilisation		
	A northern entrance accessible from Hickson Road		
	Provision for a future southern station entrance		
	Primary and secondary structural works		
	Fit-out of two metro station platforms including facilities, seats, signage, gate lines & ticketing		
	Services including Mechanical, Fire, Electrical and Hydraulic		
	Vertical transportation systems including lifts, escalators and stairs		
Provision for Linewide construction works			
External Civil Works	Demolition works	Zones 3, 4,	Q4 2021
	Road upgrades, including cycle lanes, curbs, signage, pavements and lighting	Zones 3, 4, 6	Q4 2021- Q3 2023
	Utility works, including stormwater	Zones 1, 2, 3.1, 4.1, 5, 6, 7	Q4 2021- Q3 2023
	Backfill of Northern Shaft and shed demolition	Zone 6	Q1- Q2 2023
	Station amenities, including bus facilities, taxi and kiss and ride parking, and bicycle parking and storage.	All	Q4 2021- Q3 2023
	Landscaping	All	Q4 2021- Q3 2023

Figure 2: Project work zones



3. Roles and responsibilities

3.1. Team Structure and Responsibilities

BESIX Watpac's Project Communications team will undertake all communication and engagement activities for BR COP and will be responsible for implementing this CCS and ensuring it remains up to date.

All personnel will be available throughout the duration of the BR COP contract. In the event of periods of leave, an alternate Communications resource will be available to cover the role. Sydney Metro will be advised in advance of any leave and alternate resourcing.

Figure 3: Project Communications Team Structure

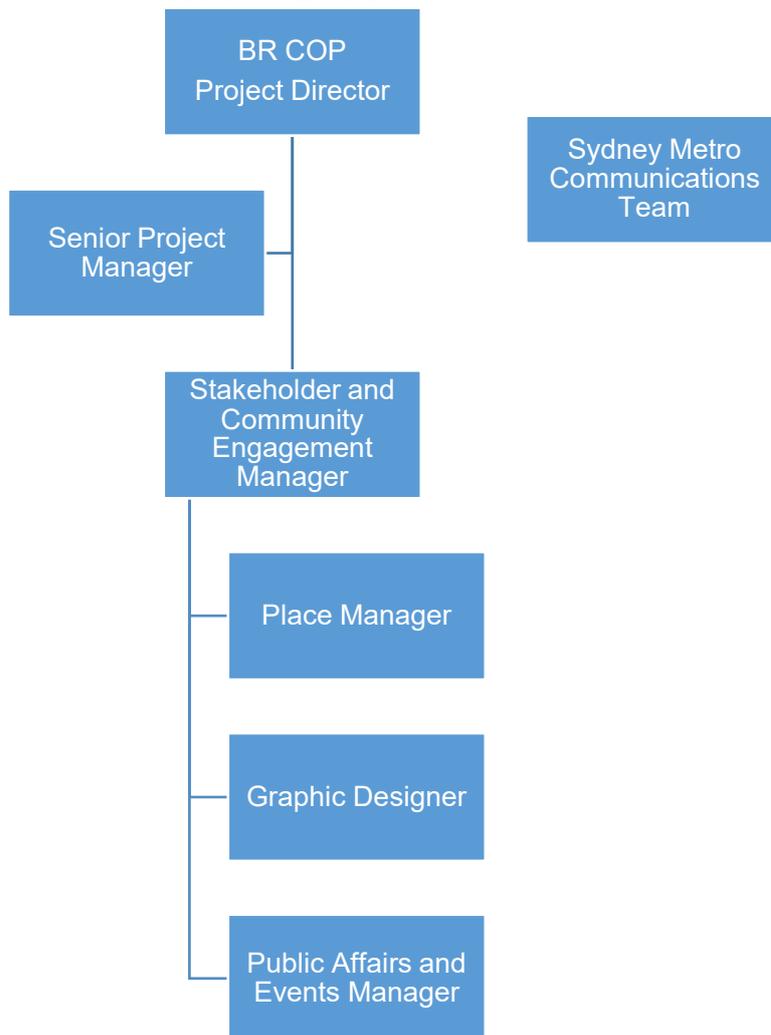


Table 2 below outlines the responsibilities of each role within the Project Communications Team (PCT). The PCT will report into the BR COP Project Director, with day-to-day responsibility delegated to the Senior Project Manager.

Table 2: Key Project Communications Roles and Responsibilities

Role	Responsibilities
Stakeholder and Community Engagement Manager	<ul style="list-style-type: none"> • Provides communications advice and support to the Project Senior Leadership Team • Provides advocacy of community issues and concerns within the project and into Sydney Metro and TfNSW • Leads on the development, planning and delivery of the Community Communications Strategy and Business Management Plan • Leads the Project Communications team, managing the Public Affairs and Events Manager, Place Manager and Graphic Designer • Ensures that the Project Communications Team complies with all Sydney Metro procedures, processes, protocols and plans.
Public Affairs and Events Manager	<ul style="list-style-type: none"> • Drafts and creates content for public materials, media and government responses relating to the project • Public affairs, issues and media management, including on call duties and social media monitoring • Leads on communications planning for project milestones, events and site visits • Copy writing, review and approval of all public communications materials relating to the project.
Place manager	<ul style="list-style-type: none"> • Supports the stakeholder and community manager in the delivery of the community communications strategy and the business management plan • Managing community enquiries and complaints, including on call duties and recording in Consultation Manager • Leads on community engagement training as part of site inductions and toolbox talks • Complaints monitoring and reporting.
Graphic Designer	<ul style="list-style-type: none"> • Creating accessible communications graphics, content, collateral and channels • Animations • Videography • Photography • Web content development and maintenance • Site signage, visuals and graphics, including preparation for print production.

3.2. Coordination with Sydney Metro

Project success will be guided by a strong partnership between Sydney Metro and BESIX Watpac. Sydney Metro manages strategic planning, overall project delivery and coordinating multiple construction, development and operations contracts for the Sydney Metro program. They will maintain long-term relationships with many stakeholders throughout the project lifecycle, from planning, approvals, procurement, construction and operations.

In accordance with the Sydney Metro Overarching Community Communication Strategy, Sydney Metro maintains certain communication systems and processes to facilitate clear access to information and contacts for the community and stakeholders. These include the Sydney Metro website, email address, social media, school education program and media liaison.

Sydney Metro also retains responsibility for key stakeholder relationships including with Government Ministers, Members of Parliament and other stakeholders. Stakeholder enquiries and issues will be referred to Sydney Metro when they are outside the scope of the BR COP works.

BESIX Watpac will provide regular information through identified information channels. Any additional information or communications materials will be provided to Sydney Metro as required on request.

3.3. Interface coordination

BESIX Watpac will align communications approach with interface contractors through the Communications Interface Coordination Group (CICG). [Section 5.34](#) of this document outlines the role of the CICG in further detail.

4. Communications Approach

The BR COP is a high-profile project in a premium location and is likely to attract a high level of interest and media attention. Project benefits will need to be balanced with ongoing impacts to the community and businesses in the Barangaroo area.

BESIX Watpac's overarching strategic objectives in the management of community liaison issues are to minimise the impact of the BR COP and maximise its benefits and sustainability. Project communications will be guided by the IAP2 Spectrum of Public Participation.

4.1. Our Stakeholders

Barangaroo is a high-density residential and commercial centre impacted by prolonged construction. BESIX Watpac will work closely with Sydney Metro and the TSE contractor to enable a smooth transition and to maintain continuity of information and stakeholder relationships.

An overview of our stakeholders is below and a detailed stakeholder matrix is available in [Appendix 2](#). The stakeholder matrix will be reviewed and refined with input from Sydney Metro, the existing contractor and will be regularly updated throughout station construction.

Table 3: Project Stakeholders and the IAP2 Spectrum of Public Participation

INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
Promote project benefits and keep people informed	Explain the project and respond to concerns	Engage and test approach	Plan and implement solutions and mitigations	Project leadership and decision making
Broader Sydney and NSW citizens Journalists Minister for Transport and Roads Passenger groups: Action for Public Transport; BIKE Sydney; NSW Commuter Council Industry Groups: Committee for Sydney; Sydney Business Chamber; Tourism Industry Council NSW; Tourism and Transport Forum	Local schools: Fort St Public School Health facilities: Myhealth Medical Centre Places of Worship: St Brigids Church Childcare facilities: KU Lance; Guardian Childcare and Education; Montessori Academy's Barangaroo Childcare; OAC Barangaroo Local community groups: Friends of Barangaroo; Friends of Millers Point Walsh Bay Precinct Action Group	Local residents Local businesses Local residential and commercial landlords Local tourist attractions Local hotels Homeless groups/charities: City of Sydney Homelessness Unit; The Station; St Paul's Coptic Mission Disability groups: Disability Advocacy NSW; Disability Council; Ability First Australia Indigenous groups: the Gadigal People; Aboriginal Affairs NSW; Empowered Communities Heritage organisations: Heritage Council of NSW	City of Sydney Port Authority of NSW Project Suppliers Interface contractors Neighbouring projects: Central Barangaroo Utilities: Sydney Water/Ausgrid/Origin Energy Local public transport providers: Transdev Barangaroo Wharf, F3 and F4 ferries; State Transit Authority; Barangaroo water taxis; Wilson Parking; Captain Cook ferries Emergency Services Major Event Planners: Destination NSW; The Big Design Market; Vivid Sydney; Sydney Festival; City of Sydney – NYE Fireworks	Sydney Metro TfNSW INSW Department of Premier and Cabinet NSW Treasury Department of Planning, Industry and the Environment

4.2. Maximising project benefits

Sydney Metro City & Southwest is a city-shaping project with long-term benefits for Barangaroo and Greater Sydney. Barangaroo Station will be an historic capstone for the Barangaroo precinct development, supporting the area for decades to come. We want local residents and businesses to feel invested in this project, and have a part of a wider team helping to deliver the station. BESIX Watpac will work with key project stakeholders to assess the needs of the local community to create a series of community investment partnerships with tailored and targeted community participation, including:

- Supply chain opportunities with local social enterprise organisations that support diversity and inclusion
- A Barangaroo Station project loyalty card for local businesses, to encourage our 300+ site workers to use local businesses
- A volunteering program for BESIX Watpac employees and site workers to support vulnerable people living locally via a suitable homelessness charity partner e.g. Sydney Homeless Connect
- Schools engagement and outreach in local schools, including Fort Street Public School, Sydney Secondary College, Macquarie Grammar and St Andrews' Cathedral School. Outreach will include school visits from project workers with a 'build the station' activity to encourage STEM learning, and site visits for young people to promote construction engineering and technology careers
- Sponsoring local cultural groups from the Walsh Bay Arts Precinct to create 'surprise and delight' opportunities to connect people to the heritage and culture of the area, including Barangaroo the leader and the culture of the Gadigal people, and dockworkers and the Hungry Mile.
- Capturing project progress through still and time-lapse photography, video and animations
- Ongoing opportunities for positive media, including milestone events
- Public open days during works
- Site visits for key stakeholders.

The Community Communications Manager will work with the Sustainability Manager and key project stakeholders to develop a process around the selection of appropriate initiatives, including developing criteria to identify, review, select, implement and evaluate suitable initiatives.

4.3. Minimising disruption and construction impacts

BESIX Watpac is committed to minimising disruption, delay and inconvenience to impacted stakeholders and communities. We will use a variety of communication tools to help stakeholders understand potential impacts, mitigation measures, and how to contact the project team with any concerns, questions or complaints.

Community concerns and priorities are likely to include:

- Construction impacts, including vehicle movements, traffic impacts, noise, vibration and dust
- Protecting homes, property, public amenity and heritage
- Cumulative impacts of other projects in the Barangaroo precinct
- Construction fatigue

- Managing impacts on nearby businesses during construction, maintaining access for deliveries, tenants and customers, visibility and avoiding, if possible, effects on sensitive equipment or other operations
- High expectations for ongoing communication, transparency and partnering, particularly on mitigation measures and public domain improvements.

We have set out likely issues and mitigations in Table 4 below. Further detail on how BESIX Watpac will specifically minimise disruption to businesses and commercial tenants is available in the Business Management Plan (BMP) [SMCSWSBR-BWC-SBR-CT-PLN-000009].

Table 4: Likely issues and mitigations

Area	Issue	Mitigations
Reputation	Value for money Achieve delivery vision On time and on budget Project Interfaces	<ul style="list-style-type: none"> • Strong collaboration between BESIX Watpac and Sydney Metro • Identify risks and opportunities at planning stage through risk workshop • Strong interface governance and controls • Track, report and respond to concerns and complaints
Safety	COVID Safety	<ul style="list-style-type: none"> • Strict COVID-19 safety strategy to protect workers and the public • Project Management Safety Plan
	Pedestrian and cyclist safety	<ul style="list-style-type: none"> • Traffic Management Plan [SMCSWSBR-BWC-SBR-TF-PLN-000001] • Prominent wayfinding and hazard signage. Safety barriers installed along Hickson Road to minimise site interface • Active traffic management at site entry and exit points
	Worker safety	<ul style="list-style-type: none"> • Safety First site communications • Safety site inductions • Monitoring and report of safety incidents
Construction Impacts	Traffic and parking	<ul style="list-style-type: none"> • Traffic Management Plan [SMCSWSBR-BWC-SBR-TF-PLN-000001], including keeping a 2-way flow of traffic through Hickson Road throughout the project and minimising movement during peak hours • Traffic Communications Action Plan developed in advance of major changes, in coordination with relevant agencies including emergency services • Early notification of traffic changes. Provide prominent wayfinding and clear signage • Management of site access and truck haulage routes. Coordinate deliveries to manage volume and frequency. Manage deliveries within site boundary
	Noise and vibration	<ul style="list-style-type: none"> • Noise and Vibration Management Plan (TM031-01F01 Barangaroo Metro Station NVMP(r1)) to

		<p>apply all possible controls and minimise unreasonable noise and vibration</p> <ul style="list-style-type: none"> • Construction Noise and Vibration Impact Statements to be developed for each stage of work, with early engagement with sensitive receivers • Work to be done within approved working hours wherever possible. Implement and comply with out of hours work protocol • Liaison with sensitive receivers locally to time works around specific times • Early engagement with neighbours around likely noise and vibration impacts • Clear and frequent project communications, including early notification of works particularly for out of hours work • Reversing alarms and airbrakes kept to a minimum
	Disruption to services and utilities	<ul style="list-style-type: none"> • Accurate identification and locating of services and utilities. Early notification of any disruption to services and utilities, in coordination with providers
	Disruption to Barangaroo area users	<ul style="list-style-type: none"> • Strong relationships established with major event planners • Construction activities to be coordinated and managed around planned events schedule
	Construction fatigue across Barangaroo	<ul style="list-style-type: none"> • Strong interfaces with other contractors to coordinate work to minimise disruption and impacts • CICG to coordinate messaging and communication plans • Seamless transition of community engagement and consultation between TSE and BR COP contractors
	Visual amenity	<ul style="list-style-type: none"> • Site hoardings with attractive visuals to be installed. Graffiti will be removed promptly. Project floodlights to face away from local residences wherever possible. Site waste will be removed promptly
	Disruption to nearby businesses	<ul style="list-style-type: none"> • Set up Business Management Forum to liaise with local businesses to manage business continuity and access throughout the works • Establish a Business Management Plan to support and promote local businesses • Early and frequent communications around project works
	Preserving local heritage	<ul style="list-style-type: none"> • Project management plan to protect the heritage locations for the works e.g. heritage wall on Hickson Road; Indigenous heritage in Barangaroo Reserve

	Disruption to local homeless community	<ul style="list-style-type: none"> • Homelessness Management Plan in review with City of Sydney Homeless Unit • Engagement with local homelessness charity • Homelessness training during site induction
Environment	Air quality and pollution	<ul style="list-style-type: none"> • Construction Environment Management Plan, including air quality monitoring and active dust suppression measures
	Water quality	<ul style="list-style-type: none"> • Construction Environment Management Plan. Discharge and reuse in accordance with the plan. Monitoring and inspections. Staff training
	Contaminated material	<ul style="list-style-type: none"> • Ensure all statutory requirements are met for removal of contaminated materials
Jobs and Skills	Economic opportunities	<ul style="list-style-type: none"> • Business Management Plan [SMCSWSBR-BWC-SBR-CT-PLN-000009] to include project opportunities for local businesses e.g. Barangaroo Station Project Loyalty Card • Creation of social sustainability partnerships to increase workforce participation and small business opportunities e.g. Beehive, Kickstart etc.

5. Communication tools and activities

BESIX Watpac will follow the IAP2 Spectrum of Public Participation to help guide the way we interact with stakeholders and community members. The Project Communications team will use a range of communications channels, tools and activities, tailored to the specific audience's needs, preferences and knowledge (see table 5 below for more detail).

The following communication tools, methods and activities will be used throughout the life of the project. We will regularly distribute project information through these channels, in an active, engaging and accessible format.

BESIX Watpac will work with Aboriginal and Torres Strait Islander communities currently living in and historically associated with the Barangaroo and Millers Point areas, including through industry participation and employment initiatives.

We will make sure to address the needs of Language Other Than English (LOTE), Culturally and Linguistically Diverse (CALD), and vulnerable communities, including meeting the protocols within the Sydney Metro Strategy for the Management of Homeless People during construction.

The tools, methods and activities outlined in this section will be used in conjunction with the procedures outlined in [Section 6](#), to resolve any issues and mediate any disputes that may arise in relation to environmental management and delivery of the project.

Table 5: Communication tools and activities summary

Tools and activities	Purpose	Frequency/timing
Community contact		
Community information line 1800 171 386	Allows access to project team during construction hours Publicised on all communication materials	Available 24 hours a day, seven days a week during construction
Community email address sydneymetro@transport.nsw.gov.au	Allows access to project team during construction hours	Available 24 hours a day, seven days a week during construction
Community PO Box PO Box K659, Haymarket, NSW 1240	Allows access to project team during construction hours	Available 24 hours a day, seven days a week during construction
Project website www.sydneymetro.info	Provides compliance with approval conditions. This holds copies of approved management plans Provides general project information, images, animations, notifications, newsletters and broader Sydney Metro information	Throughout the project and 12 months after completion of the project

Tools and activities	Purpose	Frequency/timing
	24-hour contact information and email newsletter subscription details	
BESIX Watpac Barangaroo website page:	Provides information about the project's activities along with notifications and project information, job opportunities and compliance documents Contact information is also advertised here	Available throughout the project and for 12 months after completion
Project Communications Team email	Allows project team to respond to email enquiries and coordinate stakeholder meetings	Available 24 hours a day, seven days a week during construction
Public Communication Material		
Community notification letter	Advise community and stakeholders of construction activities no later than seven (7) days in advance and include: <ul style="list-style-type: none"> • Scope of work • Location of work • Hours of work • Duration of activity • Type of equipment used • Likely impacts including noise, vibration, traffic, access and dust • Mitigation measures • The Sydney Metro 24-hour telephone number, postal address and email address 	Monthly and as required for out of hours work, new activities or new impacts (at least seven (7) calendar days in advance) Notifications will be delivered to all properties within 50m of the relevant work zone for all work during standard construction hours. Where required, out of hours work notifications will be distributed to residents and businesses within a 100m radius of the site.
Emergency work notifications	Email information to advise properties of emergency work within two hours of starting work	As required
Site signage and hoarding banners	Signage used to identify the site and provide contact	As required, including steel hoarding at the northern entrance site.

Tools and activities	Purpose	Frequency/timing
	<p>information for the community</p> <p>Sydney Metro will provide artwork to be printed on external barriers. BESIX Watpac will provide site layouts for location and measurements of all boundary hoardings, sheds, fencing and access gates.</p> <p>Viewing holes will be provided in hoarding.</p>	
Frequently asked questions and key messages	Resource used by the team as a reference for enquiry responses. Can also be used for websites, fact sheets and briefing notes as required	Ongoing
Translation services	To communicate with non-English speaking communities	As required
Sydney Metro social media	Up to 180 character social media post, communicating key information and project milestones.	Up to three posts per month, as required by Sydney Metro
Animations and visualisations	Graphic representations and interactive platforms to aid effective communication of the station design and construction	As required
Fact sheets	Used to explain key aspects of Sydney Metro and the project to the community and stakeholders	As required
Newsletters	Used to update the community on the status of current and upcoming activities	<p>Two per year (and contribute to additional by others, as required)</p> <p>To be delivered to all properties within 100m of the BR COP site</p>
Photography and video recordings	Used to record the construction process	Monthly

Tools and activities	Purpose	Frequency/timing
	and progress and assist with explaining aspects of work to stakeholders	
Face-to-face and interactive tools		
Community information sessions	Held in collaboration with Sydney Metro team as required for major project updates. Attended by PCT and appropriate subject matter experts. BESIX Watpac will be responsible for delivering supporting materials, subject to approval requirements	As required
Barangaroo Local Residents Forum	For residents and community groups within 100m of construction sites. The focus is on key environmental management measures relating to construction activities.	As required
Business Consultation Forum	For businesses within 100m of construction sites. These events provide a convenient update on construction activities and mitigation measures and an opportunity to provide feedback	As required
Doorknocks	Discuss potential project impacts and proposed mitigation with residents, businesses and other stakeholders. Leave behind written information and contact details for community members who are not at home	7 days in advance of work, where required
Stakeholder meetings	Discuss project activities including work in progress or upcoming work and	As required

Tools and activities	Purpose	Frequency/timing
	potential issues, one-on-one or with a group	
Site visits	<p>Inform selected stakeholders about progress of the project and any key milestones or activities taking place with appropriate personnel on site</p> <p>BESIX Watpac will have enough SM PPE for at least 30 visitors onsite at any time. Exclusion zones and VIP areas will be allocated.</p>	As required
School presentations and events	Participation in Sydney Metro schools' engagement program	As required
Other communication		
Construction signage	Information or directional signage at the location of traffic changes to advise road users and pedestrians on the duration and nature of change, as well as alternate paths if required	As required
Traffic alert email	Communication to transport operators and emergency services to advise of traffic changes, including road or lane closures and detours	As required
Variable message signs VMA	Additional notice to advise road users of traffic changes	As required
Advertisements	Advertise in newspapers prior to major changes in traffic conditions	As required, to be placed 7 calendar days before activities commence
Radio advertisements	Use radio advertisements to notify community prior to major changes in traffic conditions	As required

5.1. Project Key Messages

- Sydney Metro is Australia's biggest public transport project.
- This new standalone railway will deliver 31 metro stations and more than 66 kilometers of new metro rail.
- New automated single deck trains will deliver a fast, safe and reliable service.
- There will be no need for a timetable – customers will just turn up and go, with a train every four minutes in the peak.
- With customers at the centre of all design decisions, stations will be fully accessible and quick and easy to get in and out of; trains will be fast, safe and reliable; and technology will keep people connected at every step of the journey.
- Sydney Metro will integrate with new communities and transform existing urban centers, as well as the broader transport network, so customers have a range of transport options to get to and from their destinations.
- Sydney's new metro railway will have a target capacity of about 40,000 customers per hour, similar to other metro systems worldwide. Sydney's current suburban Systems can reliably carry 24,000 people an hour per line.
- BESIX Watpac has been awarded the contract to build the Barangaroo Station.
- Barangaroo Station improves access to the Walsh Bay Arts and Culture precinct as well as providing easy access to the development's public, residential, commercial and entertainment areas and the new Barangaroo ferry hub.
- It services the residential areas at Millers Point, Walsh Bay and future residents of Barangaroo, providing high quality public transport access to the latest destination in Sydney.

5.2. Public Communication Material

The Project Communications team will develop Public Communication Material (PCM) to communicate project updates, milestones and upcoming construction activities. All PCM, including marketing and promotional material, PPE, plant equipment and site banners will comply with NSW Government and Sydney Metro branding. Final copies of all PCM will be provided to Sydney Metro in a WCAG 2.0 compliant PDF on the day they are released to the public, for upload to the Sydney Metro website.

5.3. Photography and Filming

BESIX Watpac will produce photographs and videos for Sydney Metro throughout the BR COP works, directed by Sydney Metro.

BESIX Watpac will prepare a photography specification that will include opportunities for professional photography and filming, including by drone and time-lapse photography.

BESIX Watpac will also produce time-lapse photography using fixed and portable high definition time-lapse cameras at locations approved by Sydney Metro. The number of time-lapse cameras is as follows:

- two fixed time-lapse cameras
- three portable cameras to be rotated across the Site including onto plant and equipment.

All photography and video will be safety checked and approved for public distribution, then supplied to Sydney Metro within the relevant timeframes (refer to Section 6.1 for detail).

In addition, BESIX Watpac will allow Sydney Metro site access for professional photography and filming, for a maximum of two full days of photography or filming per month. This includes setting up mini-lapse cameras for continuous filming over a short period of time and drone filming, where all approval and safety considerations have been addressed.

5.4. Communications and Interface Coordination Group

The Communications and Interface Coordination group (CICG) established by Sydney Metro is used to exchange information with other interface contractors and coordinate communication and consultation activities to ensure a consistent community and stakeholder engagement approach is delivered. This forum is coordinated by Sydney Metro as required.

As a hospitality and leisure precinct, Barangaroo also attracts many large-scale public events for the community to enjoy, including Vivid and Sydney Festival. The Project Communications team will maintain a calendar of local events to minimise impacts and have respite days and/or periods if required.

5.5. Consultation forums

The Project Communications Team will attend and present at community group meetings to help further understand and respond to community concerns throughout the life of the project. These groups will allow the project team to build relationships with impacted community and business stakeholders, and to enable stakeholders to provide feedback throughout the project.

additional information sessions for impacted businesses and residents as required by the works schedule.

5.6. Stakeholder database

All project stakeholder details will be maintained in Sydney Metro's database Consultation Manager (CM). Sydney Metro will provide CM access to the PCT.

BESIX Watpac is responsible for ensuring all relevant personnel are provided with Consultation Manager training. The PCT is responsible for recording all stakeholder interactions and updating stakeholder information as required.

Stakeholder interactions to include in the CM database include:

- enquiries
- complaints
- meetings
- site visits
- information sessions
- public communication materials
- marketing and promotional materials
- property treatment
- property condition inspections and reports
- property damage claims.

6. Communication protocols

6.1. Approvals and communication timeframes

All project communication materials, including social media, marketing and promotional materials, media articles, industry presentations or award submissions will be submitted to Sydney Metro for approval before publication in time to meet notification requirements contained in the Conditions of Approval and the Environmental Protection Licence, as shown in Table 6.

Table 6: approvals timeframes

Communication Activity	Approvals timeframes	Notification timeframe before works start
Public communication material, including: <ul style="list-style-type: none"> • Information provided to the CICG • Information for community stakeholder meetings • Information used for the education and engagement program • Materials for community information sessions • Community and stakeholder notifications • Fact Sheets • Construction updates • Community update emails • Site signs and visual message display boards • Website content • Social media and digital content 	At least 5 business days for approval from Sydney Metro	Issued to public at least 7 calendar days in advance of works
Graphics for site boundary hoarding, sheds, walls and fences	10 business days to for review from Sydney Metro	Installed within 40 business days of hoarding installation
Site visits	At least 48 hours written notice to Sydney Metro prior to visit	
Key milestones and media events	BESIX Watpac to provide notice to Sydney Metro eight weeks' notice prior to the event, with updates 20 and 10 business days' prior, with final confirmation 5 business days prior to the event.	
Photography and video	Provided to Sydney Metro within: <ul style="list-style-type: none"> • 1 hour (including weekends and after hours) for media and public affairs purposes 3 business days for all other footage 	

6.2. Media and government relations

Sydney Metro is responsible for managing all media and government relations for the project, with BESIX Watpac providing information, support and assistance as required. All media and government enquiries received by BESIX Watpac will be referred to Sydney Metro for response.

No stakeholder group, media or government representative will be permitted on any part of the BR COP site without written approval of Sydney Metro. As part of the project onsite induction, all staff will be made aware of the policies and procedures relating to contact with the media, government officials and representatives.

6.3. Crisis communications

Effective and timely incident communication protocols and processes will help safely manage potential incidents and maintain the reputation of Sydney Metro and the BR COP project. Emergency information may be distributed to the project team via safety alerts, notices on safety boards, toolbox talks, site inductions and training.

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

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

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

6.4. Enquiries, complaints and compliments

Enquiries, complaints and compliments may be received directly by members of the Project Communications team or indirectly via Sydney Metro's Community Information Line, postal address and email address.

A representative from the project communications team will always be on call to receive enquiries or complaints, including outside of business hours. The responsibility will be managed and shared between the PCT on a rostered basis.

The PCT is responsible for managing all enquires and complaints relating to the project. They will seek input and input from key senior members of the project team as needed but will remain the main point of contact until the enquiry is answered. Enquiry and complaint response procedures will be covered in the project induction for all staff and contractors.

Enquiries and complaints will be responded to within 1 business day of receipt for all written enquiries and within 2 business hours of receipt for all phone and social media enquiries. All enquiries and complaints will be dealt with in a responsive and efficient manner to ensure that stakeholders see their concerns are being managed effectively and promptly.

BESIX Watpac will respond to complaints in the following way:

- After receiving a complaint, it will be immediately investigated.

- If the complaint does not relate to BESIX Watpac's work, the complaint will be passed to Sydney Metro or the appropriate interface contractor for their investigation and action.
- An initial call will be made to the complainant within 2 hours (if the complaint is received by phone or where a telephone number was provided). Alternatively, a written response will be provided to email complaints within 2 business hours of receipt.
- The complainant will be kept informed of the process until the complaint is resolved.
- Actions will be taken and measures implemented to prevent the reoccurrence of the reason behind the complaint.
- The complaint will be closed out within a timeframe agreed with complainant.
- Complaints that cannot be resolved will be escalated by BESIX Watpac to Sydney Metro or the Community Complaints Mediator to resolve. BESIX Watpac will comply with any directions from Sydney Metro which may incorporate recommendations from the Community Complaints Mediator in relation to resolving escalated complaints
- All complaints will be reported to Sydney Metro and recorded on the Consultation Manager database within 24 hours.

The Barangaroo Station Place Manager will maintain a complaint register, recording information on all complaints received for the duration of the project and for a minimum of 12 months following construction completion.

The register records:

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

The complaints register is provided to the Planning Secretary upon request, within the timeframe stated in the request.

An important part of enquiry and complaint management will be creating feedback loops into the BR project team and wider Sydney Metro project. The Place Manager has oversight of complaints to analyse, monitor issues and identify their underlying nature, emerging issues or hot spots. Where appropriate, modifications to sub-plans and communication activities will be made to address complaints and where necessary, issues and mitigation measures will be discussed at site inductions, construction team meetings, tool box talks and daily pre-start meetings.

The Place Manager will work with the project team and Sydney Metro to identify opportunities to manage issues to prevent reoccurrence. Lessons learned will be shared with the wider project team and Sydney Metro at team meetings. These lessons will provide an opportunity to improve our relationships and improve project outcomes. BESIX Watpac will work with all relevant contractors to apply lessons learnt, including process changes.

6.5. Induction information

All team members, contractors and subcontractors will be made aware of the project's community relations requirements as part of the site induction. The training will focus on

community engagement, incident management, reporting procedures, how to manage community enquiries and/or complaints and media government enquiries.

6.6. Engagement with homeless people

Working with the City of Sydney Homelessness Unit we will establish training as part of our site induction process so staff are aware of how to engage with local homeless people respectfully and appropriately. We will also engage with local homeless support groups and kitchens including The Station, St Pauls Coptic Mission and the Scots Church to make sure local homeless people are made aware of any forthcoming works.

6.7. Graffiti management

BESIX Watpac is committed to maintaining a clean and tidy site. No signage, excluding safety signage, will be placed on external-facing hoarding, site sheds or fencing without the prior approval of Sydney Metro. All signage, fencing and hoarding will be maintained and free of graffiti during construction. Regular inspections for graffiti will be carried out and material removed in accordance with timeframes outlined in the OCCS and the Visual Amenity Sub-Plan.

6.8. Privacy policy

Stakeholders who share information with the project are entitled to expect that the information will be managed in accordance with the Privacy and Personal Information Protection Act 1988 (NSW). More information about how personal and health information is managed by Sydney Metro is available at www.sydneymetro/info/privacy-policy.

7. Project Milestones and events

BESIX Watpac will identify, coordinate and facilitate VIP, public, media, community groups and other site visits requested by Sydney Metro for key construction milestones.

These events will promote the project and highlight milestones. All events will:

- Build awareness within the local community
- Be planned with Sydney Metro
- Be coordinated with interface partners where relevant
- Be scheduled in advance and in line with OCCS requirements
- Be delivered safely and professionally
- Be targeted at project stakeholders

Table 7: Event types

Event Type	Details	Responsibility	Frequency
Media event	<p>Media event planned to mark key milestones or initiative. Identified milestones include:</p> <ul style="list-style-type: none"> • Station opening • Installation of platform doors • Precinct landscaping <p>For each key milestone media event, BESIX Watpac will provide support, including:</p> <ul style="list-style-type: none"> • two separate viewing areas to accommodate at least 30 VIPs and guests, and 30 media personnel and their camera equipment • SM PPE for VIPs, guests and the media • two separate PPE dressing rooms or covered areas with flooring, trestle tables and chairs to accommodate at least 30 VIPs and guests, and 30 media personnel 	Sydney Metro BESIX Watpac	As required
Business connect forums	These events are designed to inform and consult with local businesses regarding impacts, interests and project progress	BESIX Watpac	As required
Community connect forums	Reactive community forums may be required. These forums and relevant stakeholders will be decided in consultation with Sydney Metro, senior members of the project team, and the PCT team leader.	BESIX Watpac	As required
Education school program events	BESIX Watpac to facilitate school events in alignment with the Sydney Metro Educational Program, with particular attention on gender-diverse STEM engagement.	Sydney Metro BESIX Watpac	As required

8. Implementation plan

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

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

Table 8: Implementation Plan

Phase of project	Potential communication tools	Stakeholder	Indicative timing
Pedestrian and traffic impacts	Notifications	Local community	At least 7 days before activities commence
	Website updates	Businesses	
	CICG meetings	Commuters	As required in lead up to and during work
	Safety pedestrian signage	Pedestrians	
	Social media posts and emails	Motorists	Monthly newsletter
	Traffic management plans	City of Sydney	
	VMS signage	Customer Journey Planning	
Station construction	Issue notifications	Government agencies	As required in lead up to the work and during the work
	Work notifications	Local community	
	Door-knock nearby properties and businesses	Businesses	Seven (7) days before activities
		Commuters	
	Quarterly newsletter	Pedestrians	Monthly newsletter
		City of Sydney	
	Monthly update newsletter	Sensitive stakeholders	Prior to work commencing
		Government representatives	
	Pedestrian and other signage	Media	As requested by Sydney Metro
		Time lapse cameras	
Site induction			
One-on-one meetings			
Milestone events			
Media events			

	<p>Site visits</p> <p>Hoarding graphics and site contacts</p> <p>Key stakeholder site tours</p>		
<p>Completion of station construction</p>	<p>Community open days</p> <p>Thank you letters</p> <p>Key stakeholder site tours</p>	<p>Local community</p> <p>Businesses</p> <p>Commuters</p> <p>Pedestrians</p> <p>City of Sydney</p> <p>Sensitive stakeholders</p> <p>Government representatives</p> <p>Media</p>	<p>With milestone where possible</p>

9. Monitoring and reporting

Communications and stakeholder engagement activities will be monitored and reviewed to ensure they are appropriate and effective. The results from ongoing monitoring and evaluation will be used to refine this plan once every six months and will be provided to Sydney Metro for review and approval.

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

BESIX Watpac will undertake social and media monitoring to ensure visibility of wider public view points and interest in the project.

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

The Project Communications team will contribute to the station construction progress report issued monthly to Sydney Metro. The report will contain information on:

- Enquiries, complaints and compliments
- Meetings with stakeholders and the community
- Public communication materials prepared or in preparation
- Notifications
- Community engagement activities
- Media
- Incident/crisis communication.

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

Appendix 1 - Compliance matrix

The tables below outlines this plan's compliance with the BR COP General Specification and the Conditions of Approval

Table 9: General Specification

Clause	Topic/theme	Requirement	Addressed in this document
6.1	General Obligations	Sets out the purpose and general requirements for stakeholder and community engagement. Including notification timeframes and adherence to review timeframes	Section 1 Section 6.1
6.2	Stakeholder and Community Engagement Personnel	Senior team members within 14 days contract signing <ul style="list-style-type: none"> • Manager, Stakeholder and Community Engagement • Manager, Public Affairs and Events Supporting team members within 8 weeks contract signing <ul style="list-style-type: none"> • Place Manager • Graphic Designer Periods of leave – must have another Communications person covering role and advise SM Communications	Section 4.1 Section 3
6.3	Community Communications Strategy and Business Management Plan	Contractor and associates to develop a Community Communications Strategy (CCS) and Business Management Plan (BMP) which comply with Sydney Metro Overarching CCS	This plan BR COP BMP Section 1.3
6.4	Information to the Principal's Representative	Covers upcoming Contractor's communications and construction activities and all associated community impacts. This will form part of: <ul style="list-style-type: none"> • Communications meetings • Media meetings • Monthly Progress Report • Weekly 2 to 4 week look ahead 	Section 9
6.5	Communications and Interface Coordination Group (CICG)	A CICG will be formed to exchange information and coordinate communication and engagement activities between the Contractor and Interface Contractors.	Section 5.4
6.6	Community Information Sessions	The Contractor must arrange community information sessions as required by the Principal's Representative.	Section 5
6.8/6.8.1	Public Communication Materials - General	The Contractor must produce its own public communication material (PCM) and obtain the Principal's Representative's approval and provide up to 10 business days for the Principal's Representative to review all PCM and obtain review from the Minister's Office. PCM includes but is not limited to: <ul style="list-style-type: none"> • Construction notifications • Bi-annual newsletter updates • Monthly updates • Project website, Contractor's corporate website, and any consultancy websites that mention SM need to be approved • Social media post • Fact sheets 	Section 5.2
6.8.3	Notifications	The Contractor must proactively notify stakeholders and the community of current and upcoming Contractor's Activities, and any Interface Contractors' activities, with the potential to impact on stakeholders and the community, in agreement with outcomes of the CICG.	Section 6.1

Clause	Topic/theme	Requirement	Addressed in this document
		The Contractor must ensure written notifications are delivered to all properties within 100 metres of the Contractor's Activities for work outside standard construction hours and 50 metres of the Contractor's Activities for work during standard construction hours, 7 calendar days prior to work starting	
6.8.4	Newsletters	Inform the community and Stakeholders of the progress of the works and key milestones or activities taking place twice per year. The Contractor must ensure newsletters are delivered to all properties within 100 metres of the Contractor's Activities	Section 5
6.8.5	Project Advertisements	The Contractor must prepare and publish advertisements relating to the performance of Contractor's Activities. Advertisements are to be placed 7 calendar days before the activities	Section 5
6.8.6/6.8.6.1	Contractor's project website	The Contractor must establish and maintain a new website or maintain a page on their existing organisation's website to publish and maintain up-to-date electronic information relating to the Contractor's Activities and project overview, job opportunities, planning docs, reports, etc.	Section 5
6.8.6.3	Sydney Metro City & Southwest Website	Provide any public Communications materials requested by Sydney Metro	Section 5.2
6.8.7	Social Media	The Contractor and its Associates must comply with the Transport for NSW Use of Social Media Policy. The Contractor must provide, on request, up to a 180 character social media update relating to current and upcoming Contractor's Activities	Section 5 Section 6.1
6.8.8.2	Signage	The Contractor must prepare and install any temporary way-finding signage to direct pedestrians, customers and vehicles around the Construction Site as appropriate, construction site banners, access signage, etc.	Section 5 Section 6.7
6.9	Marketing and Promotional Material	We need to review anything that has Metro or Sydney Metro, including award submission, media articles, promotion of project, industry presentations, etc.	Section 5,2 Section 6.1
6.10	Site Boundary Hoarding, Sheds, Walls and Fences	<p>The Contractor must arrange for the production and installation of external banners onto any construction site boundary hoardings, sheds, (acoustic or site where they form part of the boundary), walls and fencing, including temporary sites and ancillary facilities.</p> <p>The Principal's Representative will provide the artwork to be printed on the external banners. The Contractor must provide a site layout showing the locations and measurements of all boundary hoardings, sheds and fencing and associated access gates for the purposes of designing temporary or permanent external banner artwork. Additionally:</p> <ul style="list-style-type: none"> • Graphics must be installed on hoardings within 40 business days of hoarding installation • Graphics replaced every 12 months • 10 days to review • Viewing holes provided 	Section 5 Section 6.1
6.10.2	Graffiti and Bill Posters	Boundary hoarding, sheds, walls and fences around the Site must be maintained free of graffiti and any advertising not authorised by the Principal's Representative. The Contractor must remove bill posters and graffiti (monitor daily)	Section 6.7
6.11	Branding and Logos	<p>The Contractor must comply with SM Project Brand guidelines. The contractor must apply NSW Government and SM branding for all:</p> <ul style="list-style-type: none"> • PCM • Marketing and Promotional Material • External banners • PPE, cranes, plant equipment, signage, etc. 	Section 5.2

Clause	Topic/theme	Requirement	Addressed in this document
6.12	Animations	The Contractor must supply for public use high quality, high definition animations of key sections of the Contractor's Activities.	Section 5 Section 3.1 Section 4.2
6.13	Consultation Manager Database	<p>The Contractor must use Principal's Consultation Manager database for the collection and recording of all incoming and outgoing correspondence with stakeholders and the community, including media and government representatives. This includes correspondence relating to:</p> <ul style="list-style-type: none"> • enquiries • complaints • meetings • Site visits • information sessions • Public Communication Materials • Marketing and Promotional Materials • property treatment • property condition inspections and reports • property damage claims. <p>The Contractor must ensure all interactions with stakeholders and the community are recorded in the Consultation Manager database within the following timeframes of the interactions taking place:</p> <ul style="list-style-type: none"> • 48 hours for general enquiries and events • 24 hours for complaints. 	Section 3.1 Section 5.6 Section 6.4 Section 9
6.14	Enquiries and Complaints Management	<p>The Contractor must ensure suitably qualified and experienced personnel are available to answer any questions, concerns, complaints or enquires in relation to the Contractor's Activities in accordance with the timelines specified below.</p> <p>Response timeframes for enquiries:</p> <ul style="list-style-type: none"> • 2 business hours – verbal response for telephone enquiries • 2 business hours –response for social media enquiries • 1 business day – written response for written enquiries <p>Response timeframes for complaints:</p> <ul style="list-style-type: none"> • 2 business hours – verbal response to telephone complaints where phone number was provided or is available • 2 business hours – verbal response to written complaints where phone number is provided or available • 2 business hours – written response to written complaints where no phone number provided or available <p>The Contractor must develop and implement procedures for managing and resolving complaints that comply with the Sydney Metro Construction Complaints Management System.</p>	Section 6.4
6.15	Media and Government Relations	<p>The Contractor must:</p> <ul style="list-style-type: none"> • direct all incoming or outgoing communication with stakeholder groups, media or government representatives regarding the Contractor's Activities received directly, via the Principal's Representative • not permit any stakeholder group, media or government representative on any part of the Site without the prior written approval of the Principal's Representative • provide the Principal's Representative with relevant information required to respond to media and government enquiries, including providing a holding statement within 30 minutes and full responses within two hours of the request. 	Section 6.2

Clause	Topic/theme	Requirement	Addressed in this document
6.16	Crisis Communications Procedure	<p>The Contractor must develop crisis communications procedures to keep the Principal's Representative and the community informed during a Crisis Event. The procedure must include provision for:</p> <ul style="list-style-type: none"> • immediate notification to the Principal's Representative and the Principal's Director, Project Communications that a Crisis Event has occurred via WhatsApp or similar platform • issuing of a holding statement within 10 minutes to Principal's Representative and the Principal's Director, Project Communications. 	Section 6.3
6.17	Organised Events and Site Visits	<p>The Contractor must not organise any events or Site visits by stakeholders or community members without approval from the Principal's Representative. The Contractor must provide the Principal's Representative with at least 48 hours prior written notice of all proposed visits.</p> <ul style="list-style-type: none"> • Minimum 48 hours written notice for all media events, sites visits by delegates, board members, stakeholders, etc. • Must be in SM PPE, and provide exclusion zones, VIP area for 30 people 	Section 5 Section 7 Section 8
6.17.2	Key Milestones and media Events	<p>The Contractor must provide the following notice periods to the Principal's Representative of key milestones for the organisation of official media events:</p> <ul style="list-style-type: none"> • initial eight weeks' notice prior • update 20 Business Days prior • update 10 Business Days prior • confirmation 5 Business Days prior. <p>Contractor must provide four key milestone media events to be held during construction, each marking Substantial Completion or Completion of a part or all of the Contractor's Activities. The Principal's Representative will nominate the date on which and time at which each key milestone media event is to be held.</p> <p>For each key milestone media event, the Contractor must provide support, including:</p> <ul style="list-style-type: none"> • providing two separate viewing areas to accommodate at least: <ul style="list-style-type: none"> ○ 30 VIPs and guests ○ 30 media personnel and their camera equipment • providing PPE for VIPs and guests and the media • providing two separate PPE dressing rooms or covered areas with flooring, trestle tables and chairs to accommodate at least: <ul style="list-style-type: none"> ○ 30 VIPs and guests ○ 30 media personnel 	Section 6.1 Section 7
6.18.1	Photography and Filming by the Principal's Representative	<p>The Contractor must provide content and personnel for the production of a documentary, to be made by the Principal's Representative, about Sydney Metro.</p> <p>The Contractor must allow access to the Site for the Principal's Representative or delegate to conduct professional photography and filming of its own, following agreement between both parties' public affairs teams on the best topic of public interest on each Site every two months:</p> <ul style="list-style-type: none"> • two full days of photography per month • two full days of filming per month, including setting up mini-lapse cameras for continuous filming over a short period of time and drone filming, where all approval and safety considerations have been addressed. 	Section 5.3
6.18.2	Photography and Filming by the Contractor	<p>All photographs and videos taken by the Contractor are the property of the Principal's Representative and must be provided when requested.</p>	Section 5.3 Section 6.1

Clause	Topic/theme	Requirement	Addressed in this document
		<p>The Principal's Representative will direct the scope of filming, still photography and time-lapse photography to be delivered by the Contractor, from time to time. Such direction will be made in the context of 'call off' arrangements contained within the Contract including the use of nominated service providers.</p> <p>The Contractor must prepare a photography specification which must reflect the requirements of this General Specification. The Contractor's photography specification must include opportunities for professional photography and filming at the Site, including by drone and time-lapse photography capturing the progress of the Contractor's Activities.</p> <p>The Contractor must produce edited time-lapse photography. The Contractor must install fixed and portable high definition time-lapse cameras to monitor the Site and capture the Contractor's Activities at locations approved by the Principal's Representative. The number of time-lapse cameras is as follows:</p> <ul style="list-style-type: none"> • two fixed time-lapse cameras • three portable cameras to be rotated across the Site including onto plant and equipment. <p>All photography and video must be supplied to the Principal's Representative having been fully safety checked and approved for public distribution, within:</p> <ul style="list-style-type: none"> • 1 hour, including weekends and afterhours, where required for media and public affairs purposes • 3 Business Days for all other footage. 	
6.19	Site inductions and Training	<p>The Contractor must ensure that its Associates are adequately inducted and trained on the stakeholder and community engagement requirements of this section.</p> <p>Site inductions and training material must be regularly updated to address any actions taken in response to stakeholder and community complaints and any changes to the Contractor's Community Communication Strategy or Business Management Plan.</p>	Section 3.1 Section 4.3 Section 6.3 Section 6.4

Table 10: Conditions of approval

Clause	Details	Addressed in this document
B1	A community communications strategy must be prepared to facilitate communication between the Proponent, and the community (including relevant councils, adjoining affected landowners and businesses, and others directly impacted by the CSSI), during the design and construction of the CSSI and for a minimum of 12 months following the completion of construction of the CSSI	This plan Sydney Metro OCCS
B2	identify people or organisations to be consulted during the design and construction phases;	Section 4.1 Appendix B
B2	set out procedures and mechanisms for the regular distribution of accessible information about or relevant to the CSSI;	Section 6
B2	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 5 Section 4.2
B2	identify opportunities for the community to visit construction sites (taking into consideration workplace, health and safety requirements);	Section 5 Section 7
B2	involve construction personnel from each construction site in engaging with the local community	Section 3

Clause	Details	Addressed in this document
B2	provide for the formation of issue or location-based community forums that focus on key environmental management issues of concern to the relevant community(ies) for the Critical State Significant Infrastructure;	Section 5.5
B2	set out procedures and mechanisms: i. through which the community can discuss or provide feedback to the Proponent; ii. through which the Proponent will respond to enquiries or feedback from the community; and iii. to resolve any issues and mediate any disputes that may arise in relation to environmental management and delivery of the CSSI	Section 5 Section 6.4
B3	The Community Communications Strategy must be submitted to the Secretary for approval one (1) month before commencement of any work, whichever is the latter	
B4	Work for the purposes of the CSSI must not commence until the Community Communications Strategy has been approved by the Secretary, or within another timeframe agreed with the Secretary	
B5	The Community Communications Strategy, as approved by the Secretary, must be implemented for the duration of the work and for 12 months following the completion of construction	Section 1
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 6.4
B7	The Complaints Management System must include a Complaints Register to be maintained recording information on all complaints received about the CSSI during the carrying out of any works associated with the CSSI and for a minimum of 12 months following the completion of construction. The Complaints Register must record the: (a) number of complaints received; (b) number of people affected in relation to a complaint; and (c) nature of the complaint and means by which the complaint was addressed and whether resolution was reached, with or without mediation.	Section 6.4
B8	The Complaints Register must be provided to the Secretary upon request, within the timeframe stated in the Request	Section 6.4
B9	The following facilities must be available within one (1) month from the date of this approval and for 12 months following the completion of construction and appropriately broadcast to collect community enquiries and complaints: (a) a 24-hour telephone number for the registration of complaints and enquiries about the CSSI; (b) a postal address to which written complaints and enquires may be sent; (c) an email address to which electronic complaints and enquiries may be transmitted; and (d) place-based community manager for each of the station locations available to meet with community members on request.	Section 5

Table 11: Revised environmental mitigation measures

Clause	Details	Addressed in this document
S02	Specific consultation would be carried out with sensitive community facilities (including aged care, child care centres, educational institutions and places of worship) potentially impacted during construction. Consultation would aim to identify and develop measures to manage the specific construction impacts for individual sensitive community facilities	Section 4 Section 5 Appendix A
T1	Ongoing consultation would be carried out with (as relevant to the location) the CBD Coordination Office, 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	Section 4 Appendix A (Noting changes to relevant authorities: CBD Coordination Office = Customer Journey Planning, and Barangaroo Delivery Authority = INSW)
T5	The community would be notified in advance of proposed road and pedestrian network changes through media channels and other appropriate forms of community liaison	Section 4 Section 5
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	Business Management Plan
B12	A business impact risk register would be developed to identify, rate and manage the specific construction impacts for individual businesses	Business Management Plan
B13	Appropriate signage would be provided around construction sites to provide visibility to retained businesses	Business Management Plan

Appendix 2 – Stakeholder matrix

Stakeholders	Interest	Communication Tools	Timing
Indigenous Groups (Involve)			
The Gadigal People Aboriginal Affairs NSW Empowered Communities	Traditional owners Partnerships between Indigenous organisations and government, including employment opportunities	Meetings	Ongoing throughout project
Government – Elected Representatives (Inform)			
Premier Minister for Transport and Roads Minister for Planning and Public Spaces -	Successful project delivery Project planning approval compliance	Briefings via Sydney Metro	Ongoing throughout project via Sydney Metro
State and Federal MPs	Successful project delivery Impacts to constituents	Briefings via Sydney Metro	Ongoing throughout project via Sydney Metro
NSW Government (empower)			
NSW Department of Planning, Industry and Environment Sydney Metro Transport for NSW Department of Premier and Cabinet Infrastructure NSW NSW Treasury NSW Port Authority	Successful delivery of the Metro project within required timeframe and budget Project planning approval compliance Impacts on roads during work Coordinated approach to Northern Entrance Effective management of any environmental or heritage impacts	CICG Weekly and monthly reporting Meetings, briefings and reporting Traffic and transport Liaison Group Meetings and updates with Sydney Metro Project updates and site visits Briefings via Sydney Metro	Ongoing throughout project
Local Government (collaborate)			

Stakeholders	Interest	Communication Tools	Timing
City of Sydney	Impacts on Council Infrastructure, facilities or community events Impacts on community e.g. traffic, dust, noise, vibration Effective community engagement including homeless communities/rough sleepers Environmental impacts Design	Councilor briefings by Sydney Metro Consultation on major events	Before work begins and ongoing throughout the project
Interface contractors and project suppliers (Collaborate)			
Interface contractors Neighboring projects Project Suppliers	Minimising cumulative impacts Managing construction schedules Referral of enquiries and complaints as appropriate	CICG Interface agreements and meetings with adjoining developments Email updates Site inductions and training	Prior to work commencing then regularly ongoing Monthly interface meetings
Local Residents (involve)			
Local residents within 100m	Impacts e.g. noise, vibration, dust, traffic Consultation on environmental mitigation measures Property protection Pedestrian and vehicle access Traffic changes Construction fatigue	Property condition surveys (where identified in modelling) One-on-one meetings Monitoring Notifications Newsletters Community information sessions Doorknocks Signage Information to strata or property managers 24-hour community information line Radio and print advertisements	Before work begins and regularly ongoing Additional communications as required by works schedule
Homeless community	Construction impacts e.g. noise, vibration, dust, traffic Pedestrian and vehicle access Construction fatigue	Training for site staff Engagement with local homeless charity groups	Before work begins and regularly ongoing
Local Businesses – sensitive receivers (Involve)			

Stakeholders	Interest	Communication Tools	Timing
Hotel Palisade Crown Towers Langham Hotel KU Lance childcare centre	Impacts e.g. noise, vibration, dust, traffic Consultation on environmental mitigation measures Property impacts Pedestrian and vehicle access Traffic changes Construction fatigue	Property condition surveys (where identified in modelling) One-on-one meetings Notifications Newsletters Business consultation forum Doorknocks Signage 24-hour community information line Radio and print advertisements Community investment partnerships	Before work begins and regularly ongoing Additional communications as required by works schedule or as identified by Business Management Plan
Local Businesses within 100m (Involve)			
Fish at the Rocks Captain Cook Hotel Tago-an LeadIT Cloud and Managed Services Guardian Childcare & education Blown Lux The Lord Nelson Brewery Cirrus Dining NOLA Smokehouse and Bar The Meat & Wine Co CHI by Lotus Hotel Palisade Ikon Communications Fitness First Argyle Bar Dickson Rothchild Lonsdale Flare HR	Impacts e.g. noise, vibration, dust, traffic Consultation on environmental mitigation measures Property impacts Pedestrian and vehicle access Traffic changes Construction fatigue	Property condition surveys (where identified in modelling) One-on-one meetings Notifications Newsletters Business consultation forum Information to strata or property managers Signage 24-hour community information line Radio and print advertisements Community investment partnerships	Before work begins and regularly ongoing

Stakeholders	Interest	Communication Tools	Timing
Blythe & CO Taste on the Rocks A'Mare Nobu Yoshii's Omakase Woodcut Silks Epicurean Oncore by Clare Smyth 88 Noodle Cirq Teahouse TWR Il Caffè			
Utilities and Emergency Services (Collaborate)			
Sydney Water Ausgrid Origin Energy	Negative impacts on existing infrastructure Consultation for access to and protection of services Emergency work – unplanned disruptions	Interface agreements Written correspondence Notification of planned work Notification of emergency work	Prior to work commencing and ongoing as required
Emergency Services	Emergency access/procedures during construction Site orientation, emergency facilities and incident response Emergency preparedness (scenario planning) Impacts on local roads during construction	Written correspondence Monthly TTLG meetings Regular construction updates Traffic updates Site visits	At site possession and ongoing every 6 months.
Major Event Planners (Collaborate)			
Destination NSW The Big Design Market Vivid Sydney Sydney Festival City of Sydney – NYE Fireworks	Consultation on major events Impacts of construction on event access amenity	Meetings Briefings via Sydney Metro	Before work begins and ongoing as per events calendar

Stakeholders	Interest	Communication Tools	Timing
Local Community Groups (Consult)			
Friends of Barangaroo Friends of Millers Point	Impacts e.g. noise, vibration, dust, traffic Pedestrian and vehicle access Traffic changes Construction fatigue Changing cultural face of Barangaroo and Millers Point area	Notifications Newsletters 24-hour community information line Community information sessions	Before work begins and ongoing as required
Transport providers and passenger groups (collaborate)			
Transdev Barangaroo Wharf F3 and F4 ferries State Transit Authority 311, 324, 325 buses Barangaroo Water Taxis Wilson Parking Captain Cook Ferries	Construction fatigue Traffic changes Bus stop relocations Bike paths and public domain upgrades	Signage, website Customer Journey Planning Newsletter	Before work begins and ongoing as required Signage to be established at least 7 days in advance of any changes to public transport
Local Schools (Consult)			
Fort St Public School	Impact on school caused by noise and vibration, particularly during exam periods	Meetings Notifications Newsletters Social Media	Before work begins and ongoing as required
Places of Worship (Consult)			
St Brigids Church	Impact on church services caused by noise and vibration Construction vehicles on local roads Property damage from construction	Meetings Notifications Newsletters Social Media Property condition surveys where identified by the NVMP 24-hour community information line Radio and print advertisements	Before work begins and ongoing as required
Childcare facilities (Consult)			
Guardian Childcare and Education	Impact of noise and vibration Traffic changes	Notifications Newsletters	Before work begins and

Stakeholders	Interest	Communication Tools	Timing
Montessori OAC Barangaroo		Social Media 24-hour community information line Radio and print advertisements Meetings	ongoing as required
Industry Groups (Inform)			
Sydney Business Chamber Tourism Industry Council NSW Tourism and Transport Forum	Jobs and economic growth Impacts to pedestrians Traffic changes	Notifications Newsletters Social Media 24-hour community information line Radio and print advertisements	Before work begins and regularly ongoing
Heritage Organisations (Involve)			
Heritage Council of NSW	Impacts to heritage features of Barangaroo site General interest in Barangaroo and surrounding precincts Archival documentation Protection of heritage items from construction impacts	Sydney Metro Heritage working group Consultation on CHMP Meetings, newsletters and website Property condition surveys, where appropriate Communication of relevant monitoring results	Before work begins and regularly ongoing
CALD and LOTE Support Services (Involve)			
Immigration Services	Access to construction information	Access to translator services shown on all notifications	Ongoing
Media (Inform)			
TV Print Radio Online Industry Publications	Project status and progress Project milestones Items of local significance, such as employment and heritage Impacts on residents and businesses Industry news	Via Sydney Metro	Major project milestones Via Sydney Metro
Disability groups (Involve)			
Disability Advocacy NSW Disability Council	Access to construction information Access around construction sites	Notifications Meetings Newsletters	Ongoing

Stakeholders	Interest	Communication Tools	Timing
Ability First Australia	WCAG 2.0 compliance		
Homeless groups/charities (involve)			
City of Sydney Homelessness Unit The Station St Paul's Coptic Mission	Access to construction information	One-on-one meetings Notifications Newsletters Meetings 24-hour community information line Radio and print	Before work begins and regularly ongoing
Other (Inform)			
Broader Sydney and NSW citizens	Project milestones	Notifications Newsletters Social Media 24-hour community information line Radio and print advertisements	As required and at major project milestones
Passenger groups: Action for Public Transport BIKE Sydney NSW Commuter Council	Traffic impacts Changes to transport access and construction of amenities	Notifications Newsletters Social Media 24-hour community information line Radio and print advertisements	Before work begins and ongoing as required