



# Waterloo Metro Quarter

## Community Communication Strategy: Station Construction and Over Station Development

January 2022



SMCSWSWL-JHG-SWL-CL-PLN-000001


## Document and Revision History

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Client	Sydney Metro

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## John Holland Management Reviews

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## Sydney Metro Approvals

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# 1 Glossary

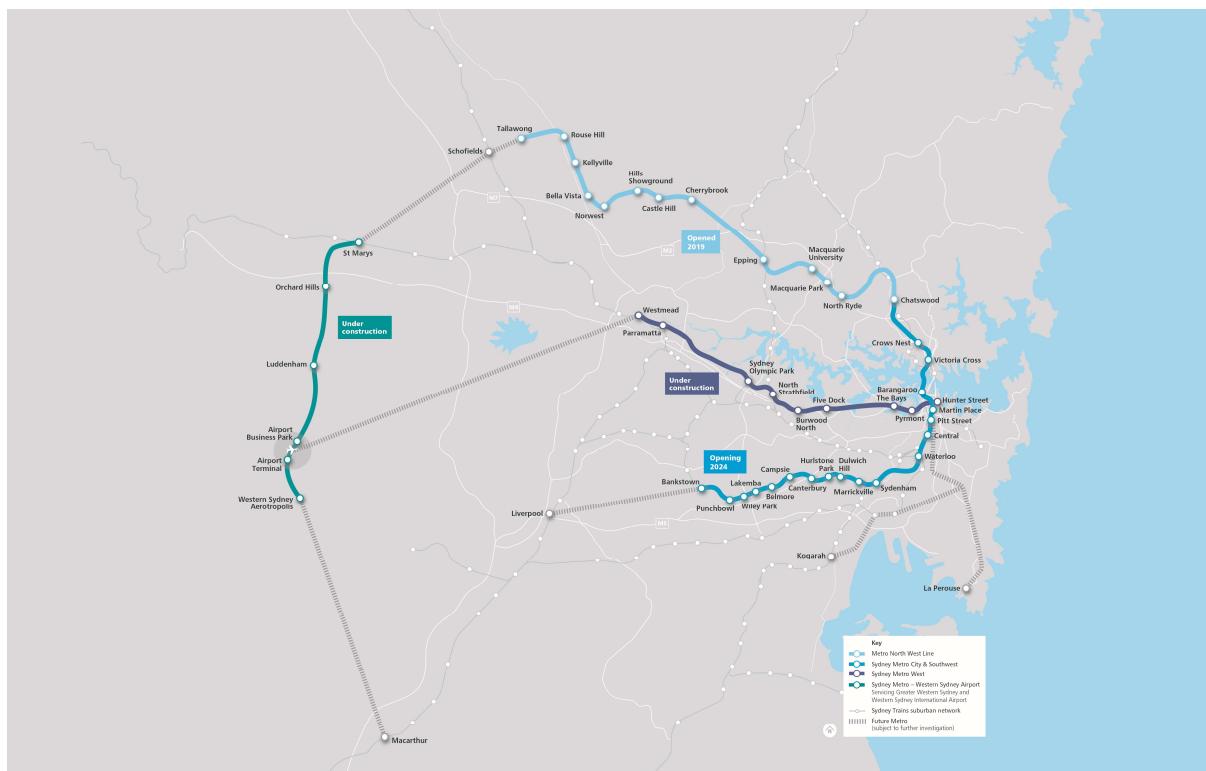
Term/acronym	Definition
CCS	Community Communication Strategy – Waterloo Integrated Station Development or this Plan
CEMP	Construction Environmental Management Plan
CM	Consultation Manager database
CMS	Complaints Management System
CPM	Community Place Manager
CSSI	Critical State Significant Infrastructure
ISD	Integrated Station Development
CoA	Conditional of Approval
CNVIS	Construction Noise and Vibration Impact Statements
CTMP	Construction Traffic Management Plan
S&CLT	Stakeholder and Community Liaison Team
S&CLM	Stakeholder and Community Liaison Manager
DA	Development Application(s)
DPIE	Department of Planning, Industry and Environment
OCCS	Sydney Metro Overarching Community Communication Strategy
OSD	Over Station Development
PAEM	Public Affairs and Events Manager
Sydney Metro	Transport for New South Wales
WCAG 2.0	Web Content Accessibility Guidelines 2.0
WISD	Waterloo Integrated Station Development
WMQ	Waterloo Metro Quarter - Waterloo Integrated Station Development John Holland Mirvac joint venture
SSD / SSDA	State Significant Development Application

## 2 Introduction

### 2.1 Sydney Metro overview

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.

The growing Sydney Metro network is illustrated in Figure 1.



**Figure 1 – Sydney Metro alignment map**

Building a new metro station at Waterloo is an exciting opportunity to bring together international best practice and innovative urban thinking to shape and create an attractive place in the precinct around the station. The over station development precinct is known as the Waterloo Metro Quarter (WMQ).



## 2.2 Waterloo Metro Quarter overview

John Holland will build the new Waterloo metro station while a joint venture between John Holland and Mirvac will deliver the Waterloo Metro Quarter (WMQ), including four buildings above and next to the station. Both companies will draw on expertise in major transport infrastructure and community-oriented design and development.

Construction of the underground station started in October 2020 while work will begin on the Waterloo Metro Quarter in 2022, so the buildings can be completed close to when Sydney Metro services start in 2024.

The new Waterloo metro station will add to the capacity of rail services to the Waterloo, Redfern, Alexandria, and Green Square locality, and provide a new fast, safe, and reliable metro rail link to key employment areas in the CBD, North Sydney and Barangaroo. It will contribute to the transformation of Waterloo and Redfern and provide additional connectivity to the Australian Technology Park.

Main features of the Waterloo Station include:

- new pedestrian crossings on Raglan and Cope streets
- new taxi bays on Raglan Street
- new bike parking within the precinct
- new kiss-and-ride bays on Cope Street
- existing bus stops retained northbound along Botany Road
- relocation of the bus stops southbound on Botany Road closer to Raglan Street
- relocation of the bus stop on Cope Street to Wellington Street
- enhancement of pedestrian infrastructure around the Waterloo Metro Quarter, including footpath widenings and through-site links.

The Waterloo Metro Quarter will have two high-rise and two mid-rise buildings, providing a mix of commercial and residential premises, including affordable and social housing, and student accommodation. There will be new community facilities, retail and office space, landscaping, gardens, and a public plaza on Cope Street.

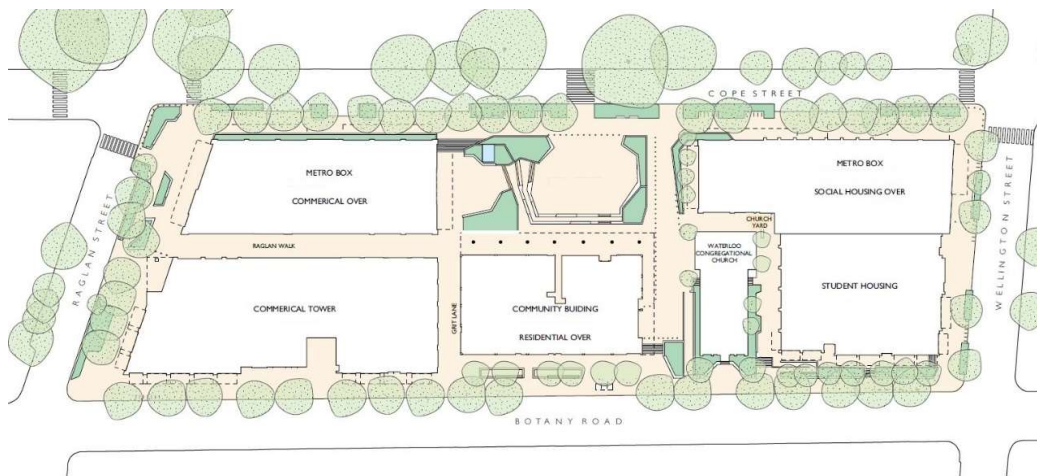
The CSSI (Critical State Significant Infrastructure) was approved on 9 January 2017 (SSI 15\_7400) (Project Planning Approval). Following approval, eight modifications have been approved by the NSW Department of Planning, Industry and Environment (DPIE).

In June 2021, DPIE granted concept approval for the development, and in November 2021 the final State Significant Development Approval (SSDA) was granted for the over station developments.

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

The Waterloo Metro Quarter will be a catalyst for significant urban renewal within the suburb of Waterloo bringing new opportunities for work, living and transport connections. WMQ will provide sustainable job creation and an integrated mix of community facilities, commercial space, and new homes, including social and affordable housing.

The Waterloo Metro Quarter site is located within Sydney's suburb of Waterloo, as shown in Figure 2. The site is bounded by Botany Road, Raglan Street, Cope Street and Wellington Street, but excludes the Waterloo Congregational Church. It is situated about three kilometres from the Sydney CBD and surrounded by established residential and commercial land uses.



**Figure 2 - Location of Waterloo Metro Quarter**

The S&CLT team is committed to active community and stakeholder engagement, including developing opportunities to leave a broader, tangible social legacy as we build the metro station and WMQ.



### 3 This Plan

This plan outlines how the WMQ will deliver communication and stakeholder engagement to respond to potential stakeholder and community enquiries or concerns about design, planning and construction impacts.

The S&CLT team is committed to actively engaging with stakeholders throughout the design, planning and construction stages of the station and over station development. Our approach to communications, stakeholder engagement and consultation will:

- ensure engagement activities are appropriate, accessible, and organised at times and places convenient for stakeholders
- provide online options for engagement, where possible
- consider and respond to reasonable requests from the community and stakeholders for additional engagement activities and information
- acknowledge and understand diverse views
- use feedback to positively influence the project design and delivery.

This strategy will also consider:

- how WMQ will work with businesses to enable them to continue with minimal disruption during construction
- engagement and communications mechanisms, including protocols and procedures
- management to swiftly resolve community concerns
- how the project team will coordinate with Sydney Metro and other contractors to deliver effective community relations
- an understanding of the roles, lines of communication and responsibilities
- procedures and strategies to manage community liaison issues, including enquiries and complaints
- stakeholders, community, and businesses with an interest in the project
- implementation of engagement tools to ensure the community and stakeholders receive timely and relevant information about project activities
- monitoring and reporting measures to ensure continuous improvement.

The CCS is available on the WMQ website at [www.wisd.com.au](http://www.wisd.com.au).

#### 3.1 Compliance requirements

The Waterloo Metro Quarter CCS aligns with the OCCS prepared by Sydney Metro.

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

Prior to commencement of over station development construction, this amended CCS will be submitted to NSW Department of Planning, Industry and Environment's (DPIE) Secretary for approval.

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

Section 15 of this CCS outlines how this plan aligns CSSI Conditions of Approval (ISD CoA) and OSD Conditions of Approval (OSD CoA).

### 3.2 Structure and interface with other management plans

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



**Figure 3 - Hierarchy of strategies and management plans**

This CCS also forms part of the integrated project management framework of other management plans developed for the station and over station construction stages. The framework provides a blueprint for the way each discipline will function and summarises the systems, standard methods and processes used to deliver the WMQ.

The CCS should be read in conjunction with the other project plans and strategies. The key plans that interface with the CCS are listed in **Error! Reference source not found..**

**Table 1 - Other strategies and project management plans**

Management plan	ISD	OSD
Waterloo Metro Quarter Placemaking and Activation Strategy		✓
Construction Environmental Management Plan (CEMP)	✓	✓
Sustainability Management Plan	✓	
Project Health and Safety Management Plan (Workplace Emergency Response)	✓	
Workforce Development and Industry Participation Plan	✓	✓

Management plan	ISD	OSD
Construction Noise & Vibration Management Sub-Plan	✓	
Air Quality Management Sub-Plan	✓	
Construction Waste Management Sub-Plan	✓	
Construction Traffic Management Plan	✓	

### 3.3 Accountabilities

The Waterloo Metro Quarter Executive Director is accountable for this CCS, including authorising and monitoring the document, and delegating responsibilities to implement the plan.

The Waterloo Metro Quarter Executive Director has delegated responsibility for implementing this plan to the Stakeholder and Community Liaison Manager (S&CLM) to ensure the CCS is appropriately implemented by the Stakeholder and Community Liaison team (S&CLT).

Members of the S&CLT are accountable for ensuring the requirements of the CCS are implemented within their area of responsibility. These responsibilities are outlined in Section 5 and address requirements within the OCCS.

### 3.4 Document distribution and revisions

The Waterloo CCS for Station Construction was approved by Sydney Metro prior to station construction commencement in June 2020. The CCS for station construction and over station development will be submitted to the Sydney Metro and DPIE Secretary, for approval prior to over station development works commencement.

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

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

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

The master 'controlled' CCS document will be held on the site network where personnel can access it when necessary. All paper copies of the CCS will be considered as 'uncontrolled' as verification of the latest revision cannot be confirmed.

## **4 Communications approach**

### **4.1 Strategic approach**

The S&CLT team recognises that meaningful engagement with our stakeholders throughout planning and construction stages, contributes greatly to building relationships, minimising construction impacts and resolving issues. Our approach to communications and stakeholder engagement aims to provide information about the project status to local businesses and residents located near the site, key stakeholders, and other members of the public to minimise disruption.

We use a highly integrated, strategic, and collaborative approach to working with communities and stakeholders. The project team draws on experience gained on numerous major infrastructure projects in Australia and around the world. A key element of our strategy is to work with key stakeholders during the design and planning stages to address any concerns, where possible.

#### **4.1.1 Engagement within a Covid-19 environment**

The start of the WMQ coincided with the restrictions imposed to respond to the COVID-19 pandemic. Engagement activities have been modified to comply with the government's guidance and public health and safety requirements to minimise community exposure and transmission. Opportunities to conduct face-to-face engagement may be limited throughout the pandemic. Online forums and webinars have been introduced as an option to engage with the WMQ community team, so stakeholders and the surrounding community can continually interact visually with the project team and provide valuable feedback.

The Stakeholder and Community Liaison Team (S&CLT) is the single point of contact for residents, businesses, and the public during construction of the station, however the team will be supported by other roles during the WMQ construction. The S&CLT will closely interact with residents and affected businesses to understand their needs, the likely environmental and social impacts during the design and planning stages, and throughout construction.

The following principles will guide our approach with stakeholders and the community:

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

### **4.2 Recognising diversity in the Waterloo community**

Waterloo is a culturally diverse suburb which has shaped its identity and contributes to the economic, social, political, and cultural life of the community. Aboriginal people have strong links with Waterloo and the surrounding suburbs, as the original inhabitants of the land. The Redfern-Waterloo area has a significant place in Sydney's history as the birthplace of Aboriginal activism for civil and land rights and continues to be a gathering place for Aboriginal people in Sydney. This has left a legacy of pride, hope and a strong sense of connection and belonging for people in the local Aboriginal community.

An Aboriginal placemaking consultancy was engaged during the consultation stages of the project development to gain feedback from Aboriginal stakeholders and their suggestions for how to best reflect Aboriginal heritage across the precinct.

Waterloo has a rich multicultural heritage, stretching back to Chinese immigrants during Australia's gold rush era. Evidence of Chinese people living in the area was found in artefacts uncovered on the site of the new Waterloo metro station, during heritage investigations in 2018.

The most common overseas country of birth, according to the 2016 census, is China followed by England, New Zealand, South Korea, and the USA. There are also a wide variety of community languages spoken in the area with the census listing Mandarin, Russian, Cantonese, Spanish and Korean.

The Ethnic Communities Council (ECC) of NSW, which is the peak body for all culturally and linguistically diverse communities, is also located in the suburb. Amongst its achievements in supporting multiculturalism, the ECC has helped establish the Federation of Community Languages Schools, the Association of Translators, and Interpreters and SBS Television and Multicultural Community Radio.

### **4.3 Key messages**

The S&CLT will work collaboratively with Sydney Metro and its contractors to disseminate key messages about the WMQ activities. Key messages include:

- John Holland will build the new Waterloo metro station while a joint venture between John Holland and Mirvac will deliver the Waterloo Metro Quarter, including four buildings above and next to the station.
- The Waterloo Metro Quarter will have two high-rise and two mid-rise buildings, providing a mix of commercial and residential premises, including affordable and social housing, and student accommodation. There will be new community facilities, retail and office space, landscaping, gardens, and a public plaza on Cope Street.
- The Waterloo metro station is designed to deliver a high-quality metro customer experience by providing a safe, seamless interchange and a range of retail offerings.
- The WMQ will be a catalyst for significant urban renewal within the suburb of Waterloo bringing new opportunities for work, living and transport connections.
- The S&CLT team is committed to engaging with the local community and minimising construction impacts, wherever possible.

The key messages will be revised, updated, and tailored accordingly as the project progresses.

The stakeholder management and communication approach may vary depending on the complexity of environmental impact or stakeholder concerns. Appendix A outlines the stakeholder analysis and accompanying communication tools.

Not all stakeholders will interface with the community and stakeholder team. Some stakeholders, such as public authorities or utility service providers, may involve separate interface agreements that are managed by other members of the project team with assistance from the S&CLT, where required.

### **4.4 Key issues and mitigation measures**

Our aim during station construction and WMQ construction works is to minimise impacts to the community, nearby businesses, and residents. Our engagement strategies will provide opportunities to receive feedback throughout the construction stages.

The S&CLT will respond to the below issues by ensuring teams are briefed and aware of the local stakeholders, provide timely and transparent information and, where possible, reschedule noisy activities.

The issues management objectives are to:

- establish and maintain ongoing interfaces with internal stakeholders to identify potential issues or emerging concerns
- evaluate community feedback and/or complaints on a regular basis to identify emerging trends
- train personnel to be able to identify and resolve issues in consultation with the S&CLT
- respond in a timely manner to internal and external stakeholder concerns to prevent the escalation of an issue.

**Table 2 - Key issues and mitigation measures**

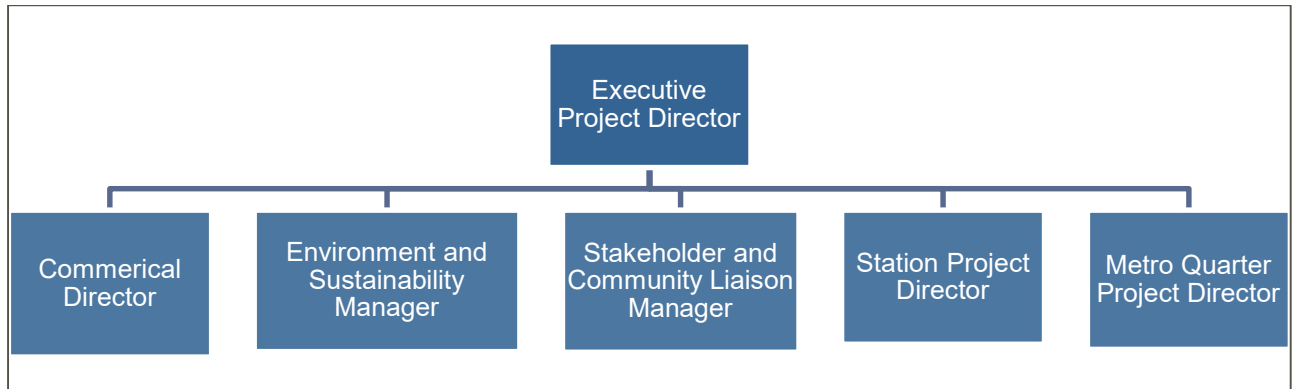
Issues	Communication and mitigation measures
Engagement and consultation within a COVID and social distancing environment	<ul style="list-style-type: none"> <li>• Implement online communication channels to support robust engagement and consultation</li> </ul>
Community concerns about the over station development	<ul style="list-style-type: none"> <li>• Reinforce the concept plan approval</li> <li>• Reinforce improvements to the concept design</li> <li>• Implement robust engagement strategy and accompanying communication material to support the development approval, placemaking strategy and subsequent start to construction</li> <li>•</li> </ul>
Cumulative impacts of other metro contractors, concurrent private or public local developments and Waterloo Estate social housing redevelopments	<ul style="list-style-type: none"> <li>• Coordinate communications with the Land and Housing Corporation) and other government agencies via contractor interface meetings</li> <li>• Community notifications and email updates, wherever possible, to include other private or public contractors working in the area</li> <li>• Interface meetings with other Sydney Metro contractors to collaborate on communications and community notifications</li> <li>• Interface meetings with Waterloo Redevelopment Group about the Waterloo Estate social housing redevelopment</li> <li>• Interface meetings with about the Waterloo Estate social housing redevelopment</li> <li>• One-on-one meetings and doorknocks, as required</li> <li>• Attend key stakeholder meetings to communicate project information</li> </ul>
Changes to pedestrian, parking, and customer access for businesses	<ul style="list-style-type: none"> <li>• Construction Traffic Management Plan</li> <li>• Construction Environmental Management Plan</li> <li>• Include information in induction packs and toolbox meetings to ensure customer parking on private property is unaffected</li> <li>• One-on-one consultation about business operations and requirements</li> <li>• Regular notifications about pedestrian, parking, or customer access</li> <li>• Wayfinding/directional signage</li> </ul>
Construction traffic	<ul style="list-style-type: none"> <li>• Construction Traffic Management Plan</li> <li>• Construction Environmental Management Plan</li> <li>• Implement site-specific traffic management plans</li> </ul>



Issues	Communication and mitigation measures
	<ul style="list-style-type: none"> <li>• Construction traffic minimised in peak times, where possible</li> <li>• Heavy vehicle specific access and egress locations and routes to minimise local congestion</li> <li>• Truck driver inductions and toolbox meetings on localised conditions</li> <li>• Out-of-hours deliveries to minimise impacts of oversized vehicles on local roads</li> <li>• Traffic and Transport Liaison Group attendance</li> <li>• 24-hour community information line</li> <li>• Community notifications and newsletters to include any changes to construction traffic levels</li> </ul>
Construction noise and vibration	<ul style="list-style-type: none"> <li>• Construction Environmental Management Plan &amp; Construction Noise and Vibration Impact Statements</li> <li>• Noise minimised through use of appropriate plant, tools selection, and construction techniques</li> <li>• Regular notifications and newsletters about upcoming work</li> <li>• Community site signage displaying 24-hour community information line</li> <li>• Early engagement with neighbouring stakeholders on likely noise and vibration impacts with specific focus on noise sensitive stakeholders</li> <li>• High impact noise staged with respite periods, as required</li> <li>• Staff induction and toolbox meetings before noisy activities to highlight acceptable workforce behaviour</li> <li>• Noise and vibration monitoring, as required</li> <li>• Respite offers e.g., alternative accommodation or vouchers, as required</li> </ul>
Dust from worksite activities	<ul style="list-style-type: none"> <li>• Construction Environmental Management Plan</li> <li>• Minimise dust using water carts, street sweepers, water hoses, hard stands, shade cloth and limiting activities on windy days, where possible</li> <li>• Community site signage displaying 24-hour community information line</li> </ul>
Out-of-hours construction work (ISD CoA) Station works only.	<ul style="list-style-type: none"> <li>• Construction Environmental Management Plan</li> <li>• Regular notifications and newsletters about upcoming work</li> <li>• One-on-one meetings, as required</li> <li>• Doorknocks, as required</li> <li>• Community contact information</li> <li>• Noise and vibration monitoring</li> <li>• Respite offers e.g., alternative accommodation or vouchers, as required</li> </ul>
Duplication of information by Sydney Metro contractors working at Waterloo	<ul style="list-style-type: none"> <li>• Weekly meeting with Sydney Metro to coordinate communications, public materials, work notifications and activities</li> <li>• Interface meetings with other project contractors</li> <li>• One-on-one meetings, on request</li> </ul>
Changes to the designs since consultation i.e., changes to road configuration or transport arrangements	<ul style="list-style-type: none"> <li>• Regular notifications and newsletters about design elements and upcoming work</li> <li>• One-on-one meetings, as required.</li> </ul>

## 5 Stakeholder and Community Liaison team

The Stakeholder and Community Liaison Manager (S&CLM)) is supported by the management team of experts in the environmental, design, construction, safety, quality, and scheduling disciplines. These experts will provide the latest construction information to the Stakeholder and Community Liaison team.

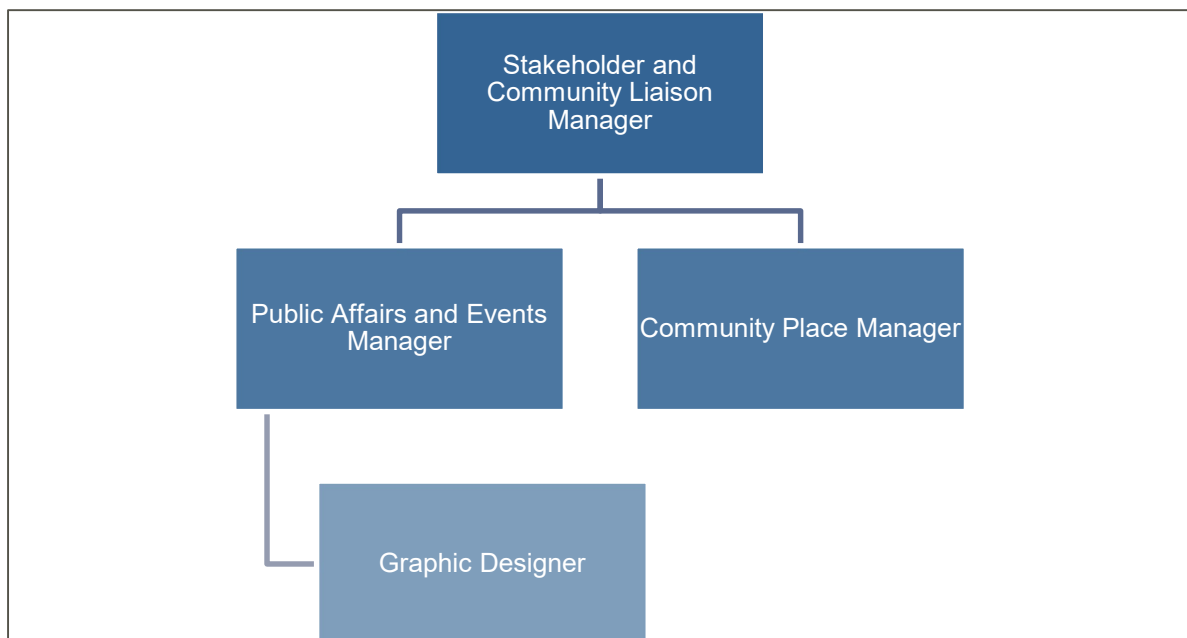


*Figure - WISD organisational chart*

The Stakeholder and Community Liaison team structure has been formed to ensure information is coordinated and stakeholder engagement activities for the WMQ are implemented.

### 5.1 Stakeholder and Community Liaison team structure

*Figure 4 - Stakeholder and Community Liaison team*



## 5.2 Roles and responsibilities

The following table outlines the responsibilities of each role within the Stakeholder and Community Liaison team.

*Table 3 - Key stakeholder and community liaison personnel*

Role	Responsibilities include (but not limited to):
<b>Stakeholder and Community Liaison Manager</b>	<ul style="list-style-type: none"> <li>Develop and oversee implementation of the Community Communications Strategy, including interface with other contractors and stakeholders</li> <li>Ensure the community liaison plan and key activities are integrated into the project program</li> <li>Develop and oversee implementation of integrated internal and external communication programs to support and strategically position the project.</li> <li>Meet with Sydney Metro, as required, and provide details of project activities and programs</li> <li>Attend all Communications Management Control Group and interface meetings and provide relevant information</li> <li>Attend meetings with stakeholders and the community and provide details of project activities and progress as required</li> <li>Attend community information sessions as required and requested by Sydney Metro</li> <li>Approve Stakeholder and Community Liaison team roles and responsibilities</li> </ul>
<b>Public Affairs and Events Manager</b>	<ul style="list-style-type: none"> <li>Provide strategic direction and hands-on implementation of media, public affairs, and other external communication activities</li> <li>Proactively identify positive opportunities to promote the project and Sydney Metro, both internally and externally</li> <li>Work in collaboration with the Stakeholder and Community Liaison Manager and team to support stakeholder engagement and ensure consistent messaging across the project and other communication channels</li> <li>Manage all internal and Sydney Metro approval processes for all public material</li> <li>Monitor and report and provide strategic advice on communication activities, status, and issues</li> <li>Prepare and issue copy for media releases and holding statements to Sydney Metro as requested</li> <li>Ensure all external materials and branding comply with Sydney Metro guidelines</li> </ul>
<b>Community Place Manager</b>	<ul style="list-style-type: none"> <li>Support implementation of the Community Communications Strategy</li> <li>Support the project team on stakeholder and community liaison issues and contribute to the effective planning of site activities to minimise impacts as the project progresses</li> <li>Record and report all stakeholder and community contact within Consultation Manager (CM) database</li> <li>Write notifications, newsletters and community updates as required</li> <li>Coordinate site visits and inductions in relation to community and stakeholder issues</li> </ul>
<b>Graphic Designer</b>	<ul style="list-style-type: none"> <li>Arrange production of newsletters, advertisements, displays, site branding, diagrams and maps, and promotional materials in line with Sydney Metro branding guidelines.</li> </ul>

## **5.3 Stakeholder and Community Liaison team interfaces**

The foundation of the communications management framework will include a range of protocols, processes, and procedures to ensure internal and external interfaces are created and maintained to share information with Sydney Metro, the local community, key stakeholders, and the public.

The framework, including a stakeholder analysis outlined in Appendix A, will set out approaches and tools to address stakeholder enquiries and complaints, and pre-identify potential issues and stakeholder interest likely to emerge during the design, planning and construction stages.

### **5.3.1 A cross-discipline project team approach**

The Stakeholder and Community Liaison team will interface with other project team members to facilitate cross-discipline interactions to support all stages of the planning, design and construction progress and help develop timely and accurate public communication and stakeholder engagement activities. These interfaces include:

- Project team meetings – with design, planning, construction and environment team members, consultants, and subcontractors to discuss all stages of the WMQ potential community interests or impacts.
- Stakeholder and community team meetings – to share information, identify emerging trends and manage timeframes. The meetings will monitor, review, and address any stakeholder and community issues or concerns as they emerge.
- Daily construction site meetings – to share information about the construction activities taking place on the site or adjacent streets on that day.

### **5.3.2 Planning, monitoring, and reporting**

Regular meetings and communications with Sydney Metro will help manage the flow of communication and tasks. Information will be provided about progress on the project, current and upcoming activities and associated impacts, implementation of communications strategies, recent stakeholder contacts and potential community impacts.

The reporting framework includes:

- two-week and four-week lookaheads of key program and communications activities
- key dates for commencement and conclusion of construction activities
- associated impacts on stakeholders and the community
- strategies for minimising impacts
- notifications and project updates
- production and distribution of other public communication materials
- media milestones
- monthly reports.

These updates will allow Sydney Metro to communicate progress to the broader community.

### **5.3.3 Coordination with Sydney Metro Communications team**

Waterloo Metro Quarter S&CLT will deliver communications about the station construction and will also deliver communications for the WMQ. This will ensure a consistent and coordinated approach to communications with stakeholders, management of impacts and continued coordination with Sydney Metro and other contractors.

Recognising the complexities in delivering an integrated station development under Five different planning conditions, the Critical Significant State Infrastructure (CSSI) and the State Significant Development Application (SSDA), the S&CLT will apply key messages outlined in section 6 to ensure consistency of messaging throughout the project lifecycle.

There will be genuine engagement processes in place to develop trust and build strong, long-term relationships with stakeholders and the community.

The WMQ and Sydney Metro communications teams will interface at multiple levels to ensure the coordination of public communication approvals, engagement activities, and responses to community complaints or media requests.

The Stakeholder and Community Liaison team will meet weekly with Sydney Metro to consider:

- key milestone dates of planning and progress activities
- updates to strategies and plans
- production and distribution of all other public communication material
- planning materials and approvals
- community information sessions
- media milestones
- stakeholder and media events
- crisis communications procedures
- education programs
- enquiries and complaints
- associated impacts on stakeholders and the community
- strategies for minimising construction impacts.

Regular meetings with Sydney Metro will focus on media and event opportunities.

#### **5.3.4 Contractor interface meetings**

Contractor interface meetings provide a forum to exchange information and coordinate communication and consultation activities between contractors and Sydney Metro. The meetings help to ensure delivery of a consistent approach to stakeholders, the community, and others. A member of the Stakeholder and Community Liaison team will attend these meetings as required.

The following information will be provided:

- summary of current and upcoming activities from the two-week and four-week lookahead programs, likely impacts of this work, and proposed communication strategies to address those impacts
- high-level project timeline of upcoming activities
- coordination of communication materials
- update on any current or emerging issues and/or any promotional opportunities
- update on complaints received and action taken to resolve them
- other information as required and requested by Sydney Metro.

## 5.4 Approvals and communication timeframes

Public communications and promotional materials will be consistent with the *Transport for NSW Editorial Style Guide* and the *Sydney Metro Brand Style Guidelines*.

An internal review process will ensure the distribution of timely and accurate information within the required timeframes.

**Table 4 - Communication timeframes**

Communication activity	Timeframes
<b>Planning</b> – Community Communications Strategy	Uploaded on the WMQ website before major construction
<b>Project contact details</b> (1800-number, email and mailing address) hoardings, email updates, community notifications and newsletters	Ongoing
<b>Letterbox notifications</b> to potentially affected stakeholders and community about: <ul style="list-style-type: none"> <li>• investigations (surveys, drilling, potholing)</li> <li>• vegetation clearing or tree removal</li> <li>• site establishment works including installing environmental controls</li> <li>• start of construction</li> <li>• significant milestones</li> <li>• changes to scope of work</li> <li>• night work</li> <li>• noisy work</li> <li>• changes to traffic conditions</li> <li>• partial or full road closures</li> <li>• modifications to pedestrian routes, cycleways, and bus stops</li> <li>• out-of-hours work</li> <li>• disruption of residential or business access</li> <li>• changes to parking arrangements</li> <li>• changing or disrupting utility services</li> </ul>	Delivered five business days before new activity  Uploaded on Sydney Metro's website on the day notification is distributed
<b>Traffic signage advising:</b> <ul style="list-style-type: none"> <li>• changes to pedestrian routes</li> <li>• impacts on cycleways</li> <li>• changing traffic conditions</li> <li>• disrupted access to bus stops</li> </ul>	Installed seven days before change
<b>Traffic alert email</b> advising of changes to traffic and access arrangements to transport and traffic stakeholders: <ul style="list-style-type: none"> <li>• relevant authorities</li> <li>• transport operators (bus, coach, and point-to-point)</li> </ul>	Issued seven days before change
<b>Community email</b> progress updates	At regular intervals according to the work activities, generally at least monthly
<b>Condition surveys</b> for eligible property owners	Reports provided to property owners no later than one month before construction commences
<b>Utility service works</b> – notification to utility authorities	Issued seven days before starting work



Communication activity	Timeframes
<b>Emergency works</b> – door knocks with written notice	Within two hours of starting emergency work
<b>Project advertisements</b> – as required to comply with approvals and advise of significant traffic management changes, detours, traffic disruptions or work outside of working hours contained in the environmental documents	Contact details advertised one month before start of construction Displayed seven days before change
Project update newsletters	Bi-annually
Project website	Established before construction commences

## 5.5 Communication management system (Consultation Manager database)

A web-based communication management system has been established by Sydney Metro to capture stakeholder contact, feedback, and interactions. Complaints are managed in line with Sydney Metro's Construction Complaints Management System (CCMS).

All stakeholder interactions with the S&CLT will be entered into the Consultation Manager database.

The information recorded is solely used for project purposes and includes contact details, reason for the contact and the actions or outcomes. The system will operate as a compliance tracking mechanism to assess the performance of the complaints management processes and verify complaints are handled within the required timeframes and closed.

The S&CLT will also use the system as a tool to identify re-emerging complaints or issues.

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

## **6 Protocols, processes, and procedures**

### **6.1 Issues management and crisis communication**

Issue management strategies and crisis communication to respond to issues, incidents or events that may attract the attention of the community, media, political or community interest groups, include:

- maintaining a project risk register that identifies issues or risks, potential impacts, likelihood, mitigation strategies and recommendations
- reviewing emerging issues at Sydney Metro stakeholder and community weekly meetings
- having the WMQ Executive Director or a senior representative from Waterloo Team to support the Sydney Metro spokesperson, if required
- facilitating regular crisis planning sessions to establish best practice procedures
- enacting the emergency response and crisis communication, as required
- making suitably qualified and experienced WMQ personnel available to support Sydney Metro to respond to the community, media, and other stakeholders
- providing all necessary communications materials that may need to be disseminated because of such incidents
- having the Public Affairs and Events Manager (PAEM) support Sydney Metro with public or media enquiries.

### **6.2 Incident management**

The incident management process will support the effective management of any incident or event that may disrupt the community, businesses, and road network or transport services. The Incident Management Plan will outline the processes and procedures to manage all incidents.

The WMQ S&CLT will provide timely notification to Sydney Metro of any major incident or issue that may have an impact on the community, environment, personnel, subcontractors, or other stakeholders, or attract the attention of the media, the Minister for Transport and Roads, a local MP, council, or the broader community. The timely notification to Sydney Metro will allow media strategies to be put into place to minimise community disruption as much as possible.

A verbal notification will be provided to the nominated Sydney Metro communications representative within 10 minutes of the incident, where:

- the incident causes any delays to public transport, traffic, or pedestrian flows
- the incident severely has/could cause harm to people or property
- access to businesses or residences are disrupted
- damage is caused to heritage-listed buildings, items, or places.

A verbal notification is provided within one hour where the incident has minimal disruption.

### **6.3 Complaint and enquiry management**

Sydney Metro has established a dedicated 24-hour telephone line for construction enquiries and complaints. Enquiries may be received directly by members of the S&CLT or indirectly via Sydney Metro's Community Information Line, postal address, and email address. The S&CLT

will encourage local residents and businesses to register all complaints and enquiries with the Sydney Metro call centre to ensure a timely response.

An on-call roster of WMQ stakeholder and community personnel will respond to enquiries, concerns and/or complaints outside business hours.

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

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

All stakeholder and community contacts are recorded in the communications management system, including the name of the caller and nature of the call (i.e., complaint or enquiry), and comply with the AS 4269: 1995 Complaints Handling and Sydney Metro Construction Complaints Management System SM CE-PW-303.

Key messages about the project will be incorporated within enquiry and complaint responses to explain the strategies implemented to reduce community impacts and the importance of the WMQ to the local community and NSW economy. Key messages may include:

- The WMQ includes the Waterloo metro station, four new buildings above and next to the station, retail space, new pedestrian connections and improvements to the public domain.
- Waterloo Station will provide additional transport capacity to the Waterloo, Alexandria, and Redfern communities.
- The WMQ will be a catalyst for significant urban renewal within the suburb of Waterloo.
- Sydney Metro is committed to engaging with the local community and minimising construction impacts, wherever possible.
- A CEMP has been prepared, which outlines the processes and procedures to manage and mitigate construction impacts.

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

The complaints handling protocols are:

- all complaints received on weekends or public holidays will be reported the following business day
- complaints not related to WMQ activities are referred to Sydney Metro or a third party (if known)
- all complaints are recorded in the CMS
- a verbal response is made to call centre complainants within two hours from the time of the complaint to the call centre
- a response is provided to email complaints within 24 hours from the time the complaint email is received, if no telephone number is provided
- a response is provided to letter complaints within one week from the time the complaint letter is received, if no telephone number is provided.
- complaints that cannot be resolved are escalated by S&CLT to Sydney Metro or the Community Complaints Mediator to resolve, where appropriate.
- all complaints are reported to Sydney Metro within 24 hours

- all complaints are recorded on the database within 24 hours.

The enquiry handling protocols are:

- record enquiry details into the CMS
- provide a verbal response within two hours (if telephone number is available) from the time of the enquiry during standard construction hours or the next business day at other times.

Progress of the enquiry and complaints status and management will be reported every month.

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

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

## **6.4 Complaint escalation**

Any matters unable to be resolved by the complaint's resolution process will be escalated to Sydney Metro by the S&CLT.

## **6.5 Unreasonable conduct from a complainant**

Unreasonable conduct by a complainant is any behaviour by a current or former complainant which, because of its nature or frequency raises substantial health, safety, resource or equity issues for our organisation, our staff, other service users and complainants or the complainant themselves.

Unreasonable behaviour is conduct that is unreasonable in all circumstances (regardless of how stressed, angry, or frustrated a complainant is) because it unreasonably compromises the health, safety, and security of WMQ Personnel.

WMQ has a zero-tolerance towards any harm, abuse or threats directed towards all project personnel. Complainants who engage in unreasonable behaviour will be escalated to Sydney Metro to determine an agreed approach in managing the complaint to ensure the safety of all personnel.

## **6.6 Preventing reoccurrence of complaints**

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

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

## **6.7 Reporting and record keeping**

Details of each enquiry or complaint is entered into the CMS. Complaint details will include how the complaint was received, how it was managed and closed.

## **6.8 Compliments**

Any compliments received about the project, personnel or activities will be shared amongst the WMQ team and/or the individual worker (where known). Compliments will also be shared with Sydney Metro to acknowledge the team's successes.

Compliments will also be recorded in CMS.

## **6.9 Lessons Learnt**

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

## **6.10 Media and government relations**

The WMQ team acknowledges there is an interest in transport projects and will work with Sydney Metro to provide information or updates to the media, government agencies or elected officials about the progress of the WMQ. Sydney Metro is responsible for managing all media and government relations about the Sydney Metro City & Southwest, including the WMQ.

S&CLT will support Sydney Metro with relevant information and availability of senior staff, where required.

As part of workforce training, all staff and subcontractors will participate in the project induction and made aware of procedures about contact with media and government officials and representatives.

The media management protocols are:

- the Public Affairs and Events Manager will assist Sydney Metro in the management of media and government relations, as required
- refer any media requests or contact by elected representatives to Sydney Metro when received and inform Sydney Metro if any media or elected representatives visit the worksite
- WMQ personnel and subcontractors will not make any statement, media release or commentary about their activities or Sydney Metro work unless at the direction of/ or approved by Sydney Metro
- media protocols are incorporated into the WMQ project induction and reinforced at site-specific inductions or daily toolbox talks, as required.

## **6.11 Access to private property**

Private property access will be limited to the period necessary to complete any work i.e., noise and vibration monitoring or property condition surveys.

The private property access protocols are:

- the S&CLT will make initial contact with landowners or occupants
- all contact with the property owners will be entered into the CMS

- a letter of offer will be sent to eligible landowners for pre- and post-construction property condition surveys
- site personnel will always be courteous and polite to property owners, tenants, and neighbours
- site personnel will provide project contact details to any person contacting the worksite requesting project information.



## **7 Public communication**

### **7.1 Public communications material and engagement tools**

The following communication tools, methods and activities will be used throughout the life of the project. The S&CLT team will implement a range of communication and engagement approaches to recognise the relative strengths of different communication tools to support the planning, development, and construction stages. The tools will be matched to stakeholders to support interaction and the dissemination of accurate information. We will capitalise on opportunities created by new technology, wherever possible, to better inform, receive and respond to feedback. It is noted that the tools, methods, and activities outlined in this section will be used in conjunction with the procedures outlined in Section 6, to resolve any issues and mediate any disputes that may arise in relation to environmental management and delivery of the project. Noise and vibration complaints that remain unresolved will be reported to the Secretary, DPIE, by the Acoustic Advisor in accordance with CSSI (ISD CoA).

Where project activities are adjacent to work by other Sydney Metro contractors, we will coordinate the distribution of public communication to identify opportunities to incorporate information within each other's material to reduce duplication, wherever possible.

All public communication material will comply with the Web Content Accessibility Guidelines (WCAG 2.0) and be uploaded onto the Sydney Metro website.

**Table 5 - Public communication and engagement tools**

Tool	Purpose	Responsibility	Frequency/ milestone
<b>Community contact</b>			
Sydney Metro Community Information Line 1800 171 386	<ul style="list-style-type: none"> <li>All enquiries and complaints to the 1800 number will be referred to the WMQ S&amp;CLT.</li> <li>Provides access to the WMQ S&amp;CLT and included on all public communication material.</li> </ul>	Sydney Metro  S&CLT	Ongoing  24/7 on-call roster to respond to complaints
Sydney Metro project email address	<ul style="list-style-type: none"> <li>All enquiries and complaints to the project email will be referred to the WMQ S&amp;CLT at WaterlooMetro@transport.nsw.gov.au.</li> <li>Provides access to the S&amp;CLT team and included on all public communication material.</li> </ul>	Sydney Metro  S&CLT	Ongoing
Community post box	<ul style="list-style-type: none"> <li>Postal address at Sydney Metro, PO Box K659, Haymarket, NSW 1240 allows stakeholders to access the Waterloo ISD team in writing.</li> <li>Public communication materials to include postal address.</li> </ul>	Sydney Metro  S&CLT	Ongoing
Sydney Metro social media	<ul style="list-style-type: none"> <li>Sydney Metro social media posts, including upcoming activities, construction progress and unexpected changes to the construction program.</li> <li>Project updates to Sydney Metro.</li> </ul>	Sydney Metro  S&CLT	As required  As required
<b>Information tools</b>			
Newsletter	<ul style="list-style-type: none"> <li>Newsletters will include the progress of planning and construction works, such as key milestones and planned activities during the next six months, community contact details, relevant photos, maps, and illustrations.</li> <li>Newsletters distributed within a 500-metre radius of the site.</li> </ul>	S&CLT	Bi-annually
Community emails	<ul style="list-style-type: none"> <li>Email updates to inform the community of the progress of the Waterloo Station, Waterloo Metro Quarter planning approvals, and key milestones or upcoming activities.</li> </ul>	S&CLT	As required

Tool	Purpose	Responsibility	Frequency/ milestone
	<ul style="list-style-type: none"> <li>Stakeholders and community will register to receive these updates. Stakeholders registered in the Consultation Manager database will receive the community email updates.</li> </ul>		
Photography, time-lapse photography, and videography	<ul style="list-style-type: none"> <li>Record construction progress and use to explain the works in consultation forums, publications, and media.</li> <li>S&amp;CLT to coordinate, provide access and escort Sydney Metro photographers and videographers on site to capture images and videos.</li> </ul>	S&CLT	Monthly or as required
Animation	<ul style="list-style-type: none"> <li>Use animation to explain construction staging and works in consultation forums, publications, and media.</li> <li>S&amp;CLT to coordinate and prepare animation on behalf of Sydney Metro.</li> </ul>	S&CLT	Available for the public exhibition period
Site signage and hoarding	<ul style="list-style-type: none"> <li>Sydney Metro branding to identify the site.</li> <li>Site signage used to identify the project, provide contact information, and explain why the project is needed. Signage to advise of activities that could potentially impact stakeholders, for example, changes to pedestrian routes and traffic conditions.</li> </ul>	S&CLT	Site establishment, then as required
<b>Online tools</b>			
Sydney Metro website	<ul style="list-style-type: none"> <li>Sydney Metro website <a href="http://www.sydneymetro.info">www.sydneymetro.info</a> will be referenced in all communication materials as a source of information.</li> <li>Updates provided in pdf format to be uploaded onto the Sydney Metro website e.g., community notifications, newsletters.</li> </ul>	Sydney Metro  S&CLT	As required for project status updates
WMQ contractor website	<ul style="list-style-type: none"> <li>Contractor website will display:               <ul style="list-style-type: none"> <li>management plans and CCS</li> <li>artist's impressions of the WMQ</li> <li>information provided to comply with the Minister's Conditions of Approval</li> <li>executive summaries of publicly available reports about WMQ activities</li> <li>employment or supplier opportunities.</li> </ul> </li> </ul>	S&CLT	Before site establishment and updated as required

Tool	Purpose	Responsibility	Frequency/ milestone
John Holland and Mirvac corporate communications	<ul style="list-style-type: none"> <li>Approval of marketing and promotional material and project updates displayed on parent company's online or print media.</li> </ul>	S&CLT	Updates as required and approved
Microsoft Teams, Skype, Zoom, etc.	<ul style="list-style-type: none"> <li>Use of Skype, Microsoft Teams and Zoom will be considered for stakeholders unable to meet face to face for health or other personal reasons.</li> </ul>	S&CLT	On request
<b>Face-to-face interactions</b>			
	<ul style="list-style-type: none"> <li></li> </ul>		
Community information session held during the exhibition period for any planning approval	<ul style="list-style-type: none"> <li>Provide information and updates about the WMQ during the public exhibition period.</li> <li>Sessions also provide access to the technical team and are used to explain the current stage of construction and what the community can expect.</li> </ul>	S&CLT	Two community information sessions
Sydney Metro education program	<ul style="list-style-type: none"> <li>Provide personnel with construction knowledge to support the education program.</li> <li>Provide site-specific information and photographs to include in the school education program.</li> </ul>	Sydney Metro  S&CLT	On request
Door-knocks	<ul style="list-style-type: none"> <li>Used to discuss potential high-impact activities of the project and primarily focused on neighbouring residents and businesses directly impacted by construction activities.</li> <li>Opportunity to provide written project information updates and proactive engagement.</li> </ul>	S&CLT	As required
Meetings with individuals and groups	<ul style="list-style-type: none"> <li>Discuss project activities, including work in progress, upcoming activities, and any associated issues.</li> <li>Meetings will also be used to discuss potential impacts and proposed mitigation measures.</li> </ul>	S&CLT	As required
Site visits	<ul style="list-style-type: none"> <li>Inform selected stakeholders about the project's progress and any key milestones or activities underway.</li> </ul>	Sydney Metro	As required

Tool	Purpose	Responsibility	Frequency/ milestone
		S&CLT	
Presentations and forums	<ul style="list-style-type: none"> <li>Inform stakeholders about the progress of the project and any key milestones or activities being carried out.</li> <li>Collateral for forums and presentations will be developed and suitable project personnel will attend and/or participate as requested.</li> </ul>	S&CLT	As required
Community events	<ul style="list-style-type: none"> <li>Opportunities to participate in or provide information at local community events.</li> <li>Provide site-specific information at community events.</li> </ul>	Sydney Metro S&CLT	As required
<b>Notifications</b>			
Community notification	<ul style="list-style-type: none"> <li>Written notifications provided about upcoming work likely to impact stakeholders, residents, businesses, and relevant utility service authorities.</li> <li>Typically, project contact details will be referenced within communication material to inform readers on how to contact the project team.</li> <li>Notifications will confirm construction commencement, out-of-hours work, work locations, changes to pedestrian or traffic conditions, any planned disruption to business services or property access.</li> </ul>	S&CLT	Seven days prior
Emergency works notification	<ul style="list-style-type: none"> <li>Written and verbal notification provided to properties immediately adjacent to or impacted by emergency works.</li> </ul>	S&CLT	Two hours prior
Authority notification	<ul style="list-style-type: none"> <li>Notification to relevant authorities before commencement of any utility services work.</li> </ul>	S&CLT	Five business days prior
<b>Traffic communication</b>			
Community signage	<ul style="list-style-type: none"> <li>Signage that identifies changes to traffic and access arrangements before:</li> </ul>	S&CLT	Five business days prior

Tool	Purpose	Responsibility	Frequency/ milestone
	<ul style="list-style-type: none"> <li>making changes to pedestrian routes</li> <li>making changes to platforms or concourses</li> <li>impacting on cycle ways</li> <li>changing traffic conditions</li> <li>disrupting access to bus stops.</li> </ul>		
Traffic alert email	<ul style="list-style-type: none"> <li>Traffic alert emails advising of traffic and access arrangements must be sent to relevant authorities and transport operators, including bus, coach, and taxi operators.</li> </ul>	S&CLT	Five business days before changes
Advertisements	<ul style="list-style-type: none"> <li>Traffic notice in local print newspaper to inform the local community of detours, road closures or major changes to the existing traffic conditions.</li> </ul>	S&CLT	Five business days before changes
<b>Briefings and media</b>			
Members of Parliament briefings	<ul style="list-style-type: none"> <li>Provides project updates.</li> <li>Briefings and updates at Sydney Metro's request.</li> </ul>	Sydney Metro S&CLT	As required
Media briefings or events	<ul style="list-style-type: none"> <li>Provides project updates and/or access to site.</li> <li>Briefing and updates at Sydney Metro's request.</li> </ul>	Sydney Metro S&CLT	As required
<b>Training</b>			
Site inductions/toolbox talks/training	<ul style="list-style-type: none"> <li>Used to present information to workers about the project's stakeholder and community liaison requirements and obligations.</li> <li>Relevant hand-outs will be provided.</li> </ul>	S&CLT	Before worker commences with the project



## **7.2 Branding and logos**

All public communication material for Waterloo metro station will comply with the relevant Sydney Metro branding and style guides.

## **7.3 Construction hoardings and fences**

Sydney Metro and City of Sydney branded banner and graphics will be installed on the hoardings or site fences. The branding will be determined by the placement/location of the hoarding or fence.

Hoardings and fences will be maintained free of unauthorised advertising or signage.

### **7.3.1 Graffiti and billposters**

Graffiti, billposters, or any unauthorised advertising will be removed from site hoarding, fences, or gates.

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

## **7.4 Marketing and promotional opportunities**

Any marketing or promotional prospects being considered by the WMQ, or parent companies will be undertaken in consultation with Sydney Metro. This includes dissemination of project photographs, conference papers, presentations or information uploaded to John Holland Group and Mirvac websites for publicity purposes.

## **7.5 Station Design Precinct Plan**

Sydney Metro received planning approval for Waterloo Station in January 2017.

John Holland carried out community consultation on the SDPP in June and July 2020. The Waterloo Station Design and Precinct Plan (SDPP) was lodged in early 2021 to meet the conditions of this Critical State Significant Infrastructure approval for Sydney Metro City & Southwest.

The Department of Planning, Industry and Environment (DPIE) approved the Station Design and Precinct Plan (SDPP) in April 2021. The SDPP outlines the urban, landscaping and architectural design for Waterloo metro station and shows how it will integrate with the Waterloo Metro Quarter and surrounding precinct. It identifies the design objectives and principles, and discusses opportunities to improve public spaces, connectivity, transport and access. A copy of the SDPP can be found on the Waterloo Metro Quarter website.

## **7.6 Other major projects and influences around the construction site**

Waterloo, Redfern, and Alexandria have become vibrant and diverse suburbs through urban renewal and gentrification. These suburbs will continue to renew as new development and transport projects emerge – resulting in cumulative impacts to neighbouring communities.

Other transport projects and/or building developments delivered concurrently to the WMQ include, but are not limited to:

- other Sydney Metro contractors working at the WMQ site
- Waterloo Public Housing Estate Redevelopment
- other major residential or commercial developments
- other road and utility works by third parties.

Effective communication management requires interface with other project contractors to resolve issues. The S&CLT will work closely with third parties and other Sydney Metro contractors to minimise the impact to the local community.

Enquiries and complaints not related to WMQ will be referred to the relevant contractors in line with agreed procedures or Sydney Metro.

Section 4.4 Key issues and mitigation measures outlines the potential impacts and influences from other major projects and communication strategies.

## **8 Privacy policy**

Any information stakeholders share will be managed in line with the *Privacy and Personal Information Protection Act 1988 (NSW)*. The stakeholder will be referred to the Sydney Metro website for more information on how personal information is managed.

## 9 Local business management strategy

The expansion of Sydney Metro will transform Waterloo and neighbouring suburbs. During the construction stages, the S&CLT will build relationships with a range of small and medium businesses near the WMQ site.

The S&CLT team will work with these businesses to provide information about the design, planning and construction progress to consider input/feedback, and develop measures to ensure visibility, maintain access for customers, deliveries, and other services, and manage disruption from noise and vibration. Consideration of their concerns and understanding of their operations will inform the approach to minimising impacts and disruption to these stakeholders.

A range of tools and techniques will be used including public communication material, newsletters, fact sheets and email updates to keep these businesses informed and consulted. The frequency of communication will recognise that many businesses have their own stakeholders and customers and require timely and accurate information.

Business stakeholder management objectives include:

- ensuring a high degree of awareness of the WMQ
- promoting awareness of the Sydney Metro contact details
- capturing and managing business feedback and/or their issues
- issuing updates about the WMQ on a timely and regular basis
- ensuring efficient and timely management of enquiries and complaints
- reinforcing the 'shop local' initiative amongst the WMQ workforce.

### 9.1 The approach

An assessment of the potential impacts to nearby businesses has been undertaken and a risk register created to monitor any construction impacts to local businesses and the success of the business management strategy.

The S&CLM is supported by the CPM, who will be the single point of contact for businesses. This will allow the team to receive feedback about the proposed development and identify potential areas of interest or impacts to the operations of each business.

The S&CLT will engage with business groups such as the local chamber of commerce, as required, and continually update the Sydney Metro CMS to ensure contact details of local businesses are current. The database will be used to register stakeholder engagement and interaction, including enquiries and complaints, to identify re-emerging complaints and their resolution.

Local businesses will be encouraged to participate in community and stakeholder engagement opportunities to provide feedback on the WMQ design, planning and construction stages.

All businesses will be encouraged to subscribe to email updates.

## 9.2 Business Management Construction Strategy

The WMQ will consider construction methodology before activities commence to minimise impacts to businesses and their customers, as feasibly possible. The site team will collaborate to ensure the best construction management is implemented to minimise impacts. The CPM will provide site-specific information to businesses about upcoming works, likely impacts and potential changes.

The CPM will participate in construction site meetings to share feedback from businesses and any complaints received via the 1800 number or project email.

## 9.3 Shop local initiative

The Waterloo project induction for all team members, contractors, and subcontractors includes communicating the importance to shop locally and support local businesses. The S&CLM and CPM will reinforce and champion this initiative wherever possible throughout the construction stages.

Any menus which local businesses provide will be made available at the site workforce facilities, wherever possible.

**Table 6 - Businesses near the Waterloo Metro Quarter site**

Business	Operations/requirements	Communication Management Strategy	Site proximity
<b>Raglan Street</b>			
The Rag Land Café 129 Raglan Street	<ul style="list-style-type: none"> <li>• Open Monday to Friday 7am–4pm</li> <li>• Some outdoor seating</li> <li>• Daily deliveries at front entry</li> <li>• Staff travel by public transport</li> <li>• Busiest in the morning</li> <li>• Attract business from site construction employees</li> </ul>	<ul style="list-style-type: none"> <li>• Regular contact by community place manager</li> <li>• Notifications</li> <li>• Doorknock</li> <li>• Email updates</li> <li>• Newsletter</li> <li>• 24-hour community information line</li> <li>• Online forum</li> </ul>	50m
Convenience Store 125 Raglan Street	<ul style="list-style-type: none"> <li>• Open Monday to Friday 6am–midnight</li> <li>• Daily deliveries at front entry</li> <li>• High reliance on visibility with most customer access on foot</li> </ul>	<ul style="list-style-type: none"> <li>• Regular contact by community place manager</li> <li>• Notifications</li> <li>• Doorknock</li> <li>• Email updates</li> <li>• Newsletter</li> <li>• 24-hour community information line</li> <li>• Online forum</li> </ul>	50m

Business	Operations/requirements	Communication Management Strategy	Site proximity
Convenience Store 131 Raglan Street	<ul style="list-style-type: none"> <li>Open Monday to Friday 6am–midnight</li> <li>Daily deliveries at front entry</li> <li>High reliance on visibility with most customer access on foot</li> </ul>	<ul style="list-style-type: none"> <li>Regular contact by community place manager</li> <li>Notifications</li> <li>Doorknock</li> <li>Email updates</li> <li>Newsletter</li> <li>24-hour community information line</li> <li>Online forum</li> </ul>	50m
<b>Botany Road</b>			
Aboriginal Housing Cooperation 29 Botany Road	<ul style="list-style-type: none"> <li>Business hours</li> <li>Customers access by car, foot, and public transport</li> </ul>	<ul style="list-style-type: none"> <li>Regular contact by community place manager</li> <li>Notifications</li> <li>Doorknock</li> <li>Email updates</li> <li>Newsletter</li> <li>24-hour community information line</li> <li>Online forum</li> </ul>	50m
Alexandria Launderette 36 Botany Road	<ul style="list-style-type: none"> <li>Weekdays and weekend</li> <li>Customers mainly local</li> <li>No issues with worksite</li> </ul>	<ul style="list-style-type: none"> <li>Regular contact by community place manager</li> <li>Notifications</li> <li>Doorknock</li> <li>Email updates</li> <li>Newsletter</li> <li>24-hour community information line</li> <li>Online forum</li> </ul>	50–55m
Yen's Vietnamese 29 Botany Road	<ul style="list-style-type: none"> <li>Operations 12pm to 9pm</li> <li>No issues with worksite</li> </ul>	<ul style="list-style-type: none"> <li>Contact by community place manager</li> <li>Notifications</li> <li>Doorknock</li> <li>Email updates</li> <li>Newsletter</li> <li>24-hour community information line</li> <li>Online forum</li> </ul>	50–55m
Waterloo Superior Meats 29A Botany Road	<ul style="list-style-type: none"> <li>Weekdays 7.30am to 6pm</li> <li>Saturday 7am – 4.30am</li> <li>No issues with worksite</li> </ul>	<ul style="list-style-type: none"> <li>Contact by community place manager</li> <li>Notifications</li> </ul>	50–55m



Business	Operations/requirements	Communication Management Strategy	Site proximity
		<ul style="list-style-type: none"> <li>• Doorknock</li> <li>• Email updates</li> <li>• Newsletter</li> <li>• 24-hour community information line</li> <li>• Online forum</li> </ul>	
Daily French Hot Bread 39 Botany Road	<ul style="list-style-type: none"> <li>• Standard retail hours</li> <li>• No issues</li> </ul>	<ul style="list-style-type: none"> <li>• Community notifications</li> <li>• Doorknock</li> <li>• Newsletter</li> <li>• Occasional contact by CPM</li> </ul>	50–55m
Waterloo Discounts 31 Botany Road	<ul style="list-style-type: none"> <li>• Standard retail hours</li> <li>• No issues</li> </ul>	<ul style="list-style-type: none"> <li>• Community notifications</li> <li>• Doorknock</li> <li>• Newsletter</li> <li>• Occasional contact by CPM</li> </ul>	50–55m
Thai Thai 40 Botany Road	<ul style="list-style-type: none"> <li>• Appeared to be closed.</li> </ul>	<ul style="list-style-type: none"> <li>• Revisit to confirm opened.</li> </ul>	50m
Kirby's Pharmacy 43 Botany Road	<ul style="list-style-type: none"> <li>• Open Monday to Friday 9am–6pm and Saturday 9am–1pm</li> <li>• Deliveries 10am–11am Monday to Saturday via Raglan Street or IGA in Botany Road</li> <li>• Busiest times are around lunch and from 4pm–6pm</li> <li>• Power disruptions a critical issue due to storage of medications</li> </ul>	<ul style="list-style-type: none"> <li>• Regular contact by community place manager</li> <li>• Notifications</li> <li>• Doorknock</li> <li>• Email updates</li> <li>• Newsletter</li> <li>• 24-hour community information line</li> <li>• Online forum</li> </ul>	50m
Business Centre 44–54 Botany Road	<ul style="list-style-type: none"> <li>• 8 small businesses located within building</li> <li>• DA proposal exhibited</li> </ul>	<ul style="list-style-type: none"> <li>• Revisit to confirm opened.</li> </ul>	50m
Abbotts Hotel and Bottleshop 45–47 Botany Road	<ul style="list-style-type: none"> <li>• Open Monday to Saturday 10am–12am and Sunday 10–10pm</li> <li>• Deliveries Monday to Friday via Raglan Street loading zone, occasionally from 6.30am</li> <li>• Busiest from 4pm–8pm</li> <li>• Customer access by foot and car (bottleshop)</li> </ul>	<ul style="list-style-type: none"> <li>• Regular contact by community place manager</li> <li>• Notifications</li> <li>• Doorknock</li> <li>• Email updates</li> <li>• Newsletter</li> <li>• 24-hour community information line</li> <li>• Online forum</li> </ul>	50m

Business	Operations/requirements	Communication Management Strategy	Site proximity
ProExhibit 6/44–54 Botany Road	<ul style="list-style-type: none"> <li>• Open Monday to Saturday 9am–5pm</li> <li>• Rely on on-street parking as most customers access via car</li> <li>• No issues with site work</li> </ul>	<ul style="list-style-type: none"> <li>• Regular contact by community place manager</li> <li>• Notifications</li> <li>• Doorknock</li> <li>• Email updates</li> <li>• Newsletter</li> <li>• 24-hour community information line</li> <li>• Online forum</li> </ul>	50m
Improv Theatre Sydney 44–54 Botany Road	<ul style="list-style-type: none"> <li>• Theatre</li> <li>• Improv classes and shows</li> <li>• Varied hours</li> </ul>	<ul style="list-style-type: none"> <li>• Contact by community place manager</li> <li>• Notifications</li> <li>• Doorknock</li> <li>• Email updates</li> <li>• Newsletter</li> <li>• 24-hour community information line</li> <li>• Online forum</li> </ul>	50m
Austral Security 44–54 Botany Road	<ul style="list-style-type: none"> <li>• Shopfront open by appointment only</li> <li>• No issues with site work</li> </ul>	<ul style="list-style-type: none"> <li>• Contact by community place manager</li> <li>• Notifications</li> <li>• Doorknock</li> <li>• Email updates</li> <li>• Newsletter</li> <li>• 24-hour community information line</li> <li>• Online forum</li> </ul>	50–55m
Redfern Surf Club 60 Botany Road	<ul style="list-style-type: none"> <li>• Small bar</li> <li>• Open Tuesday to Saturday 4pm–midnight and Sunday 4pm–10pm</li> <li>• Deliveries managed via driveway on Henderson Street</li> </ul>	<ul style="list-style-type: none"> <li>• Regular contact by community place manager</li> <li>• Notifications</li> <li>• Doorknock</li> <li>• Email updates</li> <li>• Newsletter</li> <li>• 24-hour community information line</li> <li>• Online forum</li> </ul>	50m
Sydney Toner Supplies 66 Botany Road	<ul style="list-style-type: none"> <li>• Standard business hours</li> <li>• Customers mostly via online sales</li> <li>• Foot traffic on occasions</li> <li>• Deliveries via Botany Road, mostly small vans.</li> </ul>	<ul style="list-style-type: none"> <li>• Regular contact by community place manager</li> <li>• Notifications</li> <li>• Doorknock</li> <li>• Email updates</li> <li>• Newsletter</li> </ul>	50m

Business	Operations/requirements	Communication Management Strategy	Site proximity
		<ul style="list-style-type: none"> <li>24-hour community information line</li> <li>Online forum</li> </ul>	
Yum Yai Thai 72 Botany Road	<ul style="list-style-type: none"> <li>Open Monday to Sunday 10am–9pm</li> <li>Deliveries via front entrance</li> <li>Staff travel by public transport</li> <li>Busiest times are around lunch on weekdays</li> <li>Customer access by foot and car</li> <li>Outdoor seating</li> <li>Food service delivery drivers park at front of restaurant</li> <li>Concerns about noise impacts during lunchtime and evening hours</li> </ul>	<ul style="list-style-type: none"> <li>Regular contact by community place manager</li> <li>Notifications</li> <li>Doorknock</li> <li>Email updates</li> <li>Newsletter</li> <li>24-hour community information line</li> <li>Online forum</li> </ul>	50m
The Nest 76 Botany Road	<ul style="list-style-type: none"> <li>Artist creative spaces</li> <li>Operates primarily during standard business hours but functions are held during the evenings and weekends</li> <li>Minimise impact to customer parking</li> <li>Issues for artists and artwork if noise and dust not managed</li> </ul>	<ul style="list-style-type: none"> <li>Regular contact by community place manager</li> <li>Notifications</li> <li>Doorknock</li> <li>Email updates</li> <li>Newsletter</li> <li>24-hour community information line</li> <li>Online forum</li> </ul>	50m
No Quarter Boxing 100 Botany Road	<ul style="list-style-type: none"> <li>Gymnasium</li> <li>Mostly customers arrive very early or evenings.</li> <li>Minimise dust and noise</li> <li>No impact to customer parking</li> </ul>	<ul style="list-style-type: none"> <li>Regular contact by community place manager</li> <li>Notifications</li> <li>Doorknock</li> <li>Email updates</li> <li>Newsletter</li> <li>24-hour community information line</li> <li>Online forum</li> </ul>	50m
Aurora Project 100 Botany Road	<ul style="list-style-type: none"> <li>Office of non-profit organisation</li> <li>Open regular business hours</li> <li>Deliveries via front entrance</li> <li>Customers park at front of property</li> </ul>	<ul style="list-style-type: none"> <li>Regular contact by community place manager</li> <li>Notifications</li> <li>Doorknock</li> <li>Email updates</li> <li>Newsletter</li> <li>24-hour community information line</li> </ul>	50m

Business	Operations/requirements	Communication Management Strategy	Site proximity
		<ul style="list-style-type: none"> <li>• Online forum</li> </ul>	
Manny's Music Shop 108 Botany Road	<ul style="list-style-type: none"> <li>• Open Monday to Sunday 8.30am–6.30pm</li> <li>• Tutoring held upstairs weekdays between 10am–8pm</li> <li>• Deliveries occur weekdays via loading dock on Botany Road</li> <li>• All staff travel on 355 bus route</li> <li>• Busiest on weekends</li> <li>• Most customers travel by car and park in front of business</li> <li>• High reliance on visibility</li> </ul>	<ul style="list-style-type: none"> <li>• Regular contact by community place manager</li> <li>• Notifications</li> <li>• Doorknock</li> <li>• Email updates</li> <li>• Newsletter</li> <li>• 24-hour community information line</li> <li>• Online forum</li> </ul>	50m
Business Centre 110 Botany Road	<ul style="list-style-type: none"> <li>• Commercial office building above shopfronts</li> <li>• 18 small business suites</li> <li>• Regular business hours Monday to Friday 8am–6pm</li> <li>• Recent visit to businesses confirmed no impact from site to date</li> </ul>	<ul style="list-style-type: none"> <li>• Regular contact by community place manager</li> <li>• Notifications</li> <li>• Doorknock</li> <li>• Email updates</li> <li>• Newsletter</li> <li>• 24-hour community information line</li> <li>• Online forum</li> </ul>	50m
99 Bikes 1/110 Botany Road	<ul style="list-style-type: none"> <li>• Open Monday to Sunday 9am–6pm with late trading on Thursday</li> <li>• Deliveries via front entrance between 9am–12pm</li> <li>• Equal split of customers accessing on foot and by car</li> <li>• Customers park at the front of the shop</li> <li>• Busiest on weekends and around Christmas</li> </ul>	<ul style="list-style-type: none"> <li>• Regular contact by community place manager</li> <li>• Notifications</li> <li>• Doorknock</li> <li>• Email updates</li> <li>• Newsletter</li> <li>• 24-hour community information line</li> <li>• Online forum</li> </ul>	50m
EFFO 2/110 Botany Road	<ul style="list-style-type: none"> <li>• Open Monday to Friday 9am–5pm, Saturday 9am–3pm and Sunday 10am–3pm</li> <li>• Deliveries via front entrance</li> <li>• Busiest during weekday lunch and around Christmas</li> <li>• Equal split of customers accessing on foot and by car</li> <li>• Customers park at front of shop</li> </ul>	<ul style="list-style-type: none"> <li>• Regular contact by community place manager</li> <li>• Notifications</li> <li>• Doorknock</li> <li>• Email updates</li> <li>• Newsletter</li> <li>• 24-hour community information line</li> <li>• Online forum</li> </ul>	50m

Business	Operations/requirements	Communication Management Strategy	Site proximity
The Cauliflower Hotel 123 Botany Road	<ul style="list-style-type: none"> <li>• Open Monday to Saturday 10am–12am and Sunday 10am–10pm</li> <li>• Deliveries received between 8am–12pm via loading zone on Wellington Street</li> <li>• Busiest time is trivia on Wednesday evening</li> <li>• Live music on Saturday and Sunday evenings</li> <li>• High reliance on visibility with most customer access on foot</li> <li>• No accommodation</li> <li>• Outdoor seating on Wellington Road</li> </ul>	<ul style="list-style-type: none"> <li>• Regular contact by community place manager</li> <li>• Notifications</li> <li>• Doorknock</li> <li>• Email updates</li> <li>• Newsletter</li> <li>• 24-hour community information line</li> <li>• Online forum</li> </ul>	50m
Red Rose Dream Girl Massage 130 Botany Road	<ul style="list-style-type: none"> <li>• Open Monday to Sunday 10am–midnight</li> <li>• Equal split of customers accessing on foot and by car</li> <li>• Customers park in surrounding streets as there is no parking directly in front of business</li> <li>• High reliance on visibility for foot traffic</li> </ul>	<ul style="list-style-type: none"> <li>• Regular contact by community place manager</li> <li>• Notifications</li> <li>• Doorknock</li> <li>• Email updates</li> <li>• Newsletter</li> <li>• 24-hour community information line</li> <li>• Online forum</li> </ul>	50m
Dermal Boutique 130 Botany Road	<ul style="list-style-type: none"> <li>• Open Tuesday to Saturday 9am – 4pm</li> <li>• Customer park in surrounding streets</li> </ul>	<ul style="list-style-type: none"> <li>• Regular contact by community place manager</li> <li>• Notifications</li> <li>• Doorknock</li> <li>• Email updates</li> <li>• Newsletter</li> <li>• 24-hour community information line</li> <li>• Online forum</li> </ul>	50m

Business	Operations/requirements	Communication Management Strategy	Site proximity
Mr Toast Café 132 Botany Road	<ul style="list-style-type: none"> <li>• Open Monday to Saturday 6.30am–3.30pm</li> <li>• Deliveries received between 5.30am–11.30am via Buckland Street</li> <li>• Busiest times are 8am–10am and 12pm–2pm</li> <li>• High reliance on visibility with most customers accessing on foot</li> </ul>	<ul style="list-style-type: none"> <li>• Regular contact by community place manager</li> <li>• Notifications</li> <li>• Doorknock</li> <li>• Email updates</li> <li>• Newsletter</li> <li>• 24-hour community information line</li> <li>• Online forum</li> </ul>	50m
Style Timber Flooring 133 Botany Road	<ul style="list-style-type: none"> <li>• Open weekdays and weekends</li> <li>• Sales office only</li> <li>• Courier deliveries</li> <li>• No issues with site</li> </ul>	<ul style="list-style-type: none"> <li>• Regular contact by community place manager</li> <li>• Notifications</li> <li>• Doorknock</li> <li>• Email updates</li> <li>• Newsletter</li> <li>• 24-hour community information line</li> <li>• Online forum</li> </ul>	50–55m
Nationwide Corporate Services 136 Botany Road	<ul style="list-style-type: none"> <li>• Office in use for appointments only</li> </ul>	<ul style="list-style-type: none"> <li>• Community notifications</li> <li>• Doorknock</li> <li>• Newsletter</li> <li>• Occasional contact by CPM</li> </ul>	50–55m
Darkstar Digital 3/138 Botany Road	<ul style="list-style-type: none"> <li>• Online screen print business</li> <li>• Open Monday to Friday 6am–6pm</li> <li>• Frequent deliveries via both front entrances on Botany Road and rear entrance</li> <li>• Truck deliveries between 11am–2pm</li> <li>• Customers visit by appointment only</li> </ul>	<ul style="list-style-type: none"> <li>• Regular contact by community place manager</li> <li>• Notifications</li> <li>• Doorknock</li> <li>• Email updates</li> <li>• Newsletter</li> <li>• 24-hour community information line</li> <li>• Online forum</li> </ul>	50m



Business	Operations/requirements	Communication Management Strategy	Site proximity
Alexandria Vet Hospital AMS 1/138–142 Botany Road	<ul style="list-style-type: none"> <li>Open Monday to Friday 8am–8pm, Saturday 9am–5pm and Sunday 1.30pm–5pm</li> </ul>	<ul style="list-style-type: none"> <li>Regular contact by community place manager</li> <li>Notifications</li> <li>Doorknock</li> <li>Email updates</li> <li>Newsletter</li> <li>24-hour community information line</li> <li>Online forum</li> </ul>	50m
Dens in Dente Dental Care 2/138–142 Botany Road	<ul style="list-style-type: none"> <li>Open Monday to Friday 8am–8pm, Saturday and Sunday 8am–4pm</li> <li>Deliveries via Botany Road</li> <li>Busiest between October and December</li> <li>Customers access by car, foot, and public transport</li> </ul>	<ul style="list-style-type: none"> <li>Regular contact by community place manager</li> <li>Notifications</li> <li>Doorknock</li> <li>Email updates</li> <li>Newsletter</li> <li>24-hour community information line</li> <li>Online forum</li> </ul>	50m
Hargrave Motor Repairs 144 Botany Road	<ul style="list-style-type: none"> <li>Monday to Saturday 8am–4pm</li> <li>No issues with site work</li> </ul>	<ul style="list-style-type: none"> <li>Community notifications</li> <li>Doorknock</li> <li>Newsletter</li> <li>Occasional contact by CPM</li> </ul>	50–55m
FBI Radio and associate stations Corner Botany and Henderson roads	<ul style="list-style-type: none"> <li>Community radio station</li> <li>Concerned about noise and vibration</li> </ul>	<ul style="list-style-type: none"> <li>Regular contact by community place manager</li> <li>Notifications</li> <li>Doorknock</li> <li>Email updates</li> <li>Newsletter</li> <li>24-hour community information line</li> <li>Online forum</li> </ul>	50m
<b>Cope Street</b>			

Business	Operations/requirements	Communication Management Strategy	Site proximity
Aztec Office National 176–178 Cope Street	<ul style="list-style-type: none"> <li>Sales and repair centre</li> <li>Open Monday to Friday 8am–6pm</li> <li>Frequent deliveries via Cope Street</li> <li>Busiest times are frequent courier deliveries between 10.30am–3.30pm and during school holidays</li> <li>Customers travel by car and park onsite</li> </ul>	<ul style="list-style-type: none"> <li>Regular contact by community place manager</li> <li>Notifications</li> <li>Doorknock</li> <li>Email updates</li> <li>Newsletter</li> <li>24-hour community information line</li> <li>Online forum</li> </ul>	50m
<b>Wellington Street</b>			
Ethnic Communities Council 223 Wellington Street	<ul style="list-style-type: none"> <li>Day operations only</li> <li>Occasional board meeting in the evenings</li> </ul>	<ul style="list-style-type: none"> <li>Regular contact by community place manager</li> <li>Notifications</li> <li>Doorknock</li> <li>Email updates</li> <li>Newsletter</li> <li>24-hour community information line</li> <li>Online forum</li> </ul>	50m
Vental 116 Wellington Street	<ul style="list-style-type: none"> <li>Office and warehouse</li> <li>Standard business hours</li> <li>No issue with site work</li> </ul>	<ul style="list-style-type: none"> <li>Contact by community place manager</li> <li>Notifications</li> <li>Doorknock</li> <li>Email updates</li> <li>Newsletter</li> <li>24-hour community information line</li> <li>Online forum</li> </ul>	55m
<b>Henderson Road</b>			
Australian Railway Historical Society 7 Henderson Road	<ul style="list-style-type: none"> <li>Weekdays and weekends</li> <li>Offers light meals</li> <li>Library and reading space available</li> <li>No issues with worksite</li> </ul>	<ul style="list-style-type: none"> <li>Regular contact by community place manager</li> <li>Notifications</li> <li>Doorknock</li> <li>Email updates</li> <li>Newsletter</li> <li>24-hour community information line</li> <li>Online forum</li> </ul>	50m
Beauty Avenue 11 Henderson Road	<ul style="list-style-type: none"> <li>Weekdays and weekends</li> <li>No issues with worksite</li> </ul>	<ul style="list-style-type: none"> <li>Contact by community place manager</li> <li>Notifications</li> </ul>	50–55m

Business	Operations/requirements	Communication Management Strategy	Site proximity
		<ul style="list-style-type: none"> <li>Email updates</li> <li>Newsletter</li> <li>24-hour community information line</li> <li>Online forum</li> </ul>	
Lord Raglan Hotel 12 Henderson Road	<ul style="list-style-type: none"> <li>Weekdays and weekend till late</li> <li>Owner of Abbott Hotel</li> <li>No issues with worksite</li> </ul>	<ul style="list-style-type: none"> <li>Contact by community place manager</li> <li>Notifications</li> <li>Email updates</li> <li>Newsletter</li> <li>24-hour community information line</li> <li>Online forum</li> </ul>	50–55m

#### 9.4 Business management construction complaints escalation

All complaints management will follow the complaints handling protocols in section 6. Any matters not able to be resolved through the WMQ complaint's resolution process will be escalated to Sydney Metro.

## **10 Homeless communities and rough sleepers**

The WMQ is located within an area where vulnerable and homeless people live, with the city investing millions to fund services to reduce homelessness.

A diverse range of construction hours and activities will be carried out across the site and some activities have the potential to affect homeless people and rough sleepers at different times and to varying degrees.

The S&CLT has previous experience with the locality and neighbouring communities. The team will work with City of Sydney Council to reduce site impacts, as well as support those experiencing homelessness, treat them respectfully, and not discriminate against individuals based on their homeless status.

S&CLT will engage with the City of Sydney Homeless Unit, which works directly with those affected by homelessness to:

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

## 11 Community programs

The S&CLT team acknowledges that community engagement and consultation are critical to the success of the project. The project is committed to identifying and implementing:

- at least two social sustainability initiatives under the Station works which provide demonstrable and tangible benefits to local community groups during the construction period
- two additional initiatives that provide a benefit to the broader local community beyond the construction period.
- Early activation programs including events and public art engagement for the wider Waterloo Metro precinct.

The WMQ S&CLT will work with key project stakeholders to develop a process around the selection of appropriate initiatives, including:

- identify community needs and potential opportunities
- develop and agree criteria for 'demonstrable and tangible'
- review and screen potential initiatives
- select suitable initiatives
- develop a program to implement initiatives.

In addition, during the WMQ delivery, the team will engage with local schools to determine opportunities for students to learn about the industry and build engagement for students to advance in science, technology, engineering, and mathematic subjects, as mutually agreed with Sydney Metro.

## 12 Training and inductions

An inclusive site induction will be prepared for the WMQ, incorporating project overview, environmental, safety and community requirements.

All team members, contractors and subcontractors will undertake the Sydney Metro Orientation Training (SMOT) and Waterloo site induction. The induction will focus on:

- stakeholder engagement and obligations
- incident management
- use of social media
- how to manage community enquiries and/or complaints
- media and government enquiries received by site personnel.



## **13 Milestones and events collaboration with Sydney Metro**

Sydney Metro City & Southwest is a high-profile project of considerable interest to a broad range of audiences. The S&CLT will support Sydney Metro with the coordination and management of events, site visits, media or promotional activities associated with the WMQ.

These events and activities will promote the WMQ and highlight the associated key features and benefits. They will:

- build awareness of the Sydney Metro City & Southwest and WMQ
- be planned with Sydney Metro
- be scheduled in advance to support media and publicity timeframes
- be delivered safely and professionally.

The S&CLT will work with Sydney Metro and provide support during the planning and delivery of milestone events by providing access, escorts, and site inductions for an event.

The media and event meeting with Sydney Metro will provide the forum to identify and plan key elements for milestone events, such as the most appropriate entrance, viewing or site location, and support infrastructure such as facilities and power. Milestone events may be attended by VIP visitors such as members of parliament, media, Transport for NSW and Sydney Metro representatives, or key stakeholders.

## 14 Monitoring and reporting

Communications and stakeholder engagement activities will be monitored to ensure they continue to be applicable and effective. A six-monthly review will be carried out to refine this plan and incorporate any lessons learnt into the strategy.

We will review stakeholder and community feedback registered within the CMS, including contact via the 1800 number, email, face-to-face contact, and feedback forms at events. This review will identify trends, key issues and sentiment and use this information to improve any communication tools.

CMS will be used to register stakeholder engagement including enquiries, complaints, and their resolution. The database can generate a wide range of real-time daily, weekly, or monthly reports that highlight response times, levels of stakeholder satisfaction and any developing trends or issues with the project.

The monthly report will contain information on:

- enquiries, complaints, and compliments
- meetings with stakeholders and the community
- public communication materials prepared or in preparation
- community notifications
- stakeholder engagement activities
- media opportunities
- incident/crisis communication
- two- and four-week lookahead about current and upcoming activities.

## 15 Compliance matrix

### 15.1 Conditions of Approval – CSSI

Critical State Significant Infrastructure (CSSI) approval documents relating to the integrated station development (ISD) can be found at the NSW Department of Planning, Industry and Environment Major Projects website.

*Table 7 - Critical State Significant Infrastructure (CSSI) Conditions of Approval*

Condition	Requirements	Reference
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	Section 3
B2	The Community Communications Strategy must:	Appendix A
	(a) identify people or organisations to be consulted during the design and construction phases;	
	(b) set out procedures and mechanisms for the regular distribution of accessible information about or relevant to the CSSI;	Section 5
	(c) identify opportunities to provide accessible information regarding regularly updated site construction activities, schedules and milestones at each construction site including use of construction hoardings to provide information regarding construction, specific to the location;	Section 7
	(d) identify opportunities for the community to visit construction sites (taking into consideration workplace, health, and safety requirements);	Section 7
	(e) involve construction personnel from each construction site in engaging with the local community	Section 7
	(f) provide for the formation of issue or location-based community forums that focus on key environmental management issues of concern to the relevant community(ies) for the Critical State Significant Infrastructure;	Section 7
	(g) set out procedures and mechanisms:	
	i. through which the community can discuss or provide feedback to the Proponent.	Section 6
	ii. through which the Proponent will respond to enquiries or feedback from the community; and	Section 7
	iii. to resolve any issues and mediate any disputes that may arise in relation to environmental management and delivery of the CSSI	
B3	The Community Communications Strategy must be submitted to the Secretary for approval no later than three months from the date of this approval or one (1) month before commencement of any work, whichever is the later	This Strategy Section 3
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	This Strategy Section 3
B5	The Community Communications Strategy, as approved by the Secretary, must be implemented for the duration of the work, and for 12 months following the completion of construction	Section 3

Condition	Requirements	Reference
B6	A Complaints Management System must be prepared before the commencement of any works in respect of the CSSI and be implemented and maintained for the duration of works and for a minimum for 12 months following completion of construction of the CSSI.	Section 3 Section 5
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 3
B8	The Complaints Register must be provided to the Secretary upon request, within the timeframe stated in the Request	Section 6
B9	The following facilities must be available within one (1) month from the date of this approval and for 12 months following the completion of construction and appropriately broadcast to collect community enquiries and complaints: (a) a 24-hour telephone number for the registration of complaints and enquiries about the CSSI; (b) a postal address to which written complaints and enquires may be sent; (c) an email address to which electronic complaints and enquiries may be transmitted; and (d) place-based community manager for each of the station locations available to meet with community members on request.	Section 4 Section 6 Section 7
B10	The telephone number, postal address and email address required under Condition B9 of this approval must be published in a newspaper circulating in the local area and on-site hoarding at each construction site before commencement of construction and published in the same way again before commencement of operation. This information must also be provided on the website required under Condition B15 of this approval.	Section 5
B11	A Community Complaints Commissioner that is independent of the design and construction personnel must be nominated by the Proponent, approved by the Secretary, and engaged during all works associated with the CSSI. The nominated Community Complaints Commissioner must be submitted to the Secretary for approval within one month of the date of this approval or within another timeframe agreed with the Secretary.	Section 6 Section 9
B12	The role of the Community Complaints Commissioner is to follow up on any complaint where a member of the public is not satisfied by the Proponent's response. Any member of the public that has lodged a complaint which is registered in the Complaints Management System identified in Condition B6 may ask the Community Complaints Commissioner to review the Proponent's response. The application must be submitted in writing and the Community Complaints Commissioner must respond within 28 days of the request being made or other specified timeframe agreed between the Complaints Commissioner and the member of the public.	Section 6

Condition	Requirements	Reference
B13	The Community Complaints Commissioner will: review the Proponent's unresolved disputes between the project and members of the public if the procedures and mechanisms under Condition B2(g)(iii) do not satisfactorily address complaints; and make recommendations to the Proponent to satisfactorily address complaints, resolve disputes or mitigate against the occurrence of future complains or disputes.	Section 6
B14	The Community Complaints Commissioner will not act before the Proponent has provided an initial response to a complaint and will not consider issues such as property acquisition where other dispute processes are provided for in this approval, or clear government policy and resolution processes are available, or matters which are not within the scope of the CSSI.	Section 6
B15	A website providing information in relation to the CSSI must be established before commencement of works and maintained for the duration of construction, and for a minimum of 12 months following the completion of construction or other timeframe as agreed with Secretary. The following up-to-date information (excluding confidential, private, and commercial information) must be published prior to the relative works commencing and maintained on the website or dedicated pages.	Section 5
	Information on the current implementation status of the CSSI; A copy of the documents listed in Condition A1 and Condition A2 of this approval, and any documentation relating to any modifications made to the CSSI or the terms of this approval; A copy of this approval in its original form, a current consolidated copy of this approval (that is, including any approved modifications to its terms), and copies of any approval granted by the Minister to a modification of the terms of this approval; A copy of any Environment Protection Licence required and obtained in relation to the CSSI; and A current copy of each document required under the terms of this approval and any endorsements, approvals or requirements from the ER and Secretary, all of which must be published before the commencement of any works to which they relate or before their implementation.	Section 5
E101	Before commencement of permanent built surface works and/or landscaping, the Proponent must prepare Station Design and Precinct Plans (SDPP) for each station.  The SDPP must be prepared by a suitably qualified and experienced person(s), in collaboration and consultation with relevant stakeholders including but not limited to relevant council(s), UrbanGrowth NSW, the Department, Chambers of Commerce and the local community.  The SDPP(s) must present an integrated urban and place making outcome for each station or end state element. The SDPP(s) must be approved by the Secretary following review by the Design Review Panel and before commencement of permanent aboveground work.	Section 7

## 15.2 Conditions of approval over station development (OSD CoA)

State Significant Development approval (SSDA) documents relating to the over station development can be found at the NSW Department of Planning, Industry and Environment Major Projects website.

- Amending Concept DA – Waterloo Metro Quarter OSD
- Waterloo Metro Quarter OSD – Northern Precinct Detailed Design SSDA
- Waterloo Metro Quarter OSD – Central Precinct Detailed Design SSDA
- Waterloo Metro Quarter OSD – Basement Car Park Detailed Design SSDA
- Waterloo Metro Quarter OSD – Southern Precinct Detailed Design SSDA

**Table 8 – Conditions of Approval - Waterloo Metro Quarter over station development**

Condition	Requirements	Reference
C13	Before the commencement of construction, the Applicant must: Amend the Community Consultation Strategy (CCS) applicable to the CSSI station works (CSSI 7400) to apply to the development  The Community Communication Strategy, as approved by the Planning Secretary, must be implemented for a minimum of 12 months following the completion of construction.	This Strategy Section 3.1
C14	The amended CSSI CCS must be submitted to the Planning Secretary for approval no later than one month before the commencement of any work associated with the construction of the development.	This Strategy Section 3.1
C15	Before the commencement of construction, the Applicant must: Amend the Community Consultation Strategy (CCS) applicable to the CSSI station works (CSSI 7400) to apply to the development	This Strategy Section 3.1
C16	The CCS, as approved by the Planning Secretary, must be implemented for a minimum of 12 months following the completion of construction.	This Strategy Section 3.1

## **Appendix A – Stakeholder analysis and communication tools**



**Table 8 - Stakeholder analysis and communication tools**

Stakeholder	Interest	Tools	Indicative timing
<b>Government (elected)</b>			
NSW Premier	<ul style="list-style-type: none"> <li>Successful project delivery</li> </ul>	<ul style="list-style-type: none"> <li>Briefings via Sydney Metro</li> </ul>	Ongoing
Minister for Transport and Roads			
Minister for Planning and Public Spaces	<ul style="list-style-type: none"> <li>Project planning approval compliance</li> </ul>	<ul style="list-style-type: none"> <li>Briefings via Sydney Metro</li> </ul>	Ongoing
Minister for Energy and Environment	<ul style="list-style-type: none"> <li>Effective management of environmental or heritage impacts</li> </ul>	<ul style="list-style-type: none"> <li>Briefings via Sydney Metro</li> </ul>	Ongoing
State Member for Heffron	<ul style="list-style-type: none"> <li>Community consultation during planning stages</li> </ul>	<ul style="list-style-type: none"> <li>Briefings via Sydney Metro</li> </ul>	Ongoing
Federal Member for Sydney	<ul style="list-style-type: none"> <li>Constituents experiencing impacts during construction</li> </ul>		
<b>State government (departments, agencies, corporations)</b>			
Department of Planning, Industry and Environment (DPIE)	<ul style="list-style-type: none"> <li>Project planning approval compliance</li> </ul>	<ul style="list-style-type: none"> <li>Briefings via Sydney Metro</li> </ul>	Before work starts, then as required
Transport for NSW including Roads and Maritime Services	<ul style="list-style-type: none"> <li>Successful project delivery</li> <li>Impacts on road network</li> <li>Approval's compliance</li> </ul>	<ul style="list-style-type: none"> <li>Meetings, briefings, and reporting</li> <li>Traffic and Transport Liaison Group</li> <li>Contractor interface meetings</li> </ul>	Before work starts, then as required
NSW Environment Protection Authority	<ul style="list-style-type: none"> <li>Compliance with environmental protection licence</li> <li>Managing environmental and heritage impacts of construction works</li> </ul>	<ul style="list-style-type: none"> <li>CEMP consultation</li> <li>Reporting, as required</li> </ul>	Before work starts and ongoing as required

Stakeholder	Interest	Tools	Indicative timing
NSW Land and Housing Corporation	<ul style="list-style-type: none"> <li>• Consultation during development of over station development Environment Impact Statement</li> <li>• Consultation during construction in relation to impact to Waterloo Housing Estate</li> <li>• Construction impacts to Waterloo Housing Estate residents</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly interface meetings, briefings, and reporting</li> <li>• Attendance at Waterloo Redevelopment Group Meetings</li> </ul>	Before work starts and ongoing as required
Utility stakeholders: Ausgrid Endeavour Energy Sydney Water Jemena Telco providers	<ul style="list-style-type: none"> <li>• Impacts on existing infrastructure</li> <li>• Consultation for access to and protection of services</li> <li>• Emergency work</li> </ul>	<ul style="list-style-type: none"> <li>• Interface agreements</li> <li>• Written correspondence</li> <li>• Notification of planned and emergency work</li> </ul>	During design stage, before work starts and ongoing as required
Emergency services	<ul style="list-style-type: none"> <li>• Impacts on roads</li> <li>• Emergency access</li> <li>• Incident response</li> </ul>	<ul style="list-style-type: none"> <li>• Written correspondence</li> <li>• Updates via Traffic and Transport Liaison Group</li> </ul>	Before work starts and ongoing as required
Media			

Stakeholder	Interest	Tools	Indicative timing
TV, print, radio, online, industry publications	<ul style="list-style-type: none"> <li>• Project status</li> <li>• Project milestones</li> <li>• Local interest pieces</li> <li>• Industry news</li> <li>• Construction activities</li> </ul>	<ul style="list-style-type: none"> <li>• Via Sydney Metro</li> </ul>	Ongoing
Local government			
City of Sydney	<ul style="list-style-type: none"> <li>• Over-station development application</li> <li>• Impacts on council infrastructure/facilities/events</li> <li>• Impacts on constituents e.g., traffic, dust, noise, vibration</li> <li>• Effective engagement including homeless communities</li> <li>• Approval's compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Briefings via Sydney Metro</li> <li>• Development application lodgement consultation/ submission</li> <li>• Participate in Traffic and Transport Liaison Group</li> <li>• Regular progress updates</li> <li>• Notifications</li> <li>• Newsletters</li> </ul>	Before work starts and ongoing as required
Local community			

Stakeholder	Interest	Tools	Indicative timing
Traditional Owners, leaders, and Indigenous community groups	<ul style="list-style-type: none"> <li>Preserving cultural landscape</li> <li>Archaeological findings</li> <li>Ongoing consultation</li> <li>Aboriginal participation across whole of project</li> </ul>	<ul style="list-style-type: none"> <li>One-to-one meetings</li> <li>Newsletters</li> <li>Email updates</li> <li>Ongoing Metro Quarter consultation during design, placemaking and wayfinding strategy</li> <li>Yarns with Elders</li> </ul>	Ongoing
Waterloo Congregational Church	<ul style="list-style-type: none"> <li>Disruption to church services</li> <li>Impacts e.g., noise, vibration, dust, traffic</li> <li>Property protection</li> <li>Pedestrian and vehicle access and changes</li> <li>Construction fatigue</li> <li>Disruption to church services</li> </ul>	<ul style="list-style-type: none"> <li>Development application lodgement consultation</li> <li>Pre- and post-construction property visual survey</li> <li>Regular progress updates</li> <li>Notifications</li> <li>Newsletters</li> <li>Development application public exhibition</li> <li>Ongoing detailed design meetings in relation to church operations and impacts</li> </ul>	Before work starts and ongoing as required
Sensitive receivers e.g. Dens in Dente Dental Care FBI Radio and associate stations	<ul style="list-style-type: none"> <li>Impacts e.g., noise, vibration, dust, traffic</li> <li>Property protection</li> <li>Pedestrian and vehicle access and changes</li> <li>Construction fatigue</li> </ul>	<ul style="list-style-type: none"> <li>One-on-one meetings</li> <li>Regular progress updates</li> <li>Notifications</li> <li>Newsletters</li> <li>24-hour community information line</li> <li>Development application public exhibition</li> </ul>	Before work starts and ongoing as required

Stakeholder	Interest	Tools	Indicative timing
Residents nearby	<ul style="list-style-type: none"> <li>Impacts e.g., noise, vibration, dust, traffic</li> <li>Property protection</li> <li>Pedestrian and vehicle access and changes</li> <li>Construction fatigue</li> <li>Project progress</li> </ul>	<ul style="list-style-type: none"> <li>One-on-one meetings, community information sessions, doorknocks</li> <li>Out-of-hour works notification distributed to 200m</li> <li>Day work notifications distributed to 100m</li> <li>Newsletter distributed to 500m</li> <li>Signage</li> <li>24-hour community information line</li> <li>Email updates</li> <li>Development application public exhibition</li> </ul>	Before work starts and ongoing as required
Businesses nearby Refer to Business Management chapter for more detail	<ul style="list-style-type: none"> <li>Impacts e.g., noise, vibration, dust, traffic</li> <li>Property protection</li> <li>Pedestrian and vehicle access and changes</li> <li>Construction fatigue</li> <li>Project progress</li> <li>Minimise disruption to business</li> </ul>	<ul style="list-style-type: none"> <li>One-on-one meetings, community information sessions, doorknocks</li> <li>Out-of-hour works notification distributed to 200m</li> <li>Day work notifications distributed to 100m</li> <li>Newsletter distributed to 500m</li> <li>Signage</li> <li>24-hour community information line</li> <li>Email updates</li> <li>Development application public exhibition</li> </ul>	Before work starts and ongoing as required

Stakeholder	Interest	Tools	Indicative timing
Local community groups e.g. Waterloo Connect Inner City Alexandria Resident's Action Group RedWatch	<ul style="list-style-type: none"> <li>Impacts e.g., noise, vibration, dust, traffic</li> <li>Property protection</li> <li>Pedestrian and vehicle access and changes</li> <li>Construction fatigue</li> <li>Project progress</li> </ul>	<ul style="list-style-type: none"> <li>Email updates</li> <li>Newsletter</li> <li>Development application public exhibition</li> <li>Presentations and updates, as required</li> </ul>	Before work starts and ongoing as required
Waterloo Redevelopment Group (Department of Community and Justice, and Land and Housing Corporation)	<ul style="list-style-type: none"> <li>Impacts e.g., noise, vibration, dust, traffic on tenants</li> <li>Property protection</li> <li>Pedestrian and vehicle access and changes</li> <li>Construction fatigue</li> <li>Project progress</li> </ul>	<ul style="list-style-type: none"> <li>Email updates</li> <li>Newsletter</li> <li>Notifications</li> <li>Development application public exhibition</li> <li>Attendance at Waterloo Redevelopment Group Meetings</li> <li>Presentations and updates, as required</li> </ul>	Before work starts and ongoing as required
General public/road users Visitors to the area/business customers Taxis, couriers, transport operators/users	<ul style="list-style-type: none"> <li>Traffic changes</li> <li>Pedestrian and vehicle access</li> </ul>	<ul style="list-style-type: none"> <li>Signage</li> <li>Traffic and Transport Liaison Group</li> <li>Sydney Metro website</li> <li>Advertisements</li> <li>Sydney Coordination Office</li> </ul>	As required before changes

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