

Transport
for NSW

Sydney Terminal Building Revitalisation Project Stage 1

Community Communication Strategy



May 2025
(SSI-45421960)

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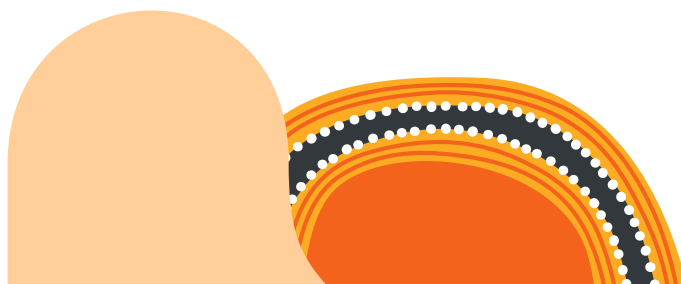
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| | |

Acknowledgement of Country

We respectfully acknowledge the Traditional Custodians of the land of Central Precinct and the Sydney Terminal Building, the Gadigal. From time immemorial, this Country has been a place where people come to connect and reconnect.

We pay our respects to all Aboriginal people who have journeyed and will journey through this place and acknowledge their ongoing connection to Country and culture.

We pay our respects to members of the Stolen Generations and their descendants for whom the Sydney Terminal Building will always hold significance. We acknowledge that Platform One played a key role in Aboriginal children being removed from their families and communities.



Key terms, abbreviations and definitions

| Term | Definition |
|---------------|--|
| ATAC | Accessible Transport Advisory Committee |
| CALD | Culturally and linguistically diverse |
| CBD | Central Business District |
| CCS | Community Communication Strategy |
| CEMP | Construction Environmental Management Plan |
| CLMP | Community Liaison Management Plan |
| CM | Transport for NSW Consultation Manager (web-based database to record details of all Project contact) |
| CoA | Project Conditions of Approval |
| CPRP | Central Precinct Renewal Program |
| DPHI | NSW Department of Planning, Housing and Infrastructure |
| EIS | Environmental Impact Statement |
| EPA | Environmental Protection Agency |
| EPL | Environmental Protection License |
| ER | Environmental Representative engaged by Transport and is responsible for reporting to the DPHI Planning Secretary about the State Significant Infrastructure Project |
| GANSW | Government Architect NSW |
| LOTE | Languages other than English |
| LALC | Local Aboriginal Land Council |
| MLALC | Metropolitan Local Aboriginal Land Council |
| NCA | Noise Catchment Areas |
| NML | Noise Management Level |
| OOHW | Out of Hours Work |
| RAP | Reconciliation Action Plan |
| REMM | Revised Environmental Management Measures from EIS Response to Submissions |
| SDRP | NSW State Design Review Panel |
| SIMP | Social Impact Management Plan |
| SSI | State Significant Infrastructure Project |
| SSP | State Significant Proposal |
| Stakeholder/s | Any person or group having a claim on ownership, rights, or interest in, the outcomes or activities of this Project |
| STBRP | Sydney Terminal Building Revitalisation project |
| The Project | Sydney Terminal Building Revitalisation project – Stage 1 |
| Transport | Transport for NSW |
| Gartner Rose | The Contractor |
| WCAG | Web Content Accessibility Guidelines |

1. Introduction

1.1. Purpose

This Community Communication Strategy (CCS) has been prepared for Sydney Terminal Building Revitalisation project - Stage 1 (the Project). The purpose of this CCS is to guide the management and delivery of communication and engagement during the development, pre-construction and construction periods for the Project, and for 12 months after construction is completed.

The Sydney Terminal Building Revitalisation project (STBRP) was assessed by NSW Department of Planning, Housing and Infrastructure (DPHI) as State Significant Infrastructure (SSI). The Director Transport and Water Assessments, under delegation from the Minister for Planning and Public Spaces, under section 5.19 of the Environmental Planning and Assessment Act 1979 (the Act) approved the infrastructure application on 17 November 2023.

The CCS has been developed in accordance with the requirements as set out in the *State Significant Infrastructure Template Conditions of Approval (February 2022)*.

The CCS sets out an overarching, high level engagement framework to ensure that the Project is:

- Sharing accurate and accessible information
- Providing clear, consistent, and timely information about the Project and any perceived impacts
- Raising awareness and understanding of construction activities
- Fostering and developing relationships with all stakeholders
- Ensuring enquiries/complaints are managed and resolved effectively and respectfully

The CCS is a dynamic working document that is supported by a range of other plans and will be updated throughout the project to reflect any changes or emerging issues.

2. Compliance tables

This CCS, required under Condition B1 of the CoA, addresses the requirements of Part B, Community Information and Reporting of the Schedule of Conditions. This includes B1 to B11 as shown in the following table 2.1.

Table 2.2 addresses compliance items outside of Part B that relate to community and stakeholder communications and engagement. These items cover:

- A21 that is related to boundary screening
- A29 that is related to the ER's recommendations relating to improvements/efforts to minimise adverse community impacts
- A30 is related to the provision of the Project complaints register to the ER
- D28 is related to Out-Of-Hours Work (OOHW) Protocol
- D31 is related to Construction Noise Management Levels and Vibration Criteria

Table 2.3 addresses the Revised Environmental Management Measures (REMM) from the EIS Response to Submissions Report.

Table 2.1: CCS compliance table addressing Part B, Community Information and Reporting of the Schedule of Conditions

| Condition no. | Requirement | Reference in plan |
|--|--|---|
| B1-Community Communication Strategy | A Community Communication Strategy must be prepared to provide mechanisms to facilitate communication about construction and operation of the State Significant Infrastructure (SSI) with: (a) the community (including adjoining affected landowners and businesses, homeless and others directly impacted by the SSI); and (b) Aboriginal people, Registered Aboriginal Parties (RAPs) and LALCs; and (c) the relevant councils and relevant agencies | This condition is addressed throughout this CCS |
| B2 – Community Information, Consultation and involvement | The Community Communication Strategy must: (a) identify people, organisations, councils and agencies to be consulted during the design and work phases of the SSI; | Section 5 Table 5.1.1 Stakeholder matrix |
| | (b) identify details of the community and customers moving through the terminal and its demographics; | Section 5 |
| | (c) identify timing of consultation; | Table 4.4.1 Communications engagement tools Appendix A - Indicative Project Construction Timeline and Communications Activities |
| | (d) set out procedures and mechanisms for the regular distribution of accessible information including multicultural, vulnerable and Cultural and Linguistically Diverse (CALD) about or relevant to the SSI; | Section 4.3 Section 4.4 Table 4.4.1 Communications engagement tools |
| | (e) identify opportunities for education within the community about construction and Project benefits | Section 4.4 Table 4.4.1 Communications engagement tools |

| Condition no. | Requirement | Reference in plan |
|--|---|--|
| | (f) detail the measures for advising the community in advance of upcoming construction including upcoming out-of-hours work as required by Condition D28; | Section 4.5 Table 4.4.1 Communications engagement tools |
| | (g) Set out procedures and mechanisms: (i) through which the community can discuss or provide feedback to the Proponent; (ii) through which the Proponent will respond to enquiries or feedback from the community; (iii) to resolve any issues and mediate any disputes that may arise in relation to the environmental management and delivery of the SSI, including disputes regarding rectification or compensation; and | Table 4.4.1 Communications engagement tools Section 6.1 Table 6.1.1 Project contact details Section 6.2 Table 6.2.1 Timeframes for responding to complaints and enquiries |
| | (h) address who will engage with the community, relevant councils and agencies | Section 3.6 |
| B3 – Community Information, Consultation and involvement | The Community Communication Strategy must be endorsed by the ER one (1) month before the commencement of any Work and must be submitted to the Planning Secretary upon request. <i>Note: DHPI has approved a variation to remove the 1 month prior to Work commencement, please refer to DHPI correspondence dated 17 April 2025 on the project website.</i> | Section 1.1 Table 2.3 Infrastructure approval timing |
| B4 – Community Information, Consultation and involvement | The Community Communication Strategy, as endorsed by the ER, must be implemented for the duration of the Work and for 12 months following the completion of construction. | Section 1.1 |
| B5 - Complaints Management System | A Complaints Management System must be prepared and implemented before the commencement of any Work and maintained for the duration of construction and for a minimum for 12 months following completion of construction of the SSI. <i>Note: In the situation where there are different entities constructing and operating the SSI, continuity of access to the Complaints Management System must be maintained.</i> | Section 6.2 Appendix B Transport Complaints Register |
| B6 - Complaints Management System | The following information must be available to facilitate community enquiries and manage complaints 14 days before the commencement of Work and for 12 months following the completion of construction: a) a 24-hour telephone number for the registration of complaints and enquiries about the SSI; b) a postal address to which written complaints and enquiries may be sent; c) an email address to which electronic complaints and enquiries may be transmitted; and d) a mediation system for complaints unable to be resolved. e) This information must be accessible to all in the community regardless of age, ethnicity, disability or literacy level. | Section 6.1 Table 6.1.1 Project contact details Table 6.2.1 Timeframes for responding to complaints and enquiries. Section 6.2.2 Complaint management flowchart |
| B7 - Complaints Management System | A Complaints Register must be maintained recording information on all complaints received about the SSI during the carrying out of any work and for a minimum of 12 months following the completion of construction. The Complaints Register must record the: a) number of complaints received; b) the date and time of the complaint; c) the method by which the complaint was made; d) any personal details of the complainant which were provided by the complainant or, if no such details were provided, a note to that effect; e) nature of the complaint; | Section 6.2 Appendix B Transport Complaints Register |

| Condition no. | Requirement | Reference in plan |
|---|---|--|
| | <p>f) means by which the complaint was addressed and whether resolution was reached, with or without mediation; and</p> <p>g) if no action was taken, the reason(s) why no action was taken.</p> <p><i>Note: Personal details of the complainant must not be provided to the ER unless otherwise agreed to or requested by the complainant.</i></p> | |
| B8 -Complaints Management System | <p>Complainants must be advised of the following information before, or as soon as practicable after, providing personal information:</p> <ul style="list-style-type: none"> the Complaints Register may be forwarded to government agencies, including the Department (Department of Planning, Housing and Infrastructure, 4 Parramatta Square, 12 Darcy Street, Parramatta NSW 2150), to allow them to undertake their regulatory duties; by providing personal information, the complainant authorises the Proponent to provide that information to government agencies; the supply of personal information by the complainant is voluntary; and the complainant has the right to contact government agencies to access personal information held about them and to correct or amend that information (Collection Statement). Prior to Work commencing, The Collection Statement must be included on the Proponent or development website to make prospective complainants aware of their rights under the Privacy and Personal Information Protection Act 1998 (NSW). For any complaints made in person, the complainant must be made aware of the Collection Statement. <p><i>Note: Should a complainant disagree with the collection statement, a note to that effect must be recorded in the Complaints Register</i></p> | Section 6.2 |
| B9 -Complaints Management System | The Complaints Register must be provided to the Planning Secretary upon request, within the timeframe stated in the request. | Section 6.2 |
| B10 – Provision of Electronic Information | <p>A website or webpage providing information in relation to the SSI must be established before commencement of Work and be maintained for the duration of construction, and for a minimum of 24 months following the completion of construction or unless an alternative timeframe is agreed by the Planning Secretary. The following up-to-date information (excluding confidential, private, commercial information or any other information that the Planning Secretary has approved to be excluded) must be published before the relevant work commences and maintained on the website or dedicated pages including:</p> <ol style="list-style-type: none"> information on the current implementation status of the SSI; (b)a copy of the documents listed in Condition A1, and any documentation relating to any modifications made to the SSI 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; (d)a copy of each statutory approval, licence or permit required and obtained in relation to the SSI; (e) a copy of the current version of each document required under the terms of this approval; and (f)a copy of the audit reports required under this approval. | Table 4.4.1 Communications engagement tools – Project website |

| Condition no. | Requirement | Reference in plan |
|---|--|-------------------|
| | <p>Where the information / document relates to a particular work or is required to be implemented, it must be published before the commencement of the relevant work to which it relates or before its implementation.</p> <p>All information required in this condition must be provided on the Proponent's website, ordered in a logical sequence and which is easy to navigate.</p> <p>Notes:</p> <p>1. The intention of this condition is to increase transparency and for information/documents required as part of the approval to be provided proactively and publicly in an easily accessible manner. Where information is excepted by this condition, it is intended that these documents are provided in their redacted form.</p> <p>2. The Planning Secretary may instruct the Proponent to finalise and upload any report or documents to the Project's website in accordance with Condition A4.</p> <p>3. The publishing of documents should occur, as an objective, a week before the relevant Work / activity is to commence.</p> <p>4. In determining what information should be published under this condition, the Proponent should have regard to the principles in Division 2 of Part 2 of the Government Information (Public Access) Act, 2009.</p> <p>5. Documents should be named to be consistent with the conditions of approval where possible. The name should also give an overall impression of what the document is about. The names should be simple and concise (no more than 50 characters) without any unnecessary punctuation or under scoring in the title.</p> | |
| B11 – Provision of Electronic Information | <p>Where the agreement of the Planning Secretary is sought to cease providing information via a website or webpage in accordance with Condition B10, the Proponent must demonstrate:</p> <ul style="list-style-type: none"> a) operational compliance through independent audits completed in accordance with Condition A33; and b) how the public can request access to information that will no longer be available through a website or webpage. | Section 6.1 |

Table 2.2 CCS compliance table addressing Conditions of Approval outside of Part B, Community Information and Reporting of the Schedule of Conditions

| Condition no. | Requirement | Reference in plan |
|---------------|--|--|
| A21 | <p>Boundary screening must be erected between construction ancillary facilities and adjacent to sensitive land use(s) for the duration of the time that the construction ancillary facility is in use, unless otherwise agreed with the owner and occupier of the adjacent sensitive land use (s).</p> <p>Boundary screening must minimise visual impacts on adjacent sensitive land use(s).</p> | Table 4.4.1 Communications engagement tools - Hoarding and boundary screening |
| A29 | <p>For the duration of the work until the completion of construction, or as agreed with the Planning Secretary, the approved ER must:</p> <ul style="list-style-type: none"> (c) consider and recommend to the Proponent any improvements that may be made to work practices to avoid or minimise adverse impact to the environment and to the community; | Section 3.6 |
| A30 | <p>The Proponent must provide the ER with documentation requested in order for the ER to perform their functions specified in Condition A29 (including in preparation for the ER monthly report) as well as:</p> <ul style="list-style-type: none"> (a) complaints register (to be provided on a weekly basis where complaints have been received or as requested); | Section 6.3 Appendix B - Transport Complaints Register |

| Condition no. | Requirement | Reference in plan |
|---|--|---|
| D28 -Out-Of-Hours Work Protocol –Work Not Subject to an EPL | <p>An Out-of-Hours Work Protocol must be prepared to identify a process for the consideration, management and approval of Work which is outside the hours defined in Conditions D24, and that is not subject to an EPL. The Protocol must be approved by the Planning Secretary before commencement of Out-of-Hours Work and implemented for the duration of the Out-of-Hours Work. The Protocol must be prepared in consultation with the ER and must include:</p> <ul style="list-style-type: none"> a) justification as to why these Work need to be undertaken as Out-of-Hours Work; b) identification of low, medium and high-risk activities and an approval process that considers the risk of activities, proposed mitigation, management, and coordination, including where: <ul style="list-style-type: none"> i. the ER must review all proposed out-of-hours activities and confirm their risk levels, ii. low and medium risk activities can be approved by the ER, and iii. high risk activities that are approved by the Planning Secretary; c) a process for the consideration of out-of-hours work against the relevant NML and vibration criteria; d) a process for selecting, justifying and implementing mitigation measures for residual impacts in consultation with the community at each affected location, including respite periods. The measures must take into account the predicted noise levels (based off worst case scenarios and scenarios where mitigation measures will be implemented) and the likely frequency and duration of the out-of-hours work that sensitive land use(s) would be exposed to, including the number of noise awakening events; e) procedures to facilitate the coordination of out-of-hours work including those approved by an EPL or undertaken by a third party, to ensure appropriate respite is provided; and f) notification arrangements for affected receivers for approved out-of-hours work and notification to the Planning Secretary of approved low risk out-of-hours work. <p>The Protocol must be submitted to and approved by the Planning Secretary before the commencement of out-of-hours work. The approved Protocol must be implemented for the duration of Work. This condition does not apply if the requirements of Condition D27 (a),(b), (c)(ii) or (d) are met, or if the Work is subject to an EPL or if a negotiated agreement is made with the impacted residents and sensitive land use(s).</p> <p>Notes:</p> <p>1. If a certain activity or Work is regulated by the EPA via an EPL, the management of the activity or Work should not be co-regulated under the Protocol. The Protocol process should only be used if a certain activity or Work is not covered by an EPL.</p> <p>2. The risk assessment(s) must be based on a risk assessment carried out in accordance with AS/NZS ISO 31000:2018 "Risk Management"</p> | Sections 4.5 and 4.6 Stakeholder table 5.1.1 |
| D31 - Construction Noise Management Levels and Vibration Criteria | <p>Noise generating work in the vicinity of community, religious, educational institutions, noise and vibration-sensitive businesses and critical working areas (such as theatres, laboratories and operating theatres) resulting in noise levels above the NMLs must not be timetabled during sensitive periods, unless other reasonable arrangements with the affected institutions are made at no cost to the affected institution.</p> <p>Note:</p> | Section 4.5 |

| Condition no. | Requirement | Reference in plan |
|--|---|---|
| | <i>Sensitive periods are to be determined in consultation with the affected community, religious, educational institutions, noise and vibration-sensitive businesses, noting that these may change throughout construction.</i> | |
| D40 – Place, Design and Visual Amenity | The SSI must be constructed in a manner that minimises visual impacts of construction sites, including providing temporary decorative hoarding, landscaping and vegetative screening of ancillary facilities, minimising light spill, and incorporating architectural treatment and finishes NSW Government 33 Department of Planning and Environment Conditions of Approval for Sydney Terminal Building Revitalisation (SSI-45421960) November 2023 within key elements of temporary structures that reflect the context within which the construction sites are located, including recognition of Country. | Table 4.4.1 Communications engagement tools - Hoarding and boundary screening |
| D60 | Opportunities to include community, social and health services will be investigated during detailed design to support vulnerable communities (including rough sleepers). Consultation with local government, relevant government agencies and local community service providers will be carried out to identify opportunities to minimise risk to accessing these services during construction to share information and respond to issues affecting vulnerable communities (including rough sleepers) in and around the precinct. (Detailed design) | Section 5.2 Table 5.1.1 Stakeholder matrix |

Table 2.3. Compliance table for Revised Environmental Management Measures (REMMs) from EIS Response to Submissions Report.

| Condition no. | Requirement | Reference in plan |
|---------------|--|---|
| GEN02 | A Community Liaison Management Plan (CLMP) will be prepared, to address consultation and engagement requirements. Condition-specific measures will be developed to ensure that post-approval engagement is appropriately targeted and phased, allowing any responses and recommendations to be disseminated, considered and actioned, where appropriate. The CLMP will establish the framework for stakeholder and public engagement during the project's construction phase and will demonstrate how the public will be informed of project. (Construction) | This CCS serves as the CLMP as per the reference in the REMM |
| GEN03 | Ongoing engagement with key government agency stakeholders will be carried out as the design progresses through to detailed design. (Detailed design) | Section 5.2 Table 5.1.1 Stakeholder matrix |
| AH01 | Aboriginal Heritage management measures include opportunities for on-going Aboriginal community engagement in the project | Section 5.2 – Aboriginal engagement Table 5.1.1 Stakeholder matrix |
| NAH02 | Consultation with relevant stakeholders will continue during detailed design. Consultation with the City of Sydney Heritage division will be carried out especially as it relates to streetscape and public domain work in and around Eddy Avenue and Pitt Street. (Detailed design) | Section 5.2 Table 5.1.1 Stakeholder matrix |
| PDM01 | The design will continue to be developed and guided with the cultural custodians to help develop the detailed design of the seven Connecting with Country themes in consultation with the local Aboriginal community. | Section 5.2 – Aboriginal engagement Table 5.1.1 Stakeholder matrix |
| NV04 | Specific consultation will be carried out with nearby sensitive health facilities, educational and place of worship receivers. Noise intensive work that is predicted to impact such receivers will be scheduled outside of particularly sensitive periods, such as exams or religious | Section 4.6 Table 5.1.1 Stakeholder matrix |

| Condition no. | Requirement | Reference in plan |
|---------------|---|---|
| | services, where possible. Hotels and temporary accommodation will be included in the consultation where predicted nighttime noise impacts may affect the amenity of guests. (Construction.) | |
| SEIA02 | Opportunities to include community, social and health services will be investigated during detailed design to support vulnerable communities (including rough sleepers). Consultation with local government, relevant government agencies and local community service providers will be carried out to identify opportunities to minimise risk to accessing these services during construction to share information and respond to issues affecting vulnerable communities (including rough sleepers) in and around the precinct. (Detailed design) | Section 5.2 Table 5.1.1 Stakeholder matrix |
| SEIA03 | Regular consultation with existing businesses owners within the Sydney Terminal Building and those surrounding the project area will be carried out to keep them informed of the project as it progresses and provide them with the information to be able to make informed decisions moving forward. (Detailed design and pre-construction) | Section 5.2 |
| CL01 | <p>Transport will coordinate the Central Precinct Working Group to manage potential impacts with other projects within and adjoining Central Precinct under construction at the same time as the project. Co-ordination and consultation with other relevant stakeholders will also occur when necessary (for example, DPHI, Sydney Trains, NSW TrainLink, Sydney Light Rail, State Transit Authority, City of Sydney Council, utility providers and emergency services).</p> <p>Coordination and consultation with these stakeholders will include:</p> <ul style="list-style-type: none"> • Provision of regular updates to the detailed construction program, construction sites and haul routes • Identification of key potential conflict points with other construction projects • Developing mitigation strategies to manage conflicts. Depending on the nature of the conflict, this could involve: - <ul style="list-style-type: none"> ○ Adjustments to the construction program, work activities or haul routes; or adjustments to the program, activities or haul routes of other construction projects ○ Coordination of traffic management arrangements between projects ○ Coordination of consultation activities to minimise the potential for consultation fatigue ○ Agree delivery and storage areas. (Construction) | Section 5.2 |

3. The Project

3.1. Project overview

Central Precinct Renewal Program (CPRP) is a long-term vision to renew land in and around Sydney's Central Station to create an exciting place for businesses and the community.

The STBRP will rejuvenate Central Station's Sydney Terminal Building, improving customer experience and creating a vibrant and modern environment for passengers and visitors.

The STBRP received planning approval in November 2023.

The Project (Stage 1) is the first step in revitalising Central Station, improving public space, safety and connectivity.

Stage 1 is focused on upgrading Eddy Avenue Plaza to improve public space, safety and connectivity.

The NSW Government awarded Gartner Rose (the Contractor) with the contract to deliver Stage 1 of STBRP (the approved project).

Planning approval documents for STBRP can be found on the Department of Planning, Housing and Infrastructure's (DPHI) website and are included on the Project website.



Image: Sydney Terminal Building Revitalisation project -Stage 1 site (Zone 1: Eddy Avenue, Zone 2: Eastern Terrace, Zone 3: Colonnade)

3.2. Project scope

The Project will deliver the following scope to improve public space, safety and connectivity around the Sydney Terminal Building.

Eddy Avenue Plaza work includes:

- Construction of new single storey retail building with commercial spaces
- New services to the new single storey retail building and a new retail metering room
- Installation of new stairs to Eddy Avenue Plaza in the southeast corner, to maintain emergency access from end of former Platform 15 and the upper level of the Central Electric Building
- Remove existing ramp, repair the retaining wall and relocate existing services
- New pavement and stormwater drainage within Eddy Avenue Plaza
- New fixed plaza furniture including seats, removable bollards and fixed bollards, planters, signs and wayfinding (non-digital), bicycle parking stands, new trees and garden beds
- Installation of lighting across Eddy Avenue Plaza
- Relocated and upgrade fire hydrants, panel and systems
- Updated existing wayfinding and signage, including non-digital signage within Eddy Avenue Plaza

Eastern Terrace work includes:

- Demolition of existing awning
- Installation of a new 'heritage interpretation' eastern terrace awning with connection to existing drainage points on the eastern terrace floor
- Supply and installation of new lighting
- New balustrade

Eddy Avenue Colonnade work includes:

- New stone paving along Eddy Avenue from the existing kerb line to the shop fronts
- Regrade Eddy Avenue Colonnade
- Re-paint and repair the heritage doors and windows
- Installation of new heritage interpretation shopfront signs/frames
- New feature lighting to signage and/or heritage aspects and new lighting to the public Colonnade area
- Refurbishment of the ceiling over the Eddy Avenue Colonnade (paint and non-structural repairs)
- Relocation of existing and/or installation of new fencing to align with external face of Eddy Ave Colonnade piers
- New street furniture and landscaping within the Colonnade

3.3. Key messages

Key messages provide the foundation for all communications related to the Project. They will be continuously reviewed and updated as work progresses to ensure they are current and accurate.

Central Precinct Renewal Program

- Central Precinct Renewal Program is Transport's long-term vision to renew over the next 5-20 years, up to 24 hectares of underutilised land in and around Sydney's Central Station. The renewal will enable an expanded Sydney CBD, provide new and enhanced public open spaces, new city connections, housing, jobs, dining and retail while celebrating the heritage of this iconic transport interchange.
- The Department of Planning, Housing and Infrastructure (DPHI) is currently assessing the rezoning application for the precinct and will prepare a recommendation for consideration by the Minister for Planning and Public Spaces. The Minister will then determine the application.

Sydney Terminal Building Revitalisation project

- As the precinct progresses through the State Significant Precinct Rezoning Application phase, Transport for NSW has initiatives underway to provide the community with new and exciting spaces sooner, such as, The Western Gateway and the Sydney Terminal Building Revitalisation projects.
- The Sydney Terminal Building Revitalisation project will rejuvenate Central Station's Sydney Terminal Building, by improving customer experience and creating vibrant, activated, and safe places for people. An extensive renovation of Sydney Terminal Building will include a refurbishment of the main concourse and improved integration of the building with the neighbourhood by reimagining and activating Eddy Avenue Plaza and Pitt Street.
- This project will see surrounding spaces being upgraded to provide passengers, residents and visitors with new amenities and a seamless connection to the Sydney Metro City and Southwest.
- Future stages to revitalise the Sydney Terminal Building will include the remaining scope for the Project and will be considered as planning progresses

Sydney Terminal Building Revitalisation project – Stage 1

- The Sydney Terminal Building Revitalisation project will be delivered in stages, with the first stage including an upgrade of Eddy Avenue Plaza, Eddy Avenue Colonnade and the Eastern Terrace to improve public space, safety and connectivity. Construction is expected to commence in mid-2025.
- Early work will start in late May 2025. This includes site set-up, survey investigations and demolition work as approved. The main construction work is planned to start from late June 2025.
- Sydney Terminal Building Revitalisation project – Stage 1 will deliver:
 - Upgrades to Eddy Avenue Plaza including landscaping, lighting and wayfinding
 - A new retail building and upgrades to existing retail spaces
 - Upgrades to paving and ceiling finishes within the Eddy Avenue Colonnade
 - A new balustrade and awning over the Eastern Terrace of the Sydney Terminal Building

Start of construction messages

- Construction is expected to start in mid-2025 at Eddy Avenue Plaza.
- Construction is expected to be completed by mid-2026.

- There will be temporary changes to existing pedestrian and commuter routes during construction. Please follow all temporary signage at Central Station.
- Construction activities include the demolition and removal of existing structures within Eddy Avenue, the Eastern Terrace and Eddy Avenue Colonnade.
- Every effort will be made to reduce the impact of dust, noise and vibration to the public and local environment.
- We are committed to minimising any impact on the environment, community and local businesses during construction.
- Deliveries to and from the work site will be limited to between 2am and 4am to avoid any impact to the light rail network.
- Residents, businesses and stakeholders will be kept informed, and we will continue to engage with the community to understand their needs during construction.
- Should you have any questions please contact the project team or visit the project website.
- We thank you for your patience during this important work.

Transport, traffic and pedestrian messages

- There are expected to be minimal impacts on existing traffic conditions as a result of the project.
- During construction, work will be carried out to ensure that public access routes to the station are maintained and pedestrian diversions are minimised.
- Wayfinding signage will be installed to notify customers of any temporary arrangements.

Noise, vibration and dust messages

- Some work we undertake will be noisy, however the project team will aim to minimise impacts on the community.
- Where possible noisy work will be scheduled during standard construction hours from 7am to 6pm Monday to Friday and from 8am to 6pm Saturday.
- The quietest equipment available will be used, non-tonal reversing alarms are required to be fitted on all project vehicles, and we will also undertake regular noise monitoring to ensure noise levels are effectively managed.
- For high impact work, for every three hours of high noise, one hour of respite will be provided. This is in line with the Transport for NSW Construction Noise Strategy.
- Monitoring will be undertaken to ensure vibration is below the predicted levels and are in line with the Transport for NSW Construction Noise Strategy.
- We take environmental issues seriously and measures are in place to minimise dust impacts during our construction activities, including using tools that generate less dust, and implementing dust suppression techniques like water spraying.

Information will be provided on the Project webpage at transport.nsw.gov.au/STBRP.

3.4. Site location, access and compound

The Contractor will establish phased construction zones to reduce the impact of our work on pedestrian access.

The Contractor will establish a site office within the Central Electrical Building and a site compound within the Sydney Yard. Access to the site office will be via the Grand Concourse level towards the northern end of Platform 14 and includes direct access from the work site to minimize disruption to the public.

The site compound within Sydney Yard will be used for laydown, materials storage and offices. Vehicular access is via the Sydney Yard Access Bridge off Regent Street. Pedestrian access between the work site and compound area will be via Platform 14 which is currently not in use. The site compound will be used to store materials required for the project. Some materials will be delivered to site between 2am and 4am to coordinate with Light Rail movements.

In the first phase of work, the Contractor will establish hoarding around Eddy Avenue Plaza to commence landscaping work and construction of a new retail building. This work will involve the use of excavators, elevated work platforms, cranes, generators, vacuum trucks and various small tools during the day. At night, material will need to be moved in and out of the site using small excavators, spoil trucks and light towers.

The next phase of work will provide upgrades to the Eastern Terrace including a new awning and balustrade. The Contractor will establish the temporary construction zone on the eastern terrace by building temporary infrastructure so that work can be carried out overhead. During construction, equipment including cranes, elevated work platforms and various small hand tools will be used.

The final phase of work will take place along Eddy Avenue Colonnade. The Contractor will carry out pavement and ceiling upgrades while maintaining pedestrian access through the Colonnade.



Image: Site compound, laydown area and work zones

3.5. Construction timeline and key milestones

Key milestones for the Project are outlined in the table below (refer to Appendix A – Indicative Project Construction Timeline for further detail). The estimated dates below are subject to change.

Table 3.5.1 Construction timeline and key milestones

| Milestone | Estimated Date |
|---|-------------------|
| Zone 1 - Eddy Avenue Plaza Work | |
| Site establishment | Q2 2025 |
| Early work commences | Q2 2025 |
| Main construction work | Q2 - Q4 2025 |
| Zone 2 - Eastern Terrace | |
| Installation of temporary work zone | Q4 2025 |
| Demolition of existing canopy and installation of new canopy | Q4 2025 - Q1 2026 |
| Zone 3 - Colonnade | |
| Establish temporary work zone | Q1 2026 |
| Regrade Eddy Avenue footpaths and install new paving to Colonnade and footpaths | Q1 2026 |
| Refurbishment of ceiling | Q1 2026 |
| Handover to Transport | Q2 2026 |

3.6. Project roles and responsibilities

The Transport project team will work closely with the Contractor's project team to minimise impacts and provide information, or where appropriate, engage with people and organisations impacted by work.

The Contractor, together with Transport, are responsible for engaging with the community and businesses to keep them informed while also mitigating any potential impacts during construction.

Transport will lead relationships with some key stakeholders including Members of Parliament and local government councils with support from the Contractor.

All engagement with stakeholders will be recorded using the Consultation Manager (CM) database. This includes engagement via phone, face-to-face interaction, email, property condition surveys, communication tools like newsletters and fact sheets, construction response line and/or events.

Throughout the Project, the Environment and Sustainability Manager and the Community and Stakeholder Engagement representatives will meet weekly to discuss upcoming project activities, potential impacts and mitigation methods, communications requirements, complaints and any other relevant issues.

The Contractor will:

- Implement the CCS in accordance with the CoAs (refer to tables 2.1, 2.2 and 2.3)
- Identify potential and emerging risks, issues and concerns
- Notify the community of any potential impacts
- Ensure timely distribution of project information in writing and via door knocks and/or in-person meetings

- Respond to enquiries and complaints from the community
- Report on community issues and construction activities

Transport will:

- Ensure compliance with statutory requirements via regular audits and evaluation of this CCS
- Support the Contractor in developing relationships and the resolution of complaints as required
- Review potential and emerging risks, issues and concerns including liaising with stakeholders as required
- Manage government and other agency relationships
- Manage Transport approvals of communication for distribution to the community
- Support the Contractor at stakeholder meetings as required

The Environmental Representative (ER) is responsible for reporting to the DPHI Planning Secretary. The ER may also provide input into the community and stakeholder requirements, such as improvements to work practices to minimise adverse impacts to the community or assist in the resolution of complaints if directed by the Planning Secretary.

Communication between the Project and the ER will predominantly be via the Environment and Sustainability Manager, and the Community and Stakeholder Engagement representatives when it's in relation to community enquiries and complaints.

4. Communication and engagement

As previously highlighted, Transport and the Contractor are committed to working closely with the community and key stakeholders throughout the Project.

Effective communication and engagement are key to fostering relationships and understanding stakeholder views. This section outlines earlier engagement on the broader strategies and plans and details how we will engage during detailed design and construction on this Project. This includes how we will manage any impacts and needs of residents, businesses, commuters, local workers and others using the area.

4.1. Previous consultation

Since 2015, Transport carried out consultation with stakeholders and the community to explore opportunities and challenges for the CPRP which has informed planning for the Project.

In 2019, extensive consultation was carried out to support the public exhibition of the draft Central Precinct Strategic Vision. Feedback provided Transport with a solid understanding of the community's aspirations, opportunities and concerns related to Central Precinct. The vision was also renamed to be the Central Precinct Strategic Framework.

Feedback was categorised into the following key themes:

- Place and destination
- People and community
- Mobility and access
- Economy and innovation
- Culture and heritage
- Environmental sustainability

Consultation on CPRP has informed the development of the Project's objectives and consultation approach. Key topics raised in CPRP feedback are covered in greater detail in the [Consultation Outcomes Report](#) (Transport for NSW, 2022)

Since early 2021, Transport has engaged with a diverse range of communities and stakeholders including precinct neighbours, community representatives, regional and outer-metropolitan customers, social service providers, NSW Government agencies, Greater Cities Commission Youth Panel, City of Sydney, LGBTQIA+ stakeholders and disability representatives to understand the challenges, concerns and opportunities at Central Precinct.

The STBRP was developed as part of the broader vision for CPRP.

Extensive consultation with key stakeholders was carried out during the development of STBRP's Environmental Impact Statement (EIS) to incorporate community feedback into the design, heritage and movement outcomes.

The EIS was on exhibition between 8 February and 8 March 2023. The community were informed and invited to provide feedback via:

- Adverts in the Daily Telegraph and the Sydney Morning Herald along with social media to promote opportunities to engage
- A letterbox notification within a 500-metre radius of the STBRP project area
- Dedicated project website including Frequently Asked Questions
- Digital EIS online, providing project information and an interactive medium to view environmental impacts associated with construction and operation of STBRP

- Stakeholder emails were sent out to notify of the EIS being on public display
- Stakeholder briefings, community drop-in sessions and online livestream

As detailed in the EIS Response to Submissions Report, feedback on scope related to Stage 1 was to consider:

- Potential impact to heritage features at the Sydney Terminal Building
- Potential impact to local businesses within and around Central Station
- Provision for and location of bicycle parking
- Construction impacts to pedestrian movement and access

Following feedback from the EIS, we revised the design by reducing the new building height to improve visibility of the Terminal building from passing trains. We are now finalising the detailed design for Stage 1.

The EIS and Submissions Report is available on the Project website and DPHI Major Projects portal.

4.2. Communication and engagement objectives

The Project's communication and engagement activities will align with the following objectives:

- Provide clear, consistent, and timely information about the Project and its benefits and its impacts to stakeholders and the community
- Promote and raise awareness and understanding of the construction activities to be carried out
- Foster and develop relationships with all stakeholders of the Project including local businesses and the community
- To ensure that community and stakeholder enquiries/complaints about the project are managed and resolved effectively and respectfully

4.3. Communication and engagement approach

Our communication and engagement approach for the Project will focus on keeping key stakeholders and the local community and businesses informed and engaged via Community Updates, work notifications, door knocks, social media and the Project webpage.

We will continue to consult with key stakeholders as detailed in the CoA and continue to work closely with the City of Sydney and other government agencies to provide a coordinated approach to communications in the Central Precinct area.

We will build on relationships with local Aboriginal communities to encourage ongoing participation in the project (*see also section 5.2 Targeted stakeholder engagement - Vulnerable communities*). Our communications approach is to anticipate and manage real and perceived community concerns and risks.

We will be working closely with service providers and government agencies including the Department of Communities and Justice, NSW Police and City of Sydney to ensure we are sharing information and responding to issues affecting vulnerable communities and people sleeping rough in and around the precinct (*see also section 5.2. Targeted stakeholder engagement - Aboriginal engagement*).

Our communications collateral will be provided across a variety of mediums and will consider the needs of communities from backgrounds including Languages Other than English (LOTE), Culturally and Linguistically Diverse communities (CALD) and vulnerable communities (See CoA B2 (d)).

To ensure we are always improving our methods, we will be monitoring and evaluating feedback on our project communications to measure the success of our approach and to make changes as required.

4.4. Communications engagement tools and techniques

Transport and the Contractor will utilise a range of tools and techniques throughout the duration of the Project to effectively inform and engage with all stakeholders.

Communications material produced will meet Web Accessibility Guidelines 2.0 (WCAG 2.0) and comply with the relevant Transport Style Guides.

Tailored and targeted engagement will also be undertaken to meet condition B2 (d) set out procedures and mechanisms for the regular distribution of accessible information including to LOTE and CALD and vulnerable communities about or relevant to the SSI. This includes tailored information and culturally sensitive community meetings as required, as well as the provision for language translation/interpreter services via the Australian Government Translating Service phone number 131 450.

In accordance with CoA B2 (e), throughout the Project's construction, the Contractor will work with Transport to identify opportunities to engage with local communities and to promote educational activities about the Project where possible. This may include opportunities with local schools and community groups as well as utilising video, web content and other educational tools.

The table below outlines all communications tools and techniques for the Project.

Table 4.4.1 Communications and engagement tools

| Tool | Purpose | Timing | Responsibility |
|-------------------------|---|--|--|
| Project website | In accordance with CoA B10, a Transport webpage, providing all relevant Project information, has been established before work commencement and will be maintained for the duration of construction, and for a minimum of 24 months following the completion of construction. The webpage will host the following information: <ul style="list-style-type: none"> Project status Project updates Construction updates Project contact details All Project approvals as stipulated in CoA B10. | Updated as per Project phase and Project communication materials to be added when issued. Key construction activities and notifications to be added. | Transport community and place team, and Gartner Rose community engagement team |
| Email notifications | Provide information about upcoming work, changes or disruptions, including out of hours work (OOHW) (see section 4.5). To ensure notifications are inclusive of LOTE and CALD communities, all notifications will include reference to Australian Government Translating Service phone number 131 450. Addresses CoA B2 (d) requirement. | Regular work: Notifications to be distributed no less than five business days before work start. Extension of working hours without an Environmental Protection Licence (EPL): Not less than 5 working days and not more than 10 working days, before commencing such work. OOHW : 10 working days in advance for impacted sensitive receivers for OOHW of hours work as required. | Gartner Rose community engagement team with approval from Transport |
| Letterbox notifications | Provide information about upcoming work, changes or disruptions, including out-of-hours work (see section 4.5). | Regular work: Notifications to be distributed no less than five business days before work start. | Gartner Rose community engagement team |

| Tool | Purpose | Timing | Responsibility |
|---|---|--|--|
| | Must include reference to Australian Government Translating Service phone number 131 450. Addresses CoA B2 requirement. | Extension of working hours without an EPL: -Not less than 5 working days and not more than 10 working days for impacted properties, before commencing such work. OOHW - 10 working days in advance for impacted sensitive receivers for OOHW as required. | with approval from Transport |
| Meetings and door knocks | Provide important or urgent information about impending construction likely to be significantly impactful, or where consultation with individual stakeholders is required. Individual meetings will be offered to promote inclusivity and accessibility. Translating services will be available as required. Addresses CoA B2 requirement. | Undertaken as and when required by the Gartner Rose community engagement team and communicated to Transport. | Gartner Rose community engagement team supported by Transport as required |
| Project updates (Letterbox drop and email database) | Communicate regular Project updates and at milestones. Must include reference to Australian Government Translating Service phone number 131 450. Addresses CoA B2 requirement. | At key Project milestones and at least every four months or as required. | Gartner Rose community engagement team with approval from Transport |
| Construction response line and Project email | Contact point for the community. Translating services will be available as required. Addresses CoA B2 requirement. | Construction response line will be available 24 hours, seven days a week. A response will be provided within two hours at times that construction activity is taking place, and within 24 hours outside of construction times. Project email managed during standard business hours. | Gartner Rose community engagement team supported by Transport as required. |
| Advertisements | Communicate key information like traffic impacts or Project milestones. Must include reference to Australian Government Translating Service phone number 131 450. Addresses CoA B2 requirement. | As required. | Transport community and place team |
| Media and community events | Provide key information to the community and share key milestones. Community events will strive to be accessible and inclusive. | At start and finish of the Project or as required in consultation with Transport community and place team. | Transport community and place team supported by Gartner Rose |
| Social media | Communicate Project updates and milestones | As required | Transport community and place team |
| Signage/ Posters | Provide Project contact information and communicate impacts. Must include reference to Australian Government Translating Service phone | Signage will be placed at key locations to inform of road closures, path closures, exclusion zones etc. | Gartner Rose based on approval from Transport |

| Tool | Purpose | Timing | Responsibility |
|--|--|---|--|
| | number 131 450. Addresses CoA B2 requirement. | | |
| Photography | To record Project progress and milestones and use in promotional material. | Taken at key milestone phases of the Project. | Transport community and place team |
| Site inductions, training and toolbox sessions | Project staff and subcontractors informed about the communication protocols and enquiries and complaints processes. | Repeated at each induction held by Gartner Rose. | Gartner Rose |
| Local government websites and communication channels | Regular Project communication will be available for local government to share. Key impacting work will be shared with City of Sydney Council to be shared on its social media channels. | As and when required. | Transport community and place team |
| Community education activities | In accordance CoA B2, Section e activities will be held to allow community and stakeholders to find out more about the construction and Project benefits. | As and when required | Gartner Rose and Transport community and place teams |
| Site hoarding and boundary screening | <p>In reference to CoA A21 and CoA D40, The SSI must be constructed in a manner that minimises visual impacts of construction sites, including providing temporary decorative hoarding.</p> <p>Following discussion with Transport on the agreed placement, Gartner Rose will supply and place hoarding with approved branding around the work areas for the duration of the Project.</p> <p>This will be important for protecting work areas and delineating public spaces, mitigating impacts by creating safe areas for material laydown and construction activities to be conducted. The branding will also inform the community and stakeholders about the work and provide the Project contact details so the community are aware they can get in touch with questions at any stage.</p> | At construction commencement and when required throughout the project construction. | Gartner Rose and Transport community and place teams |

4.5. Community notifications

As outlined in *Table 4.4.1 Communications engagement tools*, community notifications will be provided at least seven days before commencing work during standard hours.

This map shows the notification distribution area – which is about 300m radius from the main work site and includes the nighttime vehicle movement route to the site compound.

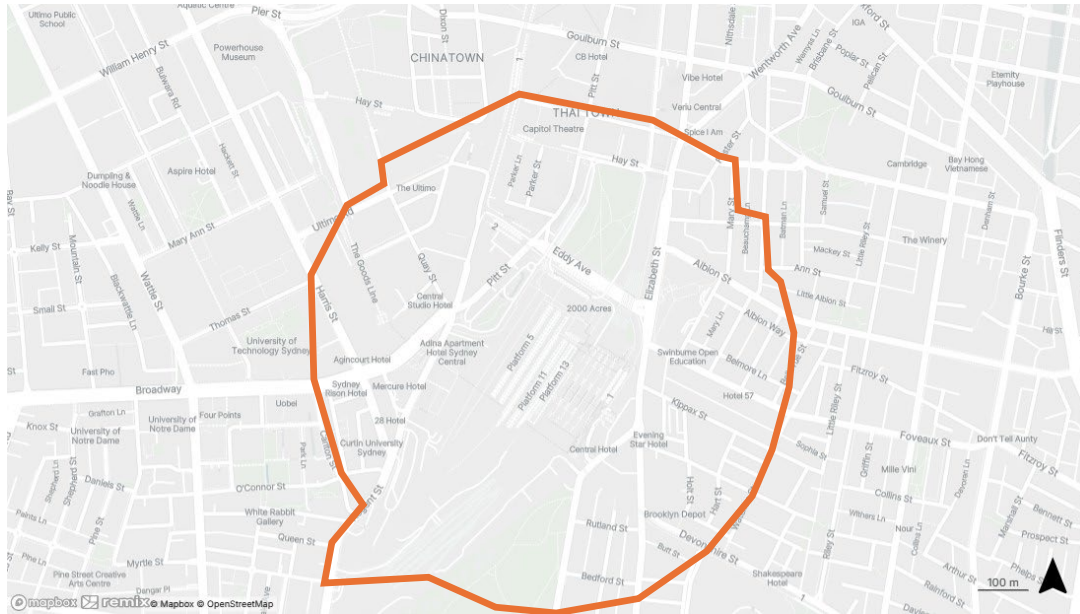


Image: Sydney Terminal Building Revitalisation Project – Stage 1 notification distribution area.

Out of Hours Work (OOHW) notification

In line with CoA D28, any construction work that is proposed to take place out of regular construction hours under CoA D24 will require justification and follow the requirements of the Out of Hours Work (OOHW) Protocol. The OOHW Protocol is the main approval pathway for OOHW and is required to be approved by the Planning Secretary. OOHW must also be conducted in accordance with the Construction Noise and Vibration Sub-plan.

The justification should include:

- Reasons for the OOHW
- A description of the location and duration of the OOHW
- The noise characteristics and likely noise levels of the OOHW
- Likely mitigation and management measures which aim to achieve the relevant noise management levels and vibration criteria under Condition E44 (including the circumstances of when respite or relocation offers will be available and details on how any impacted residents or businesses can access these offers)
- Proposed community notifications which must be provided to impacted sensitive receivers in the community at least 10 days before any proposed OOHW starts

Emergency work notification

Where possible, written or verbal notification will be made to stakeholders at properties immediately adjacent to, or impacted by, any emergency work at least two hours prior to commencing any emergency work or as soon as possible after we have identified a need for emergency work or activities impacted by Public Health Orders.

Where emergency work is required to avoid injury, or the loss of life, to avoid damage or loss of property or to prevent environmental harm, the Contractor will notify all noise and/or vibration affected sensitive receivers of the likely impact and duration of this work as soon as possible after the work has commenced.

The ER and the Planning Secretary will be advised of the reasons for such work as soon as possible after the work has commenced by the Transport Environmental and Sustainability Manager.

Noise catchment areas

As part of the Sydney Terminal Building Revitalisation – Noise and Vibration Impact Assessment, five Noise Catchment Areas (NCAs) were nominated. An overview of these NCAs is in Table: 4.5.1 and shown in the image below.

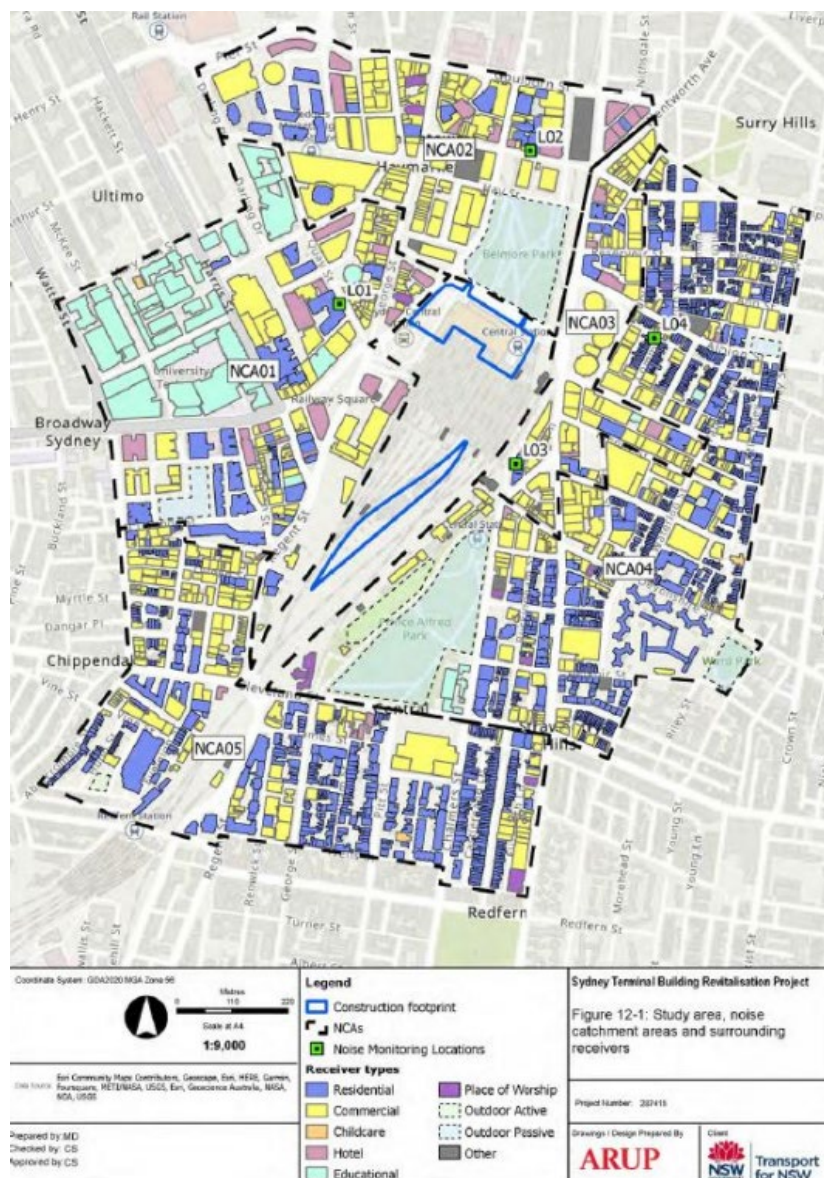


Image: Noise Catchment Areas

For this Project, the following noise catchment areas (NCA) apply to the Work: NCA02, NCA03, and NCA05 as detailed in table 4.5.1. below.

Table 4.5.1 Noise Catchment Areas (NCAs) and descriptions

| NCA | Description |
|-------|---|
| NCA01 | The closest receivers are generally commercial, but the NCA also includes several hotels and places of worship. Key receivers in the NCA are TAFE NSW Ultimo and University of Sydney, which occupy a large part of the NCA further to the west. The closest residences are in apartments around 150m away on George Street. As they live close to Central Station it is often noisy due to the activity in the area. |
| NCA02 | The closest receivers are generally commercial, but the NCA also includes Belmore Park directly to the north and the Capitol Theatre around 200m away. The closest residences are in apartments around 300m away on Campbell Street. Again, because these residents live close to Central Station and on a main road, it is often noisy due to the activity in the area. |
| NCA03 | The closest receivers are generally commercial. The closest residences are in apartments around 150m northeast on Elizabeth Street and southeast on Chalmers Street. Their proximity to Central Station means they live in a noisy area. |
| NCA04 | The feature of this NCA is the low-density residential housing setback from Central Station and shielded by high-rise buildings in NCA03. The closest residences are around 250m away and live in a quieter neighbourhood setting away from Central Station. |
| NCA05 | This NCA is away from Central Station and closer to the Sydney Trains Yard construction compound. The closest residences are around 150m away from the Sydney Trains Yard and 600 metres from the main project area and are located in a quieter area because they are further away from the activity around the CBD and Central Station. |

Noise monitoring will occur throughout the project at the locations identified in the Sydney Terminal Building Revitalisation- Noise and Vibration Impact Assessment prepared by ARUP, dated February 2023.

This assessment identified a total of 4 noise monitoring locations (L01-L04), or sensitive receiver groups across the site and is outlined in Table 4.5.2 below.

Table 4.5.2 Noise monitoring locations

| Location ID | Location Receiver - Type of receivers | Approx. distance to the construction boundary (m) |
|-------------|---|---|
| LOCATION 1 | Residents, businesses, places of worship, education and health institutions and hotels in the Quay Street area | 285 |
| LOCATION 2 | Residents, businesses, places of worship, education and health institutions and hotels in the Campbell Street area | 370 |
| LOCATION 3 | Residents, businesses, places of worship, education and health institutions and hotels in the Elizabeth Street area | 230 |
| LOCATION 4 | Residents, businesses, places of worship, education and health institutions and hotels in the Mary Lane area | 310 |

4.6. Consultation and notification for disruptive activity

Targeted consultation will be carried out with nearby sensitive health facilities, educational and place of worship receivers. Noise intensive work that is predicted to impact such receivers will be scheduled outside of particularly sensitive periods, such as exams or religious services, where possible. Hotels and temporary accommodation will be included in the consultation where predicted nighttime noise impacts may affect the amenity of guests.

The below table outlines the potential disruptive activities, who may be impacted, how they will be consulted and when they will be notified.

Table 4.5.2 Notification timing for disruptive activities

| Disruptive activity | Nature of impacts and stakeholders impacted | Timing and engagement methods |
|----------------------------------|---|--|
| Site establishment | Nearby businesses Those who can see the site including commuters, Sydney Trains, residents and businesses | <ul style="list-style-type: none"> • Door knock – in person update • Notification at least one week before work • Email notification • Signage |
| Noisy site-based activities | Nearby businesses Identified sensitive receivers see table 5.1.1 Image: <i>Noise Catchment Areas</i> | <ul style="list-style-type: none"> • Consultation on noise impacts • Door knock – in person update • Notification at least one week before work • Email notification • Notification slips |
| Demolition | Nearby businesses Identified sensitive receivers see table 5.1. Image: <i>Noise Catchment Areas</i> All properties within the area identified in the Noise Catchment Area | <ul style="list-style-type: none"> • Door knock – in person update • Notification at least one week before work • Email notification • Notification slips |
| Installation of Steel Structures | Those who can see the site including commuters, Sydney Trains, residents and businesses | <ul style="list-style-type: none"> • Notification at least one week before work • Email notification • Notification slips |

5. Stakeholder analysis and engagement

Our understanding of the community members and stakeholders interested in and or affected by the Project has been built through engagement that has occurred over several years. As detailed previously, significant engagement occurred during the EIS in 2023. We will continue to update the list of stakeholders throughout construction.

In line with CoA B2, Sections (a) and (b), this CCS identifies the people, communities, organisations, councils and agencies to be consulted during the design and work phases of the SSI, while also detailing the community and customers that are known to move through the terminal and their demographics. We have also provided indicative timing for communication and engagement activities to be delivered throughout the Project.

5.1. Stakeholder matrix

Table 5.1.1 identifies key stakeholders, their areas of interest, and how we plan to communicate and engage with them. We will continue to update this stakeholder list as required.

Table 5.1.1 Stakeholder matrix

| Stakeholders | Interest | Communication activities |
|---|---|--|
| Ministers and MPs <ul style="list-style-type: none"> Transport Minister Local MPs | High level of interest in: <ul style="list-style-type: none"> Benefits provided by the Project How the Project is mitigating and minimising impacts for constituents | <ul style="list-style-type: none"> Project update Formal briefings |
| Transport Organisations <ul style="list-style-type: none"> Internal Transport for NSW stakeholders including customer journey planning Sydney Trains Sydney Light Rail Transport Asset Holding Entity NSW TrainsLink Accessible Transport Advisory Committee (ATAC) | High level of interest in entire Project: <ul style="list-style-type: none"> Benefits provided by the Project Communication with residents Construction impacts – noise, dust, visual impacts, traffic, parking Management of environmental impacts Lighting impacts Heritage impacts Make good after removal of site compound Signage and wayfinding | <ul style="list-style-type: none"> Formal Briefings Meetings Emails Notifications Website |
| City of Sydney Council <ul style="list-style-type: none"> City Designer Strategic Urban Planner City Services Urban design and heritage specialists | High level of interest in entire Project: <ul style="list-style-type: none"> Benefits provided by the Project Communication with residents, businesses, workers, visitors and other stakeholders Construction impacts – noise, dust, visual impacts, traffic, parking Management of environmental impacts Lighting impacts Heritage impacts Signage and wayfinding | <ul style="list-style-type: none"> Website Project update Formal briefings to staff and Councillors Email notification |
| NSW Government Agencies <ul style="list-style-type: none"> DPHI | High level of interest in: <ul style="list-style-type: none"> Benefits provided by the Project | <ul style="list-style-type: none"> Consultation on the noise and vibration monitoring program |

| Stakeholders | Interest | Communication activities |
|--|--|--|
| <ul style="list-style-type: none"> Create NSW Government Architect NSW (GANSW) Investment NSW Heritage NSW NSW Health NSW Environment Protection Authority Dept of Communities and Justice Aboriginal Affairs NSW | <ul style="list-style-type: none"> Construction impact and management of noise, dust and pedestrian and commuter access Impacts and management to Aboriginal Cultural, Non-Aboriginal heritage Communication with residents, businesses, workers, visitors and other stakeholders | <ul style="list-style-type: none"> Consultation on any remedial action plans, if required Discussions as required Consultation on the construction heritage management sub-plan Consultation on the site establishment management plan Project reporting requirements |
| <p>Aboriginal Community</p> <ul style="list-style-type: none"> Metropolitan Local Aboriginal Land Council (MLALC) Representatives of Gadigal Country Coota Girls Aboriginal Corporation Aboriginal Affairs NSW | <p>High level of interest in:</p> <ul style="list-style-type: none"> Preservation of heritage values and tracking potential discovery of culturally significant artefacts Benefits provided by the Project Long term participation in economic opportunities. Community development and education opportunities | <ul style="list-style-type: none"> Website Project update Face-to-face meetings Email notifications Quarterly updates about construction of the SSI |
| <p>NSW State Design Review Panel (SDRP)</p> | <p>High level of interest in:</p> <ul style="list-style-type: none"> Detailed design and responsibilities of the STRP as detailed under CoA D44, D46-D52 | <ul style="list-style-type: none"> Briefings and consultation on relevant CoA Project update Project reporting requirements |
| <p>Peak bodies, institutions and precinct partners:</p> <ul style="list-style-type: none"> Western Gateway proponents (including Atlassian, Toga and Dexu Fraser) Precinct Neighbours (including education, health, community, businesses, University of Technology Sydney, Sydney Uni, the Tech Central Alliance and Sydney Dental Hospital) Vulnerable groups and housing and homelessness (Service providers and peak groups) <ul style="list-style-type: none"> Homelessness NSW Mission Australia St Vincent de Paul St Vincent's Hospital City of Sydney homeless division Department of Communities and Justice Transport Police Property planning (including Committee for Sydney) | <p>High level of interest in entire Project:</p> <ul style="list-style-type: none"> Benefits provided by the Project Communication with residents, businesses, workers, visitors and other stakeholders Construction impacts – noise, dust, visual impacts, pedestrian and commuter access. Lighting impacts Heritage impacts Make good after removal of site compound Signage and wayfinding | <ul style="list-style-type: none"> Meetings Pop up info stands Website Project update Face to face briefings Email notification |
| <p>Sensitive receivers including:</p> <ul style="list-style-type: none"> health facilities, educational establishments | <p>High level of interest in:</p> <ul style="list-style-type: none"> Construction impacts e.g. noise, vibration, traffic, dust and general loss of amenity | <ul style="list-style-type: none"> Targeted consultation to ensure noise intensive activities are scheduled outside of particularly sensitive periods, such as exams |

| Stakeholders | Interest | Communication activities |
|--|---|---|
| <ul style="list-style-type: none"> places of worship hotels and temporary accommodation | <ul style="list-style-type: none"> Noise impacts to religious services, exams and overnight amenity for guests | <ul style="list-style-type: none"> or religious services, where possible Door knocking and regular updates Emails and phone calls |
| <p>Residents and businesses:</p> <ul style="list-style-type: none"> Adjoining the sites Within 100 and 500m of the Project footprint depending on nature of the impact | <p>High level of interest in:</p> <ul style="list-style-type: none"> Benefits provided by the Project Construction impacts e.g. noise, vibration, traffic, dust and general loss of amenity Visual impacts from construction site for cafes and restaurants Loss of trade because of work | <ul style="list-style-type: none"> Email notification Letterbox drops Door knocks Social media Project Infoline Project newsletter Website |
| <p>Communities and customers</p> <ul style="list-style-type: none"> Metropolitan customers Regional and outer metropolitan customers Visitors Local residents from surrounding suburbs local businesses within proximity of Central Station | <p>High level of interest in:</p> <ul style="list-style-type: none"> Benefits provided by the Project Construction impacts, e.g., noise, vibration, traffic and dust and general loss of amenity Visual impacts from construction site for cafes and restaurants Project communication | <ul style="list-style-type: none"> Signage Email notification Social media Project Infoline Project newsletter Website |
| <p>Emergency services</p> <ul style="list-style-type: none"> NSW Ambulance NSW SES NSW Fire Brigade NSW Police Rail Emergency Response Unit | <p>Low level of interest in:</p> <ul style="list-style-type: none"> Ease of access to and from the site for emergency situation Possibility for high-risk construction activities Benefits provided by the Project | <ul style="list-style-type: none"> Website Project update Briefings |
| <p>Utilities</p> <ul style="list-style-type: none"> Jemena Gas Networks Endeavour Energy Essential Energy Ausgrid Sydney Water | <p>Medium level of interest in</p> <ul style="list-style-type: none"> Facilitating water and electricity connections Benefits provided by the Project | <ul style="list-style-type: none"> Gartner Rose to liaise directly Website |
| <p>Transport users</p> <ul style="list-style-type: none"> Light Rail users Bus users Ride share users | <p>Medium level of interest in</p> <ul style="list-style-type: none"> Benefits provided by the Project Impact to traffic and potential delays Construction impacts – noise, dust, visual impacts, pedestrian and commuter access. | <ul style="list-style-type: none"> Website Signage Project Infoline |
| <p>Road users</p> <ul style="list-style-type: none"> Motor bike riders Car drivers Hire and tourist vehicle drivers Bike riders | <p>Medium level of interest</p> <ul style="list-style-type: none"> Impacts to traffic and safety | <ul style="list-style-type: none"> Website Signage Project Infoline Social media |
| <p>Active transport users</p> <ul style="list-style-type: none"> Bike riders People walking | <p>Medium level of interest</p> <ul style="list-style-type: none"> Access and impacts to traffic Detours | <ul style="list-style-type: none"> Website Signage Project Infoline |

| Stakeholders | Interest | Communication activities |
|--|---|--|
| <ul style="list-style-type: none"> E-mobility users and other self-propelled modes of individual transport | | <ul style="list-style-type: none"> Social media |
| Other transport, industry, business <ul style="list-style-type: none"> Road Freight NSW NSW Taxis Bus operators | Low level of interest <ul style="list-style-type: none"> Bus routes and maintenance and enhancement of these Detours Safe passage of road freight/ cargo | <ul style="list-style-type: none"> Website Project Infoline Media Social media |
| Media | Medium level of interest <ul style="list-style-type: none"> Project impacts e.g. traffic, environmental, safety issues Community construction concerns | <ul style="list-style-type: none"> Transport Media Unit Website |

5.2. Targeted stakeholder engagement

Agency consultation and engagement

As detailed in the Table 5.1.1 Stakeholder Matrix above, the Project will engage with a number of agencies and organisations during the detailed design stage and throughout construction.

As detailed in the EIS REMMS, ongoing engagement with key government stakeholders will be carried out as the design progresses. Consultation will continue with the City of Sydney (CoS) Council's Heritage division in relation to detailed design and various elements such as streetscape and public domain work in and around Eddy Avenue and Pitt Street.

We will continue to work with the State Design Review Panel (SDRP) as the detailed design progresses as outlined in the CoA.

It is a condition of CEMP Sub-plans (a), (b) and (c) (outlined in Table 5.2.1 below) that the Project engage and consult with relevant government agencies, including Heritage NSW and City of Sydney. These agencies will be consulted on elements of the detailed design as well as some of the construction activities and the impacts and mitigation methods that will be employed throughout the project.

By proactively engaging and consulting with Heritage NSW and the CoS, the Project aims to be able to quickly address and mitigate potential impacts on heritage, noise and vibration, and traffic, transport and access, while ensuring a balanced approach that respects both development needs and community values.

Table 5.2.1 CEMP Sub-plan agency consultation

| | Required CEMP Sub-plan | Relevant government agencies to be consulted |
|-----|---|--|
| (a) | Heritage (Environmental and Aboriginal) | Heritage NSW and City of Sydney |
| (b) | Noise and Vibration | Heritage NSW |
| (c) | Traffic, Transport and Access | City of Sydney |

Businesses in the Sydney Terminal Building and surrounds

The Project, along with Transport property team, will regularly engage with existing business owners in and around the Sydney Terminal Building. There will be regular onsite meetings, emails and telephone calls to keep them informed of the project as it progresses. Discussions to date have assisted in providing these stakeholders with information to be able to make informed decisions for their business.

We will work with impacted businesses to minimise and manage any construction impacts.

Central Precinct Working Group

During construction, Transport will coordinate the Central Precinct Working Group to manage potential impacts with interfacing projects in Central Precinct that are under construction at the same time.

Coordination and consultation with other relevant stakeholders will be implemented when necessary (for example, DPHI, Sydney Trains, NSW TrainLink, Sydney Light Rail, State Transit Authority, City of Sydney Council, utility providers and emergency services).

This consultation would include:

- Provision of regular updates to the detailed construction program, construction sites and haul routes
- Identification of potential conflict points with other construction projects
- Developing mitigation strategies to manage conflicts that could include:
 - Adjustments to the construction program, work activities or haul routes; or adjustments to the program, activities or haul routes of other construction projects
 - Coordination of traffic management arrangements between projects
 - Coordination of consultation activities to minimise the potential for consultation fatigue
 - Agree delivery and storage areas

Aboriginal engagement

Recognising and acknowledging Aboriginal history is integral to the Project and the overall CPRP.

The Gadigal have been custodians of the Country around Central Station for tens of thousands of years. The area was rich in natural resources, gathered by Aboriginal people for food, medicine and tools.

The late 1700s saw the arrival of European colonists, with devastating effects on the Gadigal and other Aboriginal cultural groups. However, the Gadigal continued aspects of their traditional way of life, with the site of today's Belmore Park and Central Station an important cultural ground for ceremonial practice.

An Aboriginal Engagement Strategy was prepared for the CPRP including engagement workshops with local and Gadigal Elders, local First Nations community members, relevant local and state government agencies and representatives from peak Aboriginal organisations.

A range of Aboriginal cultural heritage opportunities have been explored which have been identified through the Central Precinct Connecting with Country Framework including public art, heritage interpretation, built elements, landscaping and opportunities to recognise the Sydney Terminal Building's role as an arrival point on Country.

Transport and the Contractor will continue to work with the Aboriginal community representatives as part of the Project's Heritage Interpretation Plan and also through the Contractor's Participation Plan.

Vulnerable communities

A key focus of the CPRP was to engage with diverse and vulnerable communities about how the precinct can become a welcoming, safe and appealing precinct for all. Transport has been engaging with stakeholders and service providers who operate in the area including Homelessness NSW, Mission Australia, St Vincent de Paul and St Vincent's Hospital to understand challenges, identify opportunity and minimise impacts on people sleeping rough or experiencing homelessness in the area.

Transport has worked closely with the City of Sydney homeless division, Department of Communities and Justice, NSW Police and other service providers operating around Central Precinct to ensure that information is shared and enable discussion about to respond to homelessness and issues affecting vulnerable communities in and around the Central Precinct.

A Social Impact Management Plan (SIMP) is being prepared to help guide the Work impacts on the most vulnerable in our community. This will address potential social impacts to identified stakeholders, and the strategies for mitigating negative impacts and enhancing positive impacts. The SIMP will be prepared prior to construction commencing and will inform the Project's ongoing communications and engagement activities that will be delivered to the identified communities, ensuring the activities are sensitive, appropriate and responsive to their needs.

Transport and the Contractor will continue to engage with stakeholders and communities to minimise construction impacts on these vulnerable communities.

5.3. Community demographics

The Project is located on Gadigal land in the Metropolitan Local Aboriginal Land Council (MLALC) area. Desktop research of the community demographics of the areas adjoining the Project has been conducted using the City of Sydney Council community profiles (which can be found on their website).

The City of Sydney is one of the largest and fastest growing local areas in Australia. Being the economic and cultural heart of the Greater Sydney area, the city is highly and densely urbanised.

As at 30 June 2022, the estimated resident population in the City of Sydney council catchment area was 218,096 people. This represents around 4.1% of Greater Sydney's total population of 5,302,736.

The population density in the City of Sydney area is 8,176 people per square kilometre compared to 429 people per square kilometre for Greater Sydney.

The local area is made up of many diverse communities – people who live here come from a wide variety of cultural and social backgrounds. In 2022 nearly 114,000 residents living in the local area were born overseas. Nearly 82,000 speak a language other than English at home.

Mandarin was the most prevalent, with an estimated 20,000 speakers in 2022 followed by Cantonese and Thai, each with an estimated 6,500 speakers in the local area.

The local area is also home to one of Sydney's largest communities of Aboriginal and Torres Strait Islander peoples.

Workforce

In 2021 around 64% of the 126,800 working residents who lived in the local area also worked here. Just over 460,000 people who lived outside the local area also identified as working in the city.

In 2021, around 540,600 people had jobs located in the City of Sydney area. Around half of the local workforce in 2021 were born overseas with people born in India, United Kingdom (UK) and China each representing around 6% of the total workforce in the city.

Visitors

In the 2022/23 financial year, 5.4 million international and domestic overnight visitors stayed in commercial accommodation in the local area. This represents around 81% of levels seen before the pandemic in the 2018/19 financial year.

In 2018/19, the top 3 countries of visitors were China, the US and UK. In 2022/23, the top 3 countries of visitors were the US, UK and New Zealand.

Summary

By understanding the diverse and dynamic nature of the local population, workforce, and visitor trends, the Project is better equipped to engage with all stakeholders. Targeted and appropriate communication activities will address the unique needs and interests of the varying communities within this area and help the Project foster meaningful connections and respond appropriately to all stakeholders involved.

Furthermore, the Project team will review and update the stakeholder matrix and incorporate new methods and activities to better respond to stakeholder needs as required.

6. Communication protocols

The following content details the protocols required for key communication and engagement activities.

6.1. Project contact details

In accordance with CoA B6, the Project will facilitate community enquiries and complaints via the Project's contact channels, which include a 24-hour toll-free phone number, website, email and postal address.

Table 6.1.1 Project contact details

| Contact | Details |
|--------------------------------------|---|
| Project Infoline – 24-hour toll-free | 1800 684 490 |
| Website | www.transport.nsw.gov.au/STBRP |
| Email | Projects@transport.nsw.gov.au |
| Mail | Sydney Terminal Building Revitalisation project – Stage 1, Transport for NSW, Community and Place PO Box K659, Haymarket NSW 1240 |

There is a 24-hour toll-free information line (1800 684 490) available seven days per week that will be promoted on all Project communications material. This number will be available for 12 months after construction.

Callers will be guided via the call centre to speak to a relevant member of the Project team. All verbal complaints and enquiries received via phone will be responded to within two hours when work is occurring on site and the next working day for complaints and enquiries received when there is no work taking place.

In the instance a complaint is made via the Project Infoline during OOHW, the Project Infoline call centre will immediately forward the complainant's contact details and details of the complaint to the Contractor's Project Manager who will initiate enquiries with the On-Duty Site Manager and respond to the complainant within 2 hours of the complaint being received. All correspondence and any actions will be recorded in the CM.

In accordance with CoA B11 (b), members of the public requesting access to Project information 12 months beyond project completion can be made via Transport for NSW and the following channels:

- Email projects@transport.nsw.gov.au
- Postal address: PO Box K659, Haymarket NSW 1240
- Transport Project Infoline 1800 684 490

6.2. Complaints and enquiries management and recording

Complaints management

In line with CoA B5, the Project has a Complaints and Management System that will be maintained from May 2025 until at least 12 months following completion of the Project.

The Complaints and Management System provides accessible and varied options to facilitate the management of community enquiries and complaints including:

- A 24-hour toll-free Project Infoline
- A postal address for written complaints and enquiries
- An email address for electronic complaints and enquiries
- A mediation system to escalate complaints when they are unable to be resolved

Definition of a complaint

A complaint is considered to be any expression of dissatisfaction made to or about the Project, regarding the work and impacts associated with the work, or the handling of a complaint, where a response or resolution is reasonably expected or legally required. Other complaints received that are not referring to construction work being undertaken will be managed by Transport following the standard complaint management process.

Complaints handling

In line with CoA B5 – B9, the Contractor will be responsible for responding to complaints and enquiries received regarding the Project, with support from Transport.

All complaints and enquiries will be recorded in Transport's Consultation Manager database and will be updated in the Project's Complaints Register (see Appendix B). The Project's Complaints Register will be available to the Projects ER noting that any personal details of complainants will not be provided to the ER unless otherwise agreed to or requested by the complainant.

Complaints will be communicated to Transport and the ER within 24 hours or the next working day.

In accordance with CoA B9, the Complaints Register will be provided to the Planning Secretary upon request, within the timeframe stated in the request.

Receiving complaints

Complaints and enquiries may be received through the Project info line, in writing (letter or email), direct to Transport via telephone, or direct to the Contractor or its subcontractors if applicable.

The Contractor will register complaints and enquiries about the Project using the Consultation Manager (CM) database. The complaints register will commence before any work and will be maintained for at least 12 months following completion of the Project. The register will record the:

- Number of complaints received
- Date and time of the complaint
- Method by which the complaint was made
- Personal details of the complainant which were provided by the complainant or, if no such details were provided, a note to that effect
- Nature of the complaint
- Means by which the complaint was addressed and whether resolution was reached, with or without mediation

- If no action was taken, the reason(s) why no action was taken.

In accordance with CoA B8, complainants will be advised of the following information before, or as soon as practicable after, providing personal information:

- That the complaints register may be forwarded to government agencies, including DPHI (via the Major Projects Website), to allow them to undertake their regulatory duties
- By providing personal information, the complainant authorises Transport to provide that information to government agencies
- The supply of personal information by the complainant is voluntary
- The complainant has the right to contact government agencies to access personal information held about them and to correct or amend that information.
- The above complaints process will be made available on the Project website. Complainants will be made aware of their rights under the Privacy and Personal Information Protection Act 1998 (NSW). For any complaints made in person, the complainant will be made aware of the above information.

Complaint response and escalation

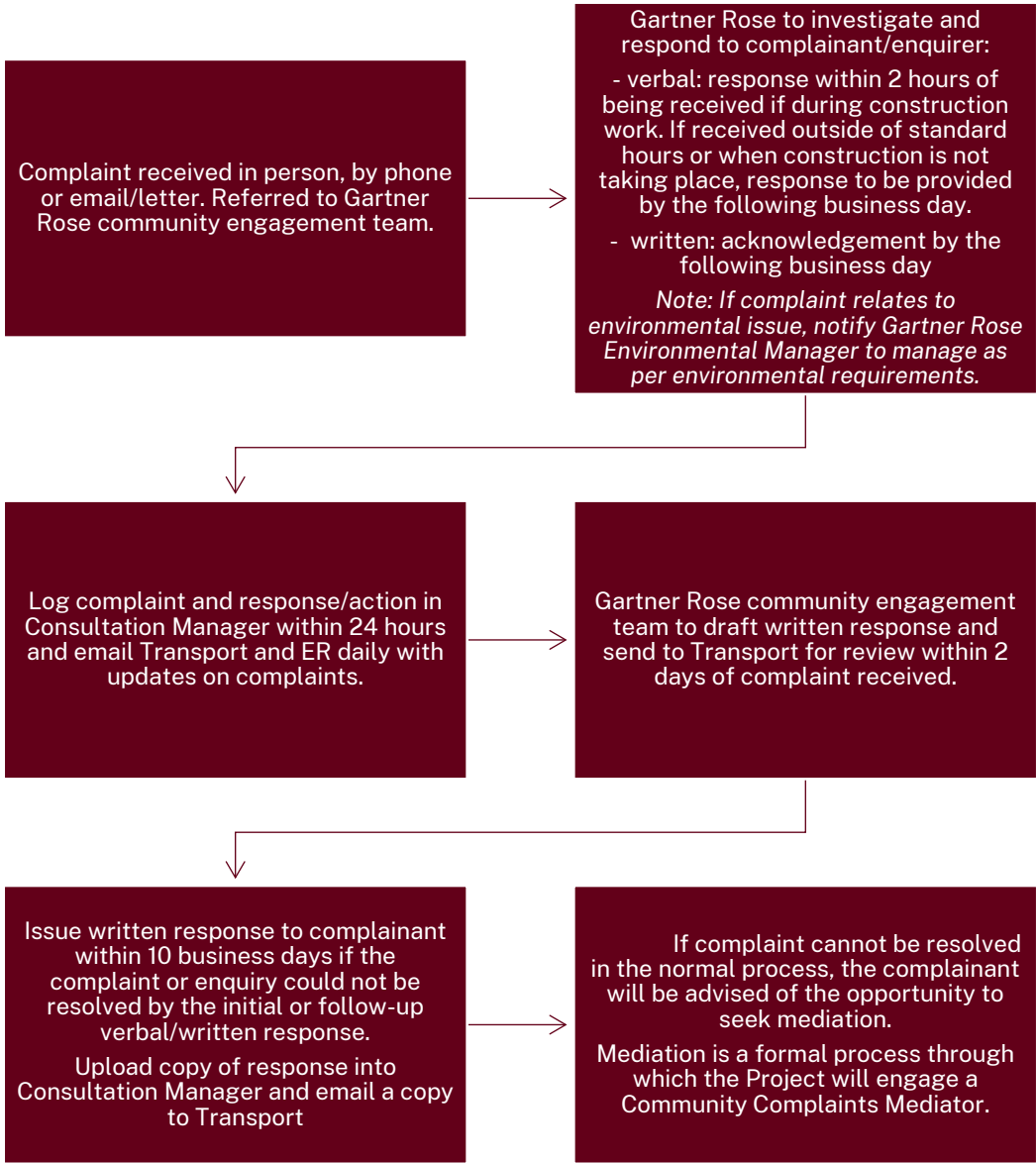
Table 6.2.1 Timeframes for responding to complaints and enquiries

| Complaint/Enquiry stage | Response time |
|----------------------------------|---|
| Written complaints/enquiries | All written complaints and enquiries received will be acknowledged by the following business day of the complaint being received. |
| Verbal complaints and enquiries | All verbal complaints and enquiries received via the phone will be responded to within two hours when work is occurring on site, including during OOHW. When work is not taking place, verbal complaints and enquiries will be responded to by the following business day of the complaint/enquiry being received. |
| Holding responses | If a complaint or enquiry (written or verbal) cannot be closed out immediately, a follow-up verbal or written holding response on what action is proposed will be provided to the complainant/enquirer within two hours during night-time work and 24 hours at other times unless agreed otherwise with the complainant. |
| Closing out complaints/enquiries | A written response to close out the matter with the complainant/enquirer will be provided within 10 business days if the complaint or enquiry cannot be resolved by the initial or follow-up verbal/written response. |
| Complaint mediation | If a complaint is not resolved in the normal process, the complainant will be advised of the opportunity to seek mediation. Mediation is a formal process through which the Project will engage a Community Complaints Mediator. In accordance with CoA B6 (d) requirements, complaint mediation will be available to facilitate community enquiries and manage complaints 14 days before the commencement of Work and for 12 months following the completion of construction. It will be accessible to all in the community regardless of age, ethnicity, disability or literacy level. |

Complaint management process

The Project's complaint management process is outlined in the flowchart below.

Table 6.2.2 Complaint management flowchart



6.3. Reporting

The Project will prepare the following reports throughout the construction period to support, record and manage all communication and engagement activities.

In accordance with the CoA A30, the Contractor will provide the Project's ER with a report on all communications activities as requested which may include any of the reports outlined in the table below and/or the complaints register (Appendix B).

Table 6.3.1 Reporting

| Type | Frequency | Content |
|---|--|---|
| Engagement report including meetings, communication materials issued and other activities | Monthly | <ul style="list-style-type: none"> Number and type of activities Documenting the outcome of meetings with stakeholders and community Statistics and report from Consultation Manager Include monthly complaint summary |
| Construction Look Ahead | Monthly | <ul style="list-style-type: none"> Planned construction work and when it is expected to occur so community and stakeholders can be informed |
| Complaint tracking report | Updated on the day of receipt or following day | <p>In line with CoA B7 the following will be recorded:</p> <ul style="list-style-type: none"> Number and type of complaint/s received Channel of receipt i.e., phone, email Action taken/ Response provided Timeframe from receipt to resolution Number of open and closed items Proposed measures to prevent the recurrence of complaints received (within the week) |
| Community and media milestone events | As required | <ul style="list-style-type: none"> Event type and number of attendees Feedback received Media coverage, as appropriate |
| Environmental Representative (ER) | Daily / Weekly | <p>Independent report to ER includes:</p> <ul style="list-style-type: none"> Daily updates on complaints received Weekly engagement summary – activities as above Weekly complaints summary Regular briefings |
| Compliance Reporting | As required | As required |

7. Managing impacts and risks

Considering past consultation and planned construction work, we have identified the following potential communication risks for the Project in Table 7.0.1.

Table 7.0.1 Potential issues and mitigation methods

| Category | Potential issues | Mitigation methods |
|-------------------------------|---|--|
| Construction | <ul style="list-style-type: none"> Noise and vibration Light pollution (during nighttime work) Traffic (increase in construction traffic in residential or congested areas) Access to businesses and properties Visibility of business signage Dust and air quality (potential concerns about asbestos and contaminated material) Possible interference with services/existing utilities to surrounding residential/commercial/industrial dwellings and businesses Interface with other stakeholder work activities, cumulative impacts | <ul style="list-style-type: none"> Targeted consultation with sensitive receivers and other impacted stakeholders Letterbox drops and email notifications to notify residents/businesses of noisy work Project hotline and email Respite periods where required On-site mandatory monitoring during work Pre-construction property condition surveys Ensure messages and information developed for the Project identify other developments and potential cumulative impacts |
| Consultation | <ul style="list-style-type: none"> Timeliness of advice, Project updates, consultation Appropriate consultation from Project team Perceived lack of consultation Construction fatigue Consultation and notification fatigue across all activities in the area but aren't related to Gartner Rose work | <ul style="list-style-type: none"> Targeted consultation with sensitive receivers and other impacted stakeholders Letterbox drops and email notifications to notify residents/businesses of Project progress and upcoming work Project hotline and email Website updates Ensure messages and information developed for the Project identify other developments and potential cumulative impacts |
| Environment/ Ecology | <ul style="list-style-type: none"> Noise, vibration and dust Vegetation trimming or removal | <ul style="list-style-type: none"> Letterbox drops and email notifications to advise residents/businesses of activity Project hotline and email |
| Heritage | <ul style="list-style-type: none"> Impacts to protected heritage items or unexpected finds (Aboriginal and Non-Aboriginal) | <ul style="list-style-type: none"> Follow NSW guidelines in relation to procedures and reporting Consultation with Heritage NSW, City of Sydney and other relevant stakeholders Targeted engagement with MLALC and Transport's Aboriginal Cultural Heritage Officer Project hotline and email Heritage CEMP sub-plan (Environmental and Aboriginal) On-site mandatory monitoring during work |
| Safety and security | <ul style="list-style-type: none"> Pedestrian safety Personal safety of residents and commuters from or as a result of work activities Lack of lighting, areas of shadow due to work activities | <ul style="list-style-type: none"> Wayfinding signage Notifications about changes/detours Targeted and ongoing consultation with sensitive receivers and other impacted stakeholders Door knocks with directly affected residents and businesses Traffic, Access and Transport Management Plan |
| Traffic and Pedestrian access | <ul style="list-style-type: none"> Potential temporary traffic or parking changes during construction Trucks and machinery using local roads (effects on road condition) | <ul style="list-style-type: none"> Letterbox drops and email notifications to advise residents/businesses of traffic management |

| Category | Potential issues | Mitigation methods |
|---------------------|---|--|
| | <ul style="list-style-type: none"> Associated safety risks | <ul style="list-style-type: none"> Door knocks with directly affected residents and businesses Traffic, Access and Transport Management Plan Wayfinding signage |
| Accessibility | <ul style="list-style-type: none"> Maintaining access for customers and community to Central Station, Light Rail and surrounding streets | <ul style="list-style-type: none"> Notify community/commuters/Sydney Trains about changes/detour – email notifications as appropriate Traffic, Access and Transport Management Plan Signage on adjacent streets |
| Visual Amenity | <ul style="list-style-type: none"> Visual changes to area during construction due to construction work and hoardings | <ul style="list-style-type: none"> Community notifications and emails Door knocking as required Briefing provided to City of Sydney |
| Community Relations | <ul style="list-style-type: none"> Behaviour of construction staff on site Out-of-hours work Lack of clear information / Project information Perceived lack of consultation on work and understanding of the impacts to the local communities Cumulative impacts of work multiple activities in the area | <ul style="list-style-type: none"> An open and honest ‘no surprises’ approach to build the trust of the community and stakeholders Targeted consultation with sensitive receivers and other impacted stakeholders Letterbox drops and email notifications to notify residents/businesses of Project progress and upcoming work Swift response to enquiries and complaints One on one interface with residents and businesses to provide a known ‘go to’ Project representative Wayfinding to assist during changes to access Clearly identify the challenges and beneficial outcomes in key messages and public communications Use of clear graphics Construction fact sheet to provide information to the community on mitigation measures used to manage construction impacts Ensure messages and information developed for the Project identify other developments and potential cumulative impacts |

8. Monitoring and evaluation

The Project aims to continuously improve how we engage with the community and other key stakeholders throughout delivery.

Our evaluation of the Project's communications and engagement will be based on feedback and experience as the construction progresses and will include but not be limited to:

- Periodic review of this CCS
- Reviewing the quality and delivery of communications material on time and within budget
- Reviewing timing of notifications
- Reviewing enquiries and feedback received to identify emerging trends and unresolved issues
- Measuring the sentiment of feedback (positive, negative or neutral) from the community and stakeholders
- Tracking levels of community participation (ie attendance at information sessions, signing up to the distribution list and feedback during construction)

APPENDIX A - Indicative Project Construction Timeline and Communications Activities

| Activity | Timing | Potential impacts | Impacted stakeholders | Communication tool |
|--|--------------------------------|--|---|---|
| Zone 1 - Eddy Avenue Plaza Work | | | | |
| Site establishment work including erection of temporary hoarding, lighting and site office | May 2025 | <ul style="list-style-type: none"> Visual impacts Revised commuter pathways from Metro to Eddy Avenue Noise and Vibration | <ul style="list-style-type: none"> Commuters Public Businesses Local Councils Sydney Trains Operations | <ul style="list-style-type: none"> Website Notifications Door knocks Social media Signage Local Government website/comms channels |
| Demolition of existing retail buildings, retaining wall, plaza finishes and removal of existing ramp | May-June 2025 | <ul style="list-style-type: none"> Noise and Vibration Dust Waste Removal | <ul style="list-style-type: none"> Residents Businesses Sydney Trains Operations | <ul style="list-style-type: none"> Website Notifications Door knocks Signage Local Government website/comms channels |
| Installation of Fire Hydrant Boosters | May-Sept 2025 | <ul style="list-style-type: none"> Noise and Vibration | <ul style="list-style-type: none"> Residents Businesses Sydney Trains Operations Local Fire Brigade Sydney Metro | <ul style="list-style-type: none"> Door knock Phone call/email notification |
| Installation of inground Services | June -Sept 2025 | <ul style="list-style-type: none"> Noise and Vibration Dust | <ul style="list-style-type: none"> Residents Businesses Sydney Trains Operations | <ul style="list-style-type: none"> Door knock Phone call/email notification |
| Construction of new retail building | June 2025-February 2026 | <ul style="list-style-type: none"> Noise and Vibration | <ul style="list-style-type: none"> Residents Businesses Sydney Trains Operations | <ul style="list-style-type: none"> Website Notifications Door knocks Signage Local Government website/comms channels |
| Installation of landscape finishes | September 2025 - February 2026 | <ul style="list-style-type: none"> Noise and Vibration | <ul style="list-style-type: none"> Residents Businesses Sydney Trains Operations | <ul style="list-style-type: none"> Website Notifications Door knocks Signage Local Government website/comms channels |

Transport

| Activity | Timing | Potential impacts | Impacted stakeholders | Communication tool |
|---|-------------------------------|--|--|---|
| Zone 2 - Eastern Terrace | | | | |
| Installation of temporary work zones | October 2025 | <ul style="list-style-type: none"> Visual impacts Revised commuter and public access routes Noise and Vibration | <ul style="list-style-type: none"> Residents Commuters Public Businesses Sydney Trains Operations | <ul style="list-style-type: none"> Website Notifications Door knocks Signage Local Government website/comms channels |
| Demolition of existing canopy | October - November 2025 | <ul style="list-style-type: none"> Noise and Vibration Dust Waste Removal | <ul style="list-style-type: none"> Residents Businesses Sydney Trains Operations | <ul style="list-style-type: none"> Website Notifications Door knocks Signage Local Government website/comms channels |
| Installation of new canopy | November 2025 - February 2026 | <ul style="list-style-type: none"> Noise and Vibration Dust | <ul style="list-style-type: none"> Residents Businesses Sydney Trains Operations | <ul style="list-style-type: none"> Website Notifications Door knocks Signage |
| Installation of new balustrades | November 2025 - February 2026 | <ul style="list-style-type: none"> Noise and Vibration Dust | <ul style="list-style-type: none"> Residents Businesses Sydney Trains Operations | <ul style="list-style-type: none"> Notification |
| Zone 3 - Colonnade | | | | |
| Establish temporary work zones | January - April 2026 | <ul style="list-style-type: none"> Visual impacts Reduced commuter and public pathways Noise and Vibration | <ul style="list-style-type: none"> Residents Commuters Public Businesses Sydney Trains Operations | <ul style="list-style-type: none"> Website Notifications Door knocks Signage Local Government website/comms channels |
| Regrade Eddy Avenue footpaths and install new paving to Colonnade and footpaths | January - April 2026 | <ul style="list-style-type: none"> Noise and Vibration | <ul style="list-style-type: none"> Residents Commuters Public Businesses Sydney Trains Operations | <ul style="list-style-type: none"> Website Notifications Door knocks Signage Local Government website/comms channels |
| Refurbishment of ceiling | January - April 2026 | <ul style="list-style-type: none"> Noise and Vibration | <ul style="list-style-type: none"> Residents Commuters Public Businesses Sydney Trains Operations | <ul style="list-style-type: none"> Notifications |

APPENDIX B – Project Complaints Register

| | | | | | | | | | | | | | | | | | | |
|----------------|--------|---|---------------|---------------|---------------------|-----------------------|-----------|----------------|---------------------|--------------------------|--------------------------------|-------------------------|----------------------|----------------|--------------|-------------------------|------------------------|------------------|
| Status Key: | | | | | | | | | | | | | | | | | | |
| | | Action required - incomplete, unresolved, under investigation or update required | | | | | | | | | | | | | | | | |
| | | Investigation complete, close out action required - close out letter, advice to stakeholder | | | | | | | | | | | | | | | | |
| | | Resolved - investigation, response and close out complete and checked by TfNSW Community and Place team | | | | | | | | | | | | | | | | |
| | | Incident/ complaint closed - note ongoing approach | | | | | | | | | | | | | | | | |
| Enquiry Number | Month | Status | Date Received | Time Received | Received via | Responded with 24 hrs | Action by | Close out date | Name of Complainant | Business or Organisation | Contact details - email, phone | Address (if applicable) | Details of Complaint | Complaint Type | Action Taken | Resolution - if not why | Date CM entry complete | Review for audit |
| 1 | May 25 | | 20/3/2023 | 5.37pm | TfNSW project inbox | y | | | | | | | | | | | | |
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