

Community and Stakeholder Engagement Plan

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Document Approval

Rev.	Date	Prepared by	Reviewed by	Approved by	Remarks
00	05/05/22	J Ross	M Hitchcock	N Fryday	Approved
Signature:					
01	01/06/23		Jennifer Ross	N Fryday	Additional comments added under section 9.1 to include further details about the role of the Environmental Management Team as part of the Environmental Complaints process
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Signature:					
03	15/07/24	Joel Warne	Joel Warne	N Fryday	The plan is updated with changes.
Signature:					

Details of Revision Amendments

Document Control

The Project Director is responsible for ensuring that this plan is reviewed and approved. The Project Director is responsible for updating this plan to reflect changes to construction, legal and other requirements, as required.

Amendments

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

Revision Details

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00	05/05/22	M Hitchcock	Refer to M12 - Feedback on Document Comments or Responses saved under M12W-HP- CPBGG-000011 (GWS61.3.1.1 HP)
01	01/06/23	Jennifer Ross	Additional comments added under section 9.1 to include further details about the role of the Environmental Management Team as part of the Environmental Complaints process
01.02	22/06/23	Jennifer Ross	The plan format is changed and reissued as Rev 01.02. There are no changes to the content of the plan
01.03	05/07/23	Jennifer Ross	The plan is updated based on TfNSW comments
02	05/12/23	Joel Warne	The plan is updated based on TfNSW feedback
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Document Review

Position	Name	Signature	Date

Distribution of controlled copies

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1. Introduction

This Community and Stakeholder Engagement Plan (CSEP) documents the community consultation approach that will be implemented by the CPB Contractors and Georgiou Group Joint Venture (CPBGG JV) Project Team, led by the Community Relations Manager (CRM), during the construction of the M12 West from The Northern Road, Luddenham to Badgerys Creek including the Western Sydney International Airport Interchange. It details the strategies and actions that our team will implement to keep the community and stakeholders informed and engaged with the project, while managing expectations and minimising the impacts of works on the community, local businesses, property owners, stakeholders and road users wherever possible.

1.1 About the project

The M12 Motorway is a new dual-carriageway motorway between the M7 Motorway and The Northern Road. It is approximately 16 kilometres long, with two lanes in each direction with a central median; and will provide direct access to Western Sydney International Airport (WSIA) at Badgerys Creek and connect to Sydney's motorway network. The M12 Motorway project is being delivered in packages.

Features of the works include:

- Construction of 6km of dual carriageway motorway predominantly through greenfield area between The Northern Road, Luddenham and approximately 250m east of Badgerys Creek.
- Construction of 11 bridges.
- A grade-separated interchange referred to as the Western Sydney International Airport interchange, including a dual-carriageway four-lane airport access road (two lanes in each direction for about 1.5 kilometres) connecting with the Western Sydney International Airport Main Access Road.
- Connection to the signalised at grade intersection at The Northern Road with provision for grade separation in the future as part of the future Outer Sydney Orbital.
- Realignment and duplication of approximately 1,500m of Elizabeth Drive with a new bridge over the Airport Access Road and Metro Rail corridor including associated utility adjustments.
- A four-way signalised intersection east of Airport Access Road.
- A left-in/left-out intersection west of Airport Access Road.
- A signalised single point interchange with north facing ramps from Elizabeth Drive to M12 and south facing ramps from Elizabeth Drive to Airport Access Road.

Subject to weather and site conditions, the M12 West section is anticipated to be completed at the end of 2025.

The M12 West package incorporates the Airport Access Road (1.5 km) and the Elizabeth Drive bridge over the Airport Access Road, Sydney Metro Western Sydney Airport and a future rail corridor.

The M12 West package will provide a dual carriageway with narrow median and safety barriers running along the entire length. The M12 West package has been designed to integrate with the future Western Sydney Orbital (OSO) project. The OSO eastbound carriageway would be built to the north of the M12 Motorway alignment and the M12 Motorway carriageway would become the westbound carriageway for OSO. Emergency stopping bays and emergency crossovers will be provided at regular intervals.

The M12 West package includes the following bridges:

- Bridge over Luddenham Road
- Bridge over Cosgroves Creek
- Bridge over Airport Access Road
- Bridge over Sydney Metro – Western Sydney Airport
- Northbound bridge on Elizabeth Drive access ramp
- Southbound bridge on Elizabeth Drive access ramp
- Twin bridges over Badgerys Creek
- Bridge over M12 Motorway and Airport Access Road ramps
- Bridge over M12 Motorway

- Bridge over M12 Motorway on ramp

In accordance with the TfNSW Overarching Communication Strategy (OCS), and the M12 Motorway Minister's Conditions of Approval (NSW CoA), CPBGG JV has developed this Community and Stakeholder Engagement Plan (CSEP) for the M12 West works.

Table 1: CoA requirements for a Community and Stakeholder Engagement Plan addressed in this document:

CoA Reference	Content requirements	CSEP Ref.
B1	<p>A Communication Strategy must be prepared to provide mechanisms to facilitate communication about Work, construction and operation of the CSSI with:</p> <ul style="list-style-type: none"> (a) the community (including adjoining affected landowners and businesses, and others directly impacted by the CSSI); and (b) the relevant councils and relevant government agencies. <p>The Communication Strategy must address who (the Proponent, Independent Appointments and/or construction contractor) will engage with the community, relevant councils and agencies, how they will engage and the timing of engagements.</p>	Section 2.3
B2	<p>The Communication Strategy must:</p> <ul style="list-style-type: none"> (a) identify people, organisations, councils and agencies to be consulted during the design and Work phases; (b) identify details of the community demographics; (c) set out procedures and mechanisms for the regular distribution of accessible information, including to Language Other than English and Culturally and Linguistically Diverse and vulnerable communities, about or relevant to the CSSI; (d) detail the measures for advising the community in advance of upcoming Work, including utility works and upcoming out-of-hours work as required by Condition E44; (e) provide for the formation of issue or location- based community forums that focus on key environmental management issues of concern to the relevant community(ies); and (f) set out procedures and mechanisms – <ul style="list-style-type: none"> (i) through which the community can discuss or provide feedback to the Proponent 24 hours a day, seven days per week; (ii) through which the Proponent will respond to enquiries or feedback from the community; and (iii) to resolve any issues and mediate any disputes that may arise in relation to the 	Section 5

CoA Reference	Content requirements	CSEP Ref.
	environmental management and delivery of the CSSI, including disputes regarding rectification or compensation.	
B3	The Communication Strategy must be submitted to the Planning Secretary for approval no later than one (1) month before commencement of any Work.	Noted
B4	Work for the purposes of the CSSI must not commence until the Communication Strategy has been approved by the Planning Secretary.	Noted
B5	The Communication Strategy, as approved by the Planning Secretary, must be implemented for the duration of Work and for 12 months following the completion of construction.	Noted
B6	<p>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 CSSI. The Complaints Management System must require complainants to be advised that:</p> <ul style="list-style-type: none"> (a) the Complaints Register may be forwarded to Government agencies, including the Department, to allow them to undertake their regulatory duties; (b) by providing personal information, the complainant authorises the Proponent to provide that information to government agencies; (c) the supply of personal information by the complainant is voluntary; and (d) 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). <p>The Collection Statement must be included on the Proponent's or project website to make prospective complainants aware of their rights under the Privacy and Personal Information Protection Act 1998. For any complaints made in person, the complainant must be made aware of the Collection Statement.</p>	Section 9
B7	<p>The following information must be available to facilitate community enquiries and manage complaints one (1) month before the commencement of Work and for 12 months following the completion of construction:</p> <ul style="list-style-type: none"> (a) a 24- hour telephone number for the registration of complaints and enquiries about the CSSI; (b) a postal address to which written complaints and enquires may be sent; (c) an email address to which electronic complaints and enquiries may be transmitted; and 	Section 9

CoA Reference	Content requirements	CSEP Ref.
	<p>(d) a mediation system for complaints unable to be resolved.</p> <p>This information must be accessible to all in the community regardless of age, ethnicity, disability or literacy level and must be provided on the website required under Condition B10</p>	
B8	<p>A Complaints Register must be maintained recording information on all complaints received about the CSSI 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:</p> <ul style="list-style-type: none"> (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; (f) means by which the complaint was addressed and whether resolution was reached, with or without mediation; and if no action was taken, the reason(s) why no action was taken. 	Section 9
B9	<p>The Complaints Register must be provided to the Planning Secretary upon request, within the timeframe stated in the request.</p>	Noted
B10	<p>A website or webpage providing information in relation to the CSSI 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. 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 commencing and maintained on the website or dedicated pages including:</p> <ul style="list-style-type: none"> (a) information on the current implementation status of the CSSI; (b) a copy of the documents listed in Condition A1 of this approval, and any documentation relating to any modifications made to the CSSI or the terms of this approval; (c) a copy of this approval in its original form, a current consolidated copy of this approval (that is, including any approved modifications to its terms), and copies of any approval granted by the Minister to a modification of the terms of this approval (ordered in a logical sequence and easy to navigate); 	Section 11.2, Table 10

CoA Reference	Content requirements	CSEP Ref.
	<p>(d) a copy of each statutory approval, licence or permit required and obtained in relation to the CSSI;</p> <p>(e) a current copy of the final version of each document required under the terms of this approval; and</p> <p>(f) a copy of the audit reports required under Conditions A34 and A37 of this approval.</p> <p>Where the information / document relates to a particular Work or is required to be implemented, it must be published on the Proponent's website before the commencement of the relevant Work to which it relates or before its implementation.</p>	
E41	<p>Owners and occupiers of properties at risk of exceeding the screening criteria for cosmetic damage must be notified before works that generate vibration commences in the vicinity of those properties. If the potential exceedance is to occur more than once or extend over a period of 24 hours, owners and occupiers are to be provided a schedule of potential exceedances on a monthly basis for the duration of the potential exceedances, unless otherwise agreed by the owner and occupier. These properties must be identified and considered in the Noise and Vibration CEMP Sub-plan required by Condition C4 and the Communication Strategy required by Condition B1</p>	Section 5 Section 12
G01	<p>A Community Communication Strategy will be prepared for the project to facilitate communication with the local community including relevant Government agencies, Councils, adjoining affected landowners and businesses, and other relevant stakeholders that may be affected by the project. The strategy will: identify people or organisations to be consulted during the delivery of the project:</p> <ul style="list-style-type: none"> □ Set out procedures and mechanisms for the regular distribution of information about the project □ Outline mechanisms to keep relevant stakeholders updated on site construction activities, schedules and milestones □ Outline avenues for the community to provide feedback (including a 24-hour, toll free project information and complaints line) or to register complaints and through which TfNSW will respond to community feedback □ Outline a process to resolve complaints and issues raised. <p>The Community Communication Strategy will include a Construction Fatigue Protocol to minimise impacts associated with construction fatigue. The Protocol will include consideration of noise attenuation and restriction of</p>	This document

CoA Reference	Content requirements	CSEP Ref.
	out-of-hours work or use of noise intensive equipment where reasonable and feasible.	

1.2 Client Review and Approval of this Plan

In accordance with Specification TfNSW GWS61, section 3.1.1, the CSEP will be submitted to TfNSW for review and approval prior to commencement of work on site.

1.3 CPBGG JV Community and Stakeholder Engagement Plan

The purpose of this CSEP is to describe how CPBGG JV will undertake community liaison and engagement activities that inform and involve stakeholders in the project. The CSEP is a dynamic document that will be reviewed every six months and if required, amended to ensure that it continues to meet its objectives and goals.

The CSEP broadly describes how the construction team will manage community, motorist and stakeholder involvement and communications throughout the construction stage of the project. The aim is to ensure that all interested and affected parties have the opportunity to understand the project, to express their comments, and to have their concerns and issues understood and taken into consideration during construction. The CSEP addresses how community involvement requirements will be met to ensure there is an appropriate level of participation, awareness, and issues resolution. This CSEP outlines how CPBGG JV will build upon the community engagement planning activities carried out by TfNSW in December 2018 which included a Community Consultation process for information and feedback with the local and wider community impacted by the construction of the M12 Motorway.

The CRM (with advice and support from relevant Project staff) is responsible for the implementation of this CSEP.

2. Objectives, Strategies and Key Messages

As referenced in the TfNSW Overarching Communication strategy, CPBGG JV will ensure stakeholders are informed, engaged and understand the benefits of the Project.

2.1 Strategies to Achieve Community Involvement Objectives

Table 2: Community Engagement Objectives and Strategies

Objective	Strategies to achieve objective
1. To recognise and understand the history of the project and build on previous communication and consultation activities	<ul style="list-style-type: none"> Review previous consultation records and outputs and ensure that identified issues are communicated to the construction team
2. To establish and maintain positive relationships with the community	<ul style="list-style-type: none"> Engage in an open, honest and inclusive manner Ensure that all members of the project team are informed about community engagement and how to respond Ensure outcomes of consultation are integrated into project decisions
3. To ensure the wider community and key stakeholders are kept informed and are aware of how to interact with the project as well as having an opportunity to input to the project during the construction process	<ul style="list-style-type: none"> Provide access to regular, timely and clear information about construction works Provide detailed briefings at key points during construction and seek feedback from the relevant stakeholders Develop a close working relationship with neighbouring councils through regular meetings during the construction process Promptly respond to enquiries and complaints Promptly refer any relevant matters for the attention of TfNSW to the appropriate contact Provide information about the ways in which the community can obtain information about the project
4. To identify and address all reasonable stakeholder and community issues during construction	<ul style="list-style-type: none"> CRM is to maintain close contact with the construction manager and attend internal meetings as required TfNSW to manage key political and media stakeholder relations and provide briefings and respond to issues as required Provide feedback to construction teams arising from community consultation Identify and manage emerging issues Ensure relevant stakeholders/community are informed in advance about planned works and potential impacts Deliver on promises made or explain reasons and negotiate if circumstances change
5. To consult with directly affected property owners about any potential impacts	<ul style="list-style-type: none"> Communicate with directly affected residents and businesses to ensure they have the opportunity to provide timely and meaningful input to developing mitigation measures for potential impacts

2.2 Key Messages

TfNSW is responsible for liaising with stakeholders and the community on issues associated with the overall nature of the works. This includes questions/issues/concerns that deal with the overall need for the project, the Scope of Work provided for under the Contract, or other project issues not within CPBGG JV control.

CPBGG JV is responsible for liaising with the community on issues associated with the construction of the project. The key messages outlined below should be observed by all staff when engaging with the community. These messages have been developed to support TfNSW strategic messaging and will

evolve with the project. These messages will be incorporated into project inductions and ongoing toolbox presentations.

CPBGG JV acknowledge that our project work impacting our neighbouring stakeholders can be both negotiable and non-negotiable. If a negotiation is needed with a stakeholder, we may consider where we do our work, how we carry it out and any further mitigation measures we could undertake. These works would be examined under the following criteria:

- Working hours
- Noise, dust, or vibration impacts,
- Personal concerns for stakeholders such as distance to the work
- Proposed work outside of the project’s approval conditions.
- Notification to stakeholder is a consultation.

CPBGG JV has classed the notifications as either negotiable or non-negotiable works but do note that while our monthly updates are typically non-negotiable, we undertake strict planning to assure we minimise our impacts on our neighbouring stakeholders. Our notifications outside of monthly updates are typically negotiable:

- Extended out-of-hours work
- Out-of-hours work requiring community consultation.

Key messages regarding M12 West project include:

- Federal and State project approval was received on 3 June 2021 and 23 April 2021 respectively and TfNSW is managing the delivery of this project through several construction contractors
- All work will be carried out in accordance with the Infrastructure Approval (SSI 9364), Commonwealth controlled action approval (EPBC2018/8286), the Environment Protection License (EPL 21595) and TfNSW requirements
- A ‘no surprises’ approach will be adopted throughout construction by keeping community and stakeholders informed about construction activities and access changes in place to minimise construction impacts
- Opportunities for consultation with the community and stakeholders about timing and mitigation measures for construction activities and proposed changes will be identified where appropriate
- The community and stakeholders will be kept informed via the project website, social media, email notifications, written notifications and meetings
- Feedback from the community and stakeholders about the work and how impacts can be minimised will be welcomed
- Our communication will be accurate, reliable and timely
- We will be available 24 hours a day to respond to enquiries and for you to provide us feedback
- We will manage all issues in a timely manner.

2.3 CPBGG JV Personnel with Key Responsibility for Communications Activities

The Community Relations Manager holds primary responsibility for communications activities on the Project. They will be on-site during normal working hours for the duration of the Contract.

Table 3: Contractor responsibilities

CPB project team member	Responsibilities
Community Relations Manager	<ul style="list-style-type: none"> □ Serve as key point of contact for TfNSW communications representative □ Serve as key point of contact for stakeholders and community, including the management of all enquiries and complaints, available 24 hours, 7 days a week

	<ul style="list-style-type: none"> ▫ Attend weekly communication meetings with TfNSW ▫ Monitor and maintain project email address and phone number ▫ Manage the delivery of all necessary communication activities ▫ Ensure project compliance with all processes and procedures outlined in the CSEP ▫ Proactively identify and mitigate all risks to the Project, TfNSW and CPBGG JV ▫ Proactively identify positive opportunities to promote the Project ▫ Manage all vehicle and property damage claims
Project Manager	<ul style="list-style-type: none"> ▫ Assist with management of key stakeholder relationships as appropriate ▫ Aid with resolution of complaints when requested ▫ Provide appropriate funding and resources to support successful implementation of CSEP ▫ Provide technical content for communication materials when requested ▫ Provide timely approval of communication materials and reports
Project Engineers	<ul style="list-style-type: none"> ▫ Provide technical content for communication materials when requested ▫ Aid at community events and media events when requested
Environmental Manager	<ul style="list-style-type: none"> ▫ Oversee the investigation of all environmental complaints and reporting to the EPA ▫ Provide environmental information and reports required to be made public or for use in communications or consultation ▫ Collaborate on out of hours works to ensure compliance
Supervisory staff (superintendent, foremen etc.)	<ul style="list-style-type: none"> ▫ Ensure compliance with communication procedures ▫ Ensure appropriate workforce behavior ▫ Ensure referral of all community enquiries and complaints to the Community Relations Manager

3. Communications Strategy and Timeframes

CPBGG JV will use the following tools to communicate and engage with stakeholders and adhere to the prescribed approval and notice timeframes out lined in GWS61 4.1.4.

3.1 Communication Tools

The table below outlines the communication tools that CPBGG JV will implement on the M12 West.

Table 4: Communication Tools

Method	Frequency	Explanation of utilisation
Meetings/Briefings with key stakeholders	As required	Meetings will be held with key stakeholders to discuss details of upcoming works, impacts and other project-related information. Meetings and briefings will be held on an as-needs basis and CPBGG JV will ensure that suitable and adequately informed staff are available to attend such meetings.
Project email and telephone number	N/A	CPBGG JV will use the TfNSW contact channels such as the Project information line (1800 517 155) and emails m12motorway@transport.nsw.gov.au M12westinfo@cpbggJV.com.au
Community contact cards	N/A	A business card displaying Community Information Line and email details will be provided to staff to distribute to members of the public who require information about the Project.
Website	As required	CPBGG JV will draft text regarding key construction activities for the TfNSW website. TfNSW will be responsible for uploading content and maintaining its website.
Construction notification letters	As required	Construction notification letters will be prepared and distributed to advise the community and stakeholders of upcoming project works and expected impacts. Construction notifications will be distributed to the community seven days prior to the commencement of works.
Door knocks	As required	Door knocks will be carried out by CPBGG JV when required for local activities with specific impacts. Activities that affect specific landowners, property tenants, strata managers or business owners may require project team members to door knock at the affected property. This will be determined in accordance with the Public Health Orders in force at the time.
Variable message signage (VMS)	As required	VMS will be used to advise upcoming traffic changes. Refer "Traffic Communications" section of the CTMP.
Media releases	As required	CPBGG JV will draft media releases in the following circumstances: <ul style="list-style-type: none"> ▪ Full or partial highway closures ▪ Opening of new permanent roads or ramps ▪ Planned traffic events likely to generate delays exceeding 10 minutes ▪ Milestone events or completion of project. ▪ TfNSW is responsible for approving and distributing media releases. TfNSW is responsible for drafting media releases for all other activities
Print and radio advertising	As required	Print and radio advertising will be used to advise upcoming traffic changes within the appropriate timeframes. Refer "Traffic Communications" section of the CTMP.

E-newsletters	On request	TfNSW is responsible for collating and distributing e-newsletters to the community. CPBGG JV will contribute content when requested.
Ministerial events	As required	Opportunities for ministerial events will be identified, aligned with project milestones. These events will be coordinated with TfNSW.
Project photography	Quarterly	A photographic record will be kept of project progress. The photos will be used both for public information as well as a record of the work.
Construction hoarding	As required	Use of construction hoarding to display Project updates and information regarding construction for the community
Community Information Sessions	Every quarter	Provide the community with an opportunity to attend face-to-face sessions to speak with project representatives, both contractor and TfNSW.

3.2 Communication Timeframes and Procedure

The table below specifies the timeframes required when notifying the Principal and the local community, stakeholders, businesses, authorities and other facilities about construction activities.

Notifications will state the nature of the work, why it is necessary, the expected duration, details of any changes to the traffic arrangements or property access and the name and contact telephone number of a Project representative who can respond to any resident concerns.

All communication material in any form produced for the Project must be reviewed and approved by TfNSW prior to print and distribution.

Table 5: Notification Timeframes

Communication Activity	Timeframe for Principal's Approval	Notification Requirements Prior to Work Commencing
Notifications/letter box drops	Submit final no less than 20 working days before distribution	Seven days before activity. Distribute within 750m radius, or lesser distance, if agreed with the Principal and as determined by phone survey
New or changed construction activities	Submit final no less than 20 working days before distribution	Notify local businesses and residents seven days before activity, or less if agreed with the Principal
Major work communication packages (includes major traffic changes or disruptions, major milestones)	Submit communication package at least 20 working days prior to the proposed activity date.	Seven days prior to activity or as agreed with the Principal
Complex or potentially contentious issues or works e.g. road closures or disruptions to major events	May direct an issue-specific communication strategy be submitted	Submit 30 working days before implementation (GWS61, s4.1.6)

3.3 Extended working hours

In accordance with G36 clause 3.6.1, the CEMP and the Environmental Protection License, CPBGG JV will inform residents of any proposed work outside of normal working hours within nominated timeframes. The EPL contains the provision to attain community agreement for out-of-hours works (conditions E1.1 through E1.10). This complies with EPL 21595 Condition L5.7.

Extended hours are defined as any work that is undertaken outside of standard construction hours. Standard construction hours are defined as:

- 7:00 am to 6:00 pm Monday to Friday, inclusive
- 8:00 am to 6:00 pm Saturday
- At no time on Sunday or public holidays. Except as related to COVID construction hours (ended).

The Community Engagement team will consult with stakeholders where respite from out-of-hours works may be required. This consultation will also be undertaken in conjunction with the Environmental Management team and regarding the EPL and Project's Conditions of approval.

The Team will advise stakeholders of the nature of works, the duration and how it may impact them. The Team will then record the response from the stakeholder and determine what actions are most appropriate in consultation with the Environmental Manager.

For any face-to-face contact in relation to the provision of respite, two project team representatives will attend the meeting.

Respite and alternative accommodation will be considered for residents where all of the below criteria are met:

- Work is being undertaken from Monday to Sunday between 10pm and 6:30am with consideration given to monitoring data
- Noise is modelled and verified via monitoring to a level as specified by the Environment Team.

Applicants must be permanent, full-time residents at the subject property. Offers for mitigation measures will not be extended to guests and visitors at the property.

4. Community Relations Awareness Training

As ambassadors for the Project, all construction personnel and subcontractors working on the Project are required to undertake compulsory induction training, which includes community relations awareness. This will be part of the site project induction and additional reminder toolboxes will be undertaken prior to working on site.

Key elements of the induction training include:

- outline of community involvement behaviours and obligations
- site specific stakeholder concerns and levels of interaction
- free call community contact telephone line
- community enquiry and complaints management system
- interface with the public and media (no comment to media)
- issues management procedures

The training will ensure all the CPBGG JV and construction personnel involved in the work are:

- trained on how to respond to community queries
- aware of and abide by the requirements for the release of information detailed in the Conditions of Approval and as required by TfNSW
- advised on the identity of the community within which they are working

The records of personnel training and induction in community obligations will be provided within construction contractor monthly progress reports.

5. Stakeholder Analysis

Key stakeholders for the M12 West Project are outlined in *Table 6*. These are the key groups that will be consulted with during work phases. This list is not static but will evolve throughout the project lifecycle. Contact details will be populated as they are provided by stakeholders. The table also identifies potential risks/issues and the communications tools to be used as part of stakeholder engagement.

5.1 Working with CALD communities

With a rich heritage in the area ranging from the first Australians to more recent arrivals, CPBGG JV sees an opportunity to engage with a variety of stakeholders via effective communications and community engagement.

In the community engagement space we will be inclusive, provide information in various community languages and seek opportunities to take CALD stakeholders along with us.

Prior to construction works commencing, an assessment will be undertaken of all immediate stakeholders to identify CALD and vulnerable communities and understand if they require tailored and targeted communications and engagement activities. This assessment will be made regularly as the project progresses and CPBGG is alerted to new residents, businesses and groups in the area.

We have considered how our community information material will provide our CALD communities with as much information, care, and attention as the wider community.

Where appropriate we will translate information materials into community languages other than English as per the current Web Content Accessibility Guidelines (WCAG 2.0) endorsed by the Australian Government. This includes emails, notifications and newsletters.

Translators will be available during meetings, presentations, and forums to support the engagement of our CALD community. CPBGG JV will work with the community to establish if this is required, and then make appropriate arrangements to have the right translator(s) available.

The following processes and communication tools can also be used to improve accessibility and outreach with people who come from CALD and LOTE backgrounds: •

- Providing project information on the TfNSW M12 website
- Working closely with local councils and community groups to utilise existing CALD relationships
- Continued outreach with targeted CALD community groups, and face-to-face meetings and briefings with CALD communities as required
- Advertising project milestones in foreign language newspapers.
- Translating project milestone factsheets and newsletters into targeted languages.
- Ensuring that foreign language submissions can be received.
- Providing translators for meetings and engagements as required

CPBGG JV has undertaken a desktop exercise of the local community and identified that the following languages may be spoken by those in the Luddenham community -Italian, Arabic, Croatian, Maltese and Hindi.

In the stakeholder analysis at *Table 6*, CPBGG JV has identified CALD stakeholder groups that will be engaged as part of our working with CALD communities commitment.

Table 6: Stakeholder Analysis

Stakeholder Group	Stakeholder	Issues/risks	Communications tools
Federal Government	<ul style="list-style-type: none"> □ Prime Minister □ Federal Minister for Infrastructure, Transport and Regional Development □ Federal Member for Lindsay □ Federal Member for McMahon □ Federal Member for Werriwa □ Federal Member for Hume □ Department of Infrastructure, Transport, Regional Development, Communications and the Arts □ Department of Water, Agriculture and Environment □ Western Sydney Airport Corporation 	<ul style="list-style-type: none"> □ Transport planning □ Funding □ Airport related issues and developments □ Timing of construction with reference to new airport □ Housing and jobs growth □ Infrastructure planning □ Environmental considerations and protection of matters of national environmental significance □ Communication and stakeholder engagement □ Changes to project scope post EPBC approval 	<ul style="list-style-type: none"> □ Correspondence (letter/email) □ Meetings □ Briefings □ Mailing list for all communications items (including Community Updates) □ Community information events □ Consultation with DAWE on Biodiversity matters as required by NSW CoA
State Government	<ul style="list-style-type: none"> □ Department of Premier and Cabinet (including Heritage NSW) □ Minister for Metropolitan Roads □ Minister for Active Transport □ Minister for Planning □ Minister for Western Sydney □ State Member for Mulgoa □ State Member for Camden □ Member for Penrith 	<ul style="list-style-type: none"> □ Transport planning □ Funding □ Traffic and transport changes/impacts □ Housing and jobs growth □ Infrastructure planning □ Environmental considerations and protection □ Airport related issues and developments 	<ul style="list-style-type: none"> □ Correspondence (letter/email) □ Meetings □ Mailing list for all communications items (including Community Updates) □ Community Information events (either in attendance with other agency or providing collateral for distribution)



Stakeholder Group	Stakeholder	Issues/risks	Communications tools
	<ul style="list-style-type: none"> □ NSW Department of Planning and Environment □ Sydney Catchment Authority □ Infrastructure NSW □ NSW Environment Protection Authority □ NSW Department of Primary Industries (Fisheries) □ NSW Treasury □ Western Parkland City Authority □ Western Sydney Parklands Trust (WSPT) □ Sydney Metro □ Sydney Buses □ Sydney Water □ Water NSW 	<ul style="list-style-type: none"> □ Consultation about documents and monitoring programs as required under NSW CoA A5 □ □ Changes to scope post planning approval □ Impacts on other projects in the area □ Provide feedback on plans required for the delivery of the infrastructure. □ Construction fatigue □ Coordination of projects 	
Local Council	<ul style="list-style-type: none"> □ Liverpool City Council □ Penrith City Council 	<ul style="list-style-type: none"> □ Staging □ Delivery of infrastructure when needed □ Maintenance of infrastructure □ Consultation prior to start of vegetation clearing □ Environmental impacts □ Landscaping and maintenance □ Provide feedback on plans required for the delivery of the infrastructure □ Potential flooding impacts, changes to waterways □ Traffic and transport changes/impacts 	<ul style="list-style-type: none"> □ One-on-one briefings □ Liaison during construction, by the contractors



Stakeholder Group	Stakeholder	Issues/risks	Communications tools
Landowners	<p>Affected landowners have been identified. There are eight landowners where property has been acquired to construct the motorway in the West section.</p> <p>All will require ongoing liaison regarding issues such as permanent fencing, livestock crossing or just around general construction progress</p>	<ul style="list-style-type: none"> □ Access to land during construction □ Potential challenges in facilitating livestock crossings 	
CALD and NESB communities	<ul style="list-style-type: none"> □ Sydney Community Services operating in the M12 corridor □ CALD Community groups including: CoAsIt, Australian Chinese Community □ Liverpool Council CALD outreach services 	<ul style="list-style-type: none"> □ Communication challenges in terms of printed information not being translated into language other than English □ Difficulties communicating project information 	<ul style="list-style-type: none"> □ Meeting with Penrith City Council and Liverpool City Council □ Translation information and details for translation services included on all project notifications and publications □ M12 digital portal is linked to Google Translate to facilitate improved communication □ Consider the use of translators during any one-on-one discussions with owners
Emergency services	<ul style="list-style-type: none"> □ Fire and Rescue NSW □ NSW Rural Fire Service □ NSW Police □ State Emergency Service □ NSW Ambulance Service 	<ul style="list-style-type: none"> □ Emergency and incident response □ Crime and safety □ Provide feedback on plans required for the delivery of the infrastructure □ Access □ Traffic and transport changes/impacts 	<ul style="list-style-type: none"> □ Letters □ Mailing list for all communication items (including Community Updates) □ Consultation about plans as required



Stakeholder Group	Stakeholder	Issues/risks	Communications tools
Utilities	<ul style="list-style-type: none"> □ Telstra Corporation Limited □ Optus □ Jemena Gas 	<ul style="list-style-type: none"> □ Utility infrastructure planning □ Consultation and engagement during the construction 	<ul style="list-style-type: none"> □ Letters □ Meetings
	<ul style="list-style-type: none"> □ Australian Power & Gas □ TransGrid Energy □ Endeavour Energy □ NBN Co (National Broadband) □ Optus (Telecommunications) □ PIPE Networks (Telecommunications) 	<ul style="list-style-type: none"> □ Provide feedback on plans required for the delivery of the infrastructure □ Impacts to assets and disruption to services as a result of design and construction 	<ul style="list-style-type: none"> □ Mailing list for all communication items (including Community Updates) □ Consultation about plans as required □ Negotiation in regard to requirements for diversion, protection and/or support of assets and consultation about minimising service disruption in accordance with NSW CoA E75.
Sydney Water	<ul style="list-style-type: none"> □ Sydney Water □ Water NSW 	<ul style="list-style-type: none"> □ Sydney Water undertaking the work on behalf of TfNSW. □ Provide feedback on plans required for the delivery of the infrastructure. □ Service disruptions/impacts 	<ul style="list-style-type: none"> □ Agreed protocol of communications with Sydney Water including complaint management, media management. □ Regular ongoing meetings to share information and manage and plan for emerging issues.



Stakeholder Group	Stakeholder	Issues/risks	Communications tools
Residents/property owners	Individuals located within a 500m radius of the work areas or are otherwise identified to be impacted e.g. impact to access, dams, livestock, property adjustments, noise/vibration, traffic delays or detours or night work	<ul style="list-style-type: none"> □ Property acquisition finalisation □ Property adjustments □ Impacts on property infrastructure including dams, services and flooding □ Consultation and engagement during construction especially those properties where temporary leases are being taken □ Consultation about the Urban, Design and Landscape Plan □ Information about out of hours work and impacts □ Construction impacts such as noise, dust, vibration 	<ul style="list-style-type: none"> □ Letters □ Property condition surveys □ Property adjustment plans □ Community information events □ Door knocking □ Press advertisements □ Meetings □ Community updates □ Project website □ Facebook page □ Project information line and email □ Community displays □ Community feedback mechanisms including feedback forms and surveys
Local businesses	<ul style="list-style-type: none"> □ Luddenham Raceway (LPG Holdings) □ Luddenham Lodge Horse Riding □ Sydney Society of Model Engineers □ Kemps Creek Resource Recovery □ BRM Bulk Resources Management □ Luddenham Pet Meat □ University of Sydney □ Agricultural businesses belonging to affected landowners 	<ul style="list-style-type: none"> □ Property acquisition □ Business impacts during construction and operation especially loss of business □ Signage and access during construction □ Consultation and engagement during construction □ Wayfinding signage and business activation after completion of construction □ Information about Out of Hours Work and impacts 	<ul style="list-style-type: none"> □ Letters □ Business impact risk register □ One-on-one liaison □ Business activation □ Community information events □ Community displays □ Door knocking □ Press advertisements □ Meetings □ Community update newsletters □ Project website □ Project information line (1800 517 155), email m12motorway@transport.nsw.gov.au



Stakeholder Group	Stakeholder	Issues/risks	Communications tools
Local community groups	<ul style="list-style-type: none"> ❑ Western Sydney Business Connection ❑ NSW Business Chamber, Western Sydney ❑ Bicycle NSW ❑ Camwest ❑ Pedestrian Council of Australia ❑ Western Sydney Cycling Network ❑ Unions NSW ❑ Stop the Orbital and Rail Corridor (STORC) 	<ul style="list-style-type: none"> ❑ Construction and operational impacts ❑ Consultation and engagement during the construction ❑ Consultation prior to start of vegetation clearing ❑ Environmental impact and conservation ❑ Disruptions to existing facilities ❑ Impact on heritage 	<ul style="list-style-type: none"> ❑ Letters ❑ Site visits to obtain information prior to land clearing ❑ Community information events ❑ Community displays ❑ Door knocking ❑ Press advertisements ❑ Meetings ❑ Community updates ❑ Project website ❑ Project information line (1800 517 155), email m12motorway@transport.nsw.gov.au.
Media	<ul style="list-style-type: none"> ❑ Local news outlets including Penrith Press, Western Weekender, Liverpool and Fairfield Champion ❑ Sydney Morning Herald ❑ The Daily Telegraph ❑ WOW FM 100.7 Local Penrith Community Radio ❑ SBS Radio ❑ All metropolitan radio stations ❑ All Sydney television stations: Channels 10, 9, 7, ABC, SBS, Sky 	<ul style="list-style-type: none"> ❑ Community and local area impacts ❑ Resident property impacts ❑ Disruptions to traffic and other facilities ❑ Construction program 	<ul style="list-style-type: none"> ❑ Media releases ❑ Media and photo opportunities ❑ Social media ❑ Social media influencer strategy in approvals



Stakeholder Group	Stakeholder	Issues/risks	Communications tools
Educational facilities	<ul style="list-style-type: none"> □ Holy Family Primary School, Luddenham □ Western Sydney University □ University of Sydney 	<ul style="list-style-type: none"> □ Consultation and engagement during construction to understand special needs □ Impact from noise and construction traffic □ Safety 	<ul style="list-style-type: none"> □ Letters □ Community Information events □ Door knocking □ Press advertisements • □ Meetings • □ Community Updates • □ Project website □ Project information line (1800 517 155), email m12motorway@transport.nsw.gov.au
Transport services	<ul style="list-style-type: none"> □ NRMA □ Australian Trucking Association □ National Road Transport Association □ Roads Australia □ Bus operators: Busways, Interline and Transit Systems □ NSW Taxi Council □ Sydney Metro □ WSA Co 	<ul style="list-style-type: none"> □ Route impacts ■ Consultation and engagement during construction 	<ul style="list-style-type: none"> □ Letters □ Meetings □ Mailing list for all communications items (including Community Updates) □ Media alerts □ VMS

6. Risk Analysis

The team will employ a systematic approach to identifying and managing risk across all aspects of the project. While building the M12 will deliver many benefits, a project of this size and duration will also impact on a wide range of stakeholders and community members. The project is committed to early identification of risks, issues and concerns and the development of strategies and mitigation measures. Preventative action will be achieved through proactive consultation and communication in order to achieve the project's principle community relations goal – to minimise community disruption.

The following table is inclusive of the risks identified by CPBGG JV for the project and identifies mitigation measures to manage these risks.

Table 7: Risk Analysis and Mitigation Strategies

Key Issues/Risks	Mitigation Strategies
Political/Key Stakeholders	
Dissatisfaction from local councils and /or key government stakeholders on the management of construction	<ul style="list-style-type: none"> □ Develop/build relationships with other contractors, local councils – work through issues in relation to access, WH&S, what is and isn't negotiable in relation to council assets and the community, emergency shutdowns, environmental management □ Establish regular meetings between relevant contractor and council representatives, CPBGG JV and TfNSW to discuss works in progress and planned works to inform on community impact and consultation
Damage to local roads, infrastructure and utilities	<ul style="list-style-type: none"> □ Impacts and damages on local infrastructure and utilities will be managed in accordance with the CEMP and sub-plans (including road condition reports prior to construction) □ Respond quickly to enquiries and complaints in accordance with Complaints and Enquiries Processes
Media/social	
Media reports negatively about the project	<ul style="list-style-type: none"> □ Be proactive in ensuring TfNSW representatives are up-to-date with information and identification of potential risks regarding construction activities □ Identify and promote positive media opportunities with authorisation from TfNSW
Sub-contractors speaking to the media	<ul style="list-style-type: none"> □ Focus on internal communications to ensure all personnel and subcontractors are well-educated in the communications expectations, requirements and media protocols via project inductions and worksite Toolbox talks
Posting of images and videos including for promotional purposes	<ul style="list-style-type: none"> □ Focus on internal communications to ensure all personnel and subcontractors are well-educated in the communications expectations, requirements and media protocols via project inductions and worksite Toolbox talks
Residents/businesses/wider community	
Effective engagement of the community and other stakeholders	<ul style="list-style-type: none"> □ Proactively communicate the Project's objectives and overall benefits through the range of communications channels □ Build on established relationships between government and local community and stakeholders □ Sensitive receivers identified prior to construction □ CPBGG JV to manage/engage with stakeholders as per the CSEP □ All community and stakeholder contacts and correspondence is recorded in the community contacts database – Consultation Manager □ Provide easy access to the project team and to information about the project through various contact and communication mechanisms

Key Issues/Risks	Mitigation Strategies
	<ul style="list-style-type: none"> □ Follow procedures and protocols to ensure consistency and standards are met □ Provide clear points of contact for the community and other stakeholders and manage enquiries and concerns as per the agreed TfNSW protocol □ Be a valued community contributor and provide opportunities to speak at schools, conduct public displays at local shopping centers and community events
<p>Concerns about the economic and operational impacts of the project on specific landowners/businesses and/or the wider community that are affected by project</p>	<ul style="list-style-type: none"> □ Early and regular communication with key landowners/businesses, councils, Chambers of Commerce and community groups about the Project and its milestones and the mitigation of impacts that may be seen to impact on the community from an economic perspective □ The project team to support local business operations
<p>Community perception of poor communication of information, including timeliness, content, lack of information about construction activities or progress</p>	<ul style="list-style-type: none"> □ Ensure regular and transparent communications with directly affected stakeholders and the wider community as reflected in construction program □ Provision of regular milestone/progress updates and construction activities via a range of communications channels including community meetings, notifications, website, community update newsletters and advertising □ One-on-one approach with affected landowners/residents □ Visually delineate future permeant fencing to ensure clarity around new asset location
<p>Key community/other stakeholders not identified and/or engaged with during the construction period</p>	<ul style="list-style-type: none"> □ Ongoing monitoring and evaluation of the community liaison plan and its effectiveness □ Review and update plan as required
<p>Community protest</p>	<ul style="list-style-type: none"> □ Regular up-to-date information provided via range of communication channels □ Proactive face-to-face discussions/courtesy phone calls to directly affected landowners, businesses and organisations near construction activities □ Timely response to enquiries, complaints and feedback to ensure potential issues are resolved within agreed timeframes
<p>Complaints arising from:</p> <ul style="list-style-type: none"> □ Noise and vibration impacts from heavy plant and equipment, truck deliveries, general construction activities □ Air quality including dust □ Tracking of mud/dirt or debris on local roads □ Project vehicle movements - potentially dangerous for pedestrians and other road users □ Truck movements and deliveries causing increased traffic □ Noise and dust impacts to local community □ Project vehicles parked in local streets □ Inappropriate behavior of personnel travelling to/from site. 	<ul style="list-style-type: none"> □ Outline impacts and proposed solutions in communication materials □ Provision of sufficient notification of noisy or dusty works □ Adhere to the Environmental management requirements outlined in the Construction Environmental Management Plan and available on the project website □ Availability of noise and dust monitoring if required □ Discussions with councils about project access, delivery and spoil routes □ Information to residents affected by the routes □ All project personnel and subcontractors to be educated in the project's community and environmental requirements via the project inductions and worksite toolbox talks □ Specific parking, behavior and working hours protocols □ Provide workforce with community contact cards to distribute to community members should they have enquiries or wish to make a complaint □ Respond quickly to enquiries and complaints in accordance with Complaints and Enquiries Processes
<p>Complaints from out-of-hours work</p>	<ul style="list-style-type: none"> □ Sufficient notification to affected residents and businesses about out-of-hours work □ Out-of-hours work procedures implemented and available on website

Key Issues/Risks	Mitigation Strategies
	<ul style="list-style-type: none"> □ All project personnel and subcontractors educated on the project out-of-hours protocols via project inductions and worksite toolbox talks
Project or staging delays	<ul style="list-style-type: none"> □ Ensure proactive and regular communication with all affected stakeholders and wider community so they understand the construction program and methodology, including unforeseen project delays □ Communicate progress in regular community updates and newsletters
Location of site facilities such as site offices, works compounds and the batch plant	<ul style="list-style-type: none"> □ Outline plans for location of facilities in communication materials and in one-on-one discussions with the key stakeholders □ Request feedback from impacted stakeholders and make amendments to facilities where possible
Refused access to private land for investigations, such as geotechnical and surveys	<ul style="list-style-type: none"> □ Early consultation with affected residents, strata managers, business owners/operators
Maintaining property access for landowners/businesses/tenants/strata managers (i.e. connectivity)	<ul style="list-style-type: none"> □ Prepare and present traffic control plans well in advance of site works □ Ongoing liaison with affected property stakeholders to ensure access is maintained □ Thorough briefing of work force to reinforce access requirements of stakeholders
Cumulative impacts of other Major Projects	
Potential for cumulative impacts from ongoing construction and several contractors operating in the area	<ul style="list-style-type: none"> □ Liaise closely with TfNSW representative embedded in the wider M12 team to identify cumulative impacts □ Clearly define scope of works to stakeholders so they understand who to contact regarding various issues □ Regular meetings with other construction contractors operating within the area to better understand their scope and direct complaints and enquiries accordingly. Meetings between the two M12 contractors is weekly and meetings with other contractors is monthly and facilitated by Sydney Metro.
Motorists/pedestrians/cyclists	
<ul style="list-style-type: none"> □ Traffic impacts □ Adverse reaction to traffic delays □ Short term closures or diversions of local roads 	<ul style="list-style-type: none"> □ Communicate potential impacts to assist community members and motorists □ Determine necessary changes to travel plans via signage, advertising, notifications, website etc. □ Major works are minimised during peak traffic periods □ Limit works outside of peak traffic periods, weekends, holiday periods and events □ Variable Message Signage (VMS) to display information about traffic changes and/or delays □ Traffic changes and alerts available via livetraffic.com, ATN and project website.
Changed conditions for cyclists and pedestrians - issues including safety during construction, closure/changes to shared paths	<ul style="list-style-type: none"> □ CPBGG JV is aware that cyclists require particular attention as their level of interest in any changes to roads and cycle paths is very high. Where required, CPBGG JV will make one-on-one contact with bicycle user groups at a local level to ensure transparent and ongoing information flow □ Communicate impacts to assist cyclists and pedestrians via notifications, the project website and emails to stakeholders via the community contacts database □ Construction staging that minimises peak traffic impacts □ Signage to direct pedestrians/cyclists and ensure safe usage of alternative paths/roads.
Environmental	

Key Issues/Risks	Mitigation Strategies
Impact on local flora and fauna species	<ul style="list-style-type: none"> □ Construction Environmental Management Plan to minimise the impact of the project on local flora and fauna species and biodiversity □ Work Method Statements will clearly identify potential impact on local flora and fauna species and mitigation measures □ Provide clear details regarding how to lodge an enquiry/complaint □ Respond promptly to enquiries /complaints, explaining the need for removal of vegetation where required
Community dissatisfaction with urban design and landscaping	<ul style="list-style-type: none"> □ Early involvement/engagement with community in urban design and landscaping (where possible) at public events and engagement opportunities □ Urban design and landscaping plans available on the project website (as appropriate) □ Respond quickly to enquiries and complaints in accordance with Complaints and Enquiries Processes.

7. Business Impact Analysis

Business identified as key risk stakeholders have been listed below and potential issues specific to these businesses captured. This will be a working document with additional businesses identified as impacted included and impacts for various stakeholders updated throughout the project.

Table 8: Business Impact Register

Impacted Business	Possible Impacts	Mitigation Measures
<p>Businesses</p> <ul style="list-style-type: none"> □ Luddenham Raceway (LPG Holdings) □ Luddenham Lodge Horse Riding □ Sydney Society of Model Engineers □ Kemps Creek Resource Recovery □ BRMBulkResources Management □ Luddenham PetMeat □ University of Sydney □ Agricultural businesses belonging to affected landowners 	<ul style="list-style-type: none"> □ Access issues and traffic delays for staff and visitors □ Potential impacts to water supply □ Water pressure □ Dust □ Noise □ Worker behavior and workers parking within customer car park □ Construction fatigue due to impacts from Sydney Metro, Western Sydney Airport and other construction activities in the area 	<ul style="list-style-type: none"> □ Regular consultation to understand concerns and requirements □ Briefings with workers regarding being a good neighbor □ Co-ordinated approach with all other projects in the area to ensure consistent message to business owners □ Understand water usage to mitigate impacts to water pressure because of filling water carts

8. Cumulative impacts and coordination with adjacent projects

CPBGG JV will adopt a robust and dynamic liaison process to minimise cumulative impacts. We will work in partnership with the adjacent projects - Sydney Metro – Western Sydney Airport and its contractors (Station boxes and Tunnelling, Surface and Civil Alignment Works and Systems, Trains, Operations and Maintenance Contractors) and in consultation with M12 Central contractors Seymour Whyte as well as other interfacing Western Sydney projects (Western Sydney Airport (WSACo), Western Parkland City Authority (WPCA), Sydney Water and private developments.

Sydney Metro – Western Sydney Airport has implemented a Community Interface Coordination Group (CICG) which meets monthly and which CPBGG JV will attend to represent the M12 West construction. At this meeting, we will share information about notifications and communication campaigns around our construction activities with these other stakeholders.

Where there is an immediate requirement to share information this will be done rather than wait for the next monthly meeting.

The M12 project has also established weekly project meetings between TfNSW and the two contractors and information is shared during these meetings.

Our approach will include:

- Identifying projects and influences around construction sites that could result in cumulative impacts, including private, local, state and federal developments
- Working across other construction teams to consider staging of works to minimise the duration / impact of construction works
- Liaising and interfacing with adjacent worksites and their project teams in relation to works staging
- Considering local businesses and residents in this context to minimise impacts and maximise any mandated respite periods
- Considering issuing joint communications that are cognisant of the overlapping construction impacts
- Coordination of engagement activities such as community information sessions, newsletters and notifications and complaint resolution.
- Listing adjacent works in the individual worksite plans.

CPBGG JV is also in the unique position in that most of the contractors in the area are CPB with JV partners, which makes liaison and information sharing easier and consistent.

We will work collaboratively with all parties to drive effective engagement of key stakeholders by:

- Working with TfNSW, M12 Central contractor Seymour Whyte and the SCAW and SBT contractors on Sydney Metro to ensure works and notifications are aligned
- Participating in monthly CICG
- Participating in the Traffic and Transport Liaison Group (TTLG)
- Liaising with utility service providers

9. Complaint Handling and Management of Community Issues

9.1 Overview

It is important to deal with enquiries and complaints in a responsive manner so that stakeholders appreciate their concerns are being seriously dealt with and not dismissed. This helps build a relationship of trust and reliability between the community and project team.

Throughout the project, the team will be contacting multiple and varied internal and external stakeholders. This procedure has been compiled to ensure that the process of dealing with issues by the project team is consistent and in line with TfNSW' enquiry and complaints handling management policies.

Details of how to make a complaint or enquiry will be included in all communications materials including community updates, advertisements, direct mail and the project website. At a minimum, this will include a 24-hour toll-free community information line, project community email address and postal address that will be operational prior to the commencement of construction until 12 months after the date of construction completion.

The CRM, or a person delegated by the CRM, will be available 24 hours per day 7 days per week to receive, manage and take appropriate action in relation to community enquiries and complaints.

This complies with EPL 21595 Condition M7.

9.2 Definitions

For the purposes of the Project, CPBGG JV will define 'complaint' per the Australian Complaint Handling Standard ISO AS 10002-2006:

A complaint is an expression of dissatisfaction made to an organisation, related to its products, or the complaints handling process itself, where a response or resolution is explicitly or implicitly expected.

All other contacts will be considered an enquiry.

9.3 Enquiries and complaints records

As required under TfNSW Specification GWS61, CPBGG JV will maintain the Consultation Manager database throughout the life of the Project. Information on all meetings, discussions, complaints, enquires and compliments received, including how they were addressed and whether resolution was reached will be maintained and recorded.

The CPBGG JV team will also review existing data and discuss with the TfNSW Communications team whether any emerging or trending issues have been identified. The CPBGG JV team can then collaborate with TfNSW to determine what worked to mitigate or resolve the issues and leverage any lessons learned to date. The CPBGG JV team is flexible and responsive and will work with the TfNSW team to continue to identify and manage issues, particularly around potential project 'hot spots'.

At a minimum, the following information will be recorded following stakeholder interactions:

- date, time and nature of complaint
- if it is a multiple complaint about the same issue – cumulative number
- number of people affected in relation to the complaint
- type of communication (telephone, letter, meeting, etc.)
- name, address and contact number of complainant
- nature of the complaint
- action taken in response, including follow up contact with the complainant
- details of whether resolution was reached
- details of whether mediation was required or used

- any monitoring to confirm that the complaint has been satisfactorily resolved.

CPBGG JV will ensure stakeholder registers and feedback forms are available at all staffed public displays and events (as appropriate) and on the project website to enable the community can be added to the community contacts database. All contact made with stakeholders at events and meetings will also be entered into Consultation Manager.

9.4 Environmental complaints

As part of the complaints recording process, CPBGG JV will also keep a register of all environmental- related complaints such as dust, noise and vibration complaints.

The Environmental Complaints register will be provided to the EPA, in accordance with the conditions of EPL. This complies with EPL 21595 Condition M6.

The register will record:

- a) the date and time of the complaint;
- b) the method by which the complaint was made;
- c) any personal details of the complainant which were provided by the complainant or, if no such details were provided, a note to that effect;
- d) the nature of the complaint;
- e) the action taken in relation to the complaint, including any follow-up contact with the complainant; and
- f) if no action was taken, the reasons why no action was taken

The CPBGG JV Environmental Management Team conduct environmental monitoring to check compliance with noise, vibration and air quality criteria during construction activities. This monitoring is undertaken in response to complaints where necessary to help inform the appropriate response to concerns raised.

The CPBGG JV Stakeholder and Engagement Team work closely with the CPBGGJV Environmental Management Team to review and interpret any environmental monitoring results in the event that a complaint is received regarding noise, vibration and/or air quality and, where necessary, implement additional mitigation measures to improve management of identified impacts.

The register detailing all complaints will be submitted to the EPA by 2pm each business day. This complies with EPL 21595 Condition R4.1.

9.5 Complaints management

All enquiries and complaints that are the responsibility of CPBGG JV will be managed by the Community Relations Manager in accordance with the requirements of the M12 Community Communications Strategy Complaints Management System.

Key timeframes specified by the Complaints Management System are:

- All complaints will be investigated and the source of the complaint determined immediately, with a phone call made to the complainant (when received by phone) within 2 hours. An initial response will be provided during this phone call, unless the complainant agrees otherwise
- An initial written response to email complaints will be provided within 24 hours (or during the next business day if received out-of-hours) and a resolution provided within 7 business days, if the complaint cannot be resolved in the initial contact
- The complainant will be kept informed and updated of the progress until the complaint is resolved
- All complaints will be recorded in the Complaints Register (Consultation Manager) within 24 hours
- An initial internal escalation process will be followed for the resolution of complaints which requires escalation to the CSEA, Project Director and following that to the next level which includes the Environmental Representative as per the Complaints Management Process

As per G2-26 CPBGGJV will notify the Principal of any complaints received from members of the community concerning the Work Under the Contract. The CRM will expeditiously address and seek the early resolution of all such complaints and provide written evidence to the Principal of actions

proposed to close out the complaints and resolve stakeholder issues. The Project must make use of dispute resolution mechanisms and procedures to enable the prompt resolution of any claims that are not quickly solved bilaterally.

Where the Community Relations Manager cannot resolve an enquiry or complaint to the satisfaction of the enquirer, the matter may be escalated to the Project Manager.

If a situation, issue or complaint concerning the project is unable to be resolved by the Project team within a reasonable period, an appropriately qualified and experienced independent mediator may be called upon to resolve any points of conflict. The mediator will be engaged to negotiate the best possible solution for all parties involved. If mediation is required, a brief report will be prepared and provided to the relevant personnel.

All new complaints and updates to unresolved issues will be entered into the complaints register and shared with TfNSW daily by 2pm.

9.6 Privacy management

CPBGG JV will comply with the *Privacy and Personal Information Protection Act 1998*, and all members will be made aware of responsibilities associated with project activities including distribution of information via email.

In the unlikely event of CPBGG JV breaching its privacy obligations, TfNSW will be notified immediately.

9.7 Complaint and enquiry response

Table 9: Engagement Response Timeframes

Item	Response Process
Calls (complaints/enquiries/feedback)	<ul style="list-style-type: none"> All calls (complaints /enquiries/feedback) will be acknowledged immediately or within two working hours When a complaint or enquiry cannot be responded to immediately a follow up verbal response on what action is proposed will be provided to the complainant/enquirer within 24 hours of a complaint or enquiry being received A written response to the complainant/enquirer will be made as soon as practicable, or within 10 working days if the complaint or enquiry cannot be resolved by the initial or follow up verbal response. Draft responses will be provided to TfNSW before responding to the contact
Representations and written responses	<ul style="list-style-type: none"> Any written representations will be acknowledged within 24 hours of receipt An approved written response will be issued within seven days of receipt by the CPBGG JV

9.8 Community Protests

TfNSW will be contacted immediately should a planned or unplanned community protest occur related to the Project.

10. Protocols and Procedures to Support Participation Activities

10.1 Media management

CPBGG JV will immediately notify TfNSW of any approach to the community team or site personnel by the media (including industry magazines). CPBGG JV acknowledges that all project related media management will be carried out by TfNSW' media unit and coordinated through the TfNSW communications team.

Additionally, no team member or subcontractor will issue any statements or provide information to any political representatives or their staff. All enquiries of this nature will be immediately referred to TfNSW for management. Media or elected government representative will not be permitted on a worksite without the prior written approval of the Principal's Representative.

CPBGG JV will ensure that all project personnel and subcontractors are aware of and abide by, media protocols and procedures through inductions and Toolbox talks.

CPBGG JV will immediately notify TfNSW of any incident, issue or event that is likely to result in media or government attention. These may include, but are not limited to:

- Serious injury or death
- Any incident which may pose risk to human health or environment
- Serious unplanned delays to activities where traffic disruption could continue
- Disruption to or serious impact on utility services
- Community protest or unrest
- Alleged criminal activities involving staff or contractors
- Discovery of contamination.

10.2 Priority correspondence

All correspondence to the Premier, Minister for Roads or TfNSW Chief Executive Officer is considered 'Priority Correspondence' and will be subject to strict response timeframes defined by TfNSW.

TfNSW is responsible for receiving and managing all priority correspondence. CPBGG JV is responsible for providing input to responses within timeframes specified by TfNSW.

If CPBGG JV receives Priority Correspondence directly from a stakeholder, it is to be forwarded to TfNSW immediately.

10.3 Events management

It is acknowledged that TfNSW will arrange and manage all official events involving local, state and federal politicians and will be responsible for coordinating all community, media and political participation at such events, in consultation with CPBGG JV.

CPBGG JV will hold on-going discussions with the Principal regarding dates, commencing at least 3 months prior to the anticipated occurrence of the event, for major milestones, including traffic switches and the opening of the Works or any stage of the Works to traffic.

10.4 Project branding

CPBGG JV will adhere to TfNSW project branding guidelines, including using project communication templates.

CPBGG JV logo will only appear on project collateral with TfNSW approval. CPBGG JV will ensure access to suitable protective site fencing and/or hoardings or building treatments for the purpose of displaying TfNSW promotional material.

If a professional video is produced by CPBGG JV, video objectives, format and content will be approved by the Principal prior to commencing video production.

10.5 Construction fatigue protocol

Stakeholders within close proximity construction works may experience what is referred to as construction fatigue.

This can occur as a result of there being a number of projects in their area occurring at the same time or one after the other. The CPBGG JV team is aware of other projects and interfaces with those projects regularly.

A more direct form of construction fatigue comes from the activity associated with the works. These activities include noise, vibration, dust, vehicle movements and traffic changes.

To minimise the impacts associated with construction fatigue, where possible CPBGGJV will, where reasonable and feasible:

- consider using noise attenuation
- restrict of out-of-hours work or use of noise intensive equipment
- manage traffic movements especially around peak times

We will do this in consultation with stakeholders, consider their needs and adjust works where possible.

11. Traffic communication

Proactive measures will be implemented to liaise, consult and communicate with the community, authorities, agencies and all other stakeholders during the construction phase of the works regarding traffic. A cooperative and coordinated approach between transport agencies and project team will enable the public to receive timely, accurate and credible information about traffic changes.

TfNSW will be informed immediately of any changes to information previously provided to the public.

11.1 Communication and Consultation

Contact throughout the works will be maintained through the Community Relations Team and working groups with stakeholders including road users and pedestrians including Sydney Coordination Office, State Transit Authority, bus operators, cyclists, national trucking associations, taxis and other interested parties. This contact will ensure that impacted stakeholders are informed ahead of any change in the works and can make the appropriate adjustments, where necessary. All information to be released to the community in relation to the management of the road network and traffic will be submitted to TfNSW for approval before it is distributed globally.

The main objectives of the traffic and transport communication will be to:

- Provide timely, accurate and comprehensive traffic and transport information to all potentially affected road users
- Influence road users to adopt different travel modes in the area affected by construction activity
- Allow and accommodate community feedback regarding traffic and transport management issues
- Minimise and manage traffic impacts to protect locally affected residential and business amenity
- Ensure media are well informed and work with the project team to help minimise traffic impacts.

11.2 Dissemination of Information – Construction, Traffic and Transport

The table below sets out the tools to be used for information dissemination, the proposed frequency and the key content or purpose.

Table 10: Construction, Traffic and Transport Information

Tool	Purpose	Frequency
Static signposting	Information signage at the location of the traffic change to give advice to road users and pedestrians (including vulnerable pedestrians) on duration of change of alternative paths Temporary signage to indicate changes to bus stops or pedestrian paths and crossings (as required)	At least 7 days prior to change
Permanent and Portable Variable Message Signs (VMS)	Electronic variable message sign provides advanced notice to road users of major traffic changes	At least 7 days prior to change
Project website	Information about the construction activities would be placed on the website including information about traffic changes	As required
Livetraffic.com (controlled by TMC)	Real time traffic information about construction impacts to motorists	As required
Australian Traffic Network – ATN (not under CPBGG JV control)	Information about traffic changes/ detours advertised on radio	As required
Advertisements	Advertisements in local newspapers and radio stations prior to significant traffic changes detours and traffic disruptions as required to comply with approvals,	At least 7 days prior to change
Site-specific construction update	Information about traffic changes would be included in construction updates to be distributed to residents	As required
Letterbox notifications	Notification letters to inform local residents and businesses affected by changes to road network and traffic conditions	At least 7 days prior to change
Social media updates (in development)	Site-specific social media pages would be updated daily and would be used to communicate targeted information including changes to traffic conditions	Daily
Traffic alert email	Communication to transport authorities, operators and emergency services to advise of traffic changes including road or lane closures and detours	At least 7 days prior to change
Community information line (1800 number)	1800 number allows access to Project team during construction hours with message service after hours. Number to be publicised on all communication materials	N/A
Community email address	Allows communication with the Project team. Email address to be publicised on all communication materials	N/A
Newspaper and radio advertising	TfNSW will arrange for publication of newspaper advertisements and/or radio advertisements developed as part of the Project to increase the reach of key messages among stakeholders.	As required

Driver Caution Notices	To be produced by CPBGG JV Traffic Manager and distributed by the State Transit Authorities to bus drivers to inform them of major bus stop or road changes	As required
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11.3 Notification to the Transport Management Centre (TMC) and Emergency Services

The Traffic Manager would contact the TMC and Customer Journey Planning (CJP) regarding any unplanned incidents having a negative impact on the regular flow of traffic on the precinct road network. The Traffic Manager would then contact the Construction Manager and Community Manager. Major incident categories include, but are not limited to:

- Unplanned motor vehicle accidents
- Large impact to the regular operation of public vehicles, cyclists or pedestrians from construction traffic management, e.g. long delays in peak hours
- Breaches of any ROL conditions of approval resulting in delays

The Traffic Manager would also ensure all emergency service agencies are regularly consulted about proposed changed traffic conditions. The CRM will liaise with TfNSW in the event of an incident.

12. Property inspections and Third-Party Property Damage

12.1 Existing Property Conditions Reports

CPBGG JV will engage a suitably qualified and experienced property condition survey consultant to undertake property condition surveys on all properties located within a 100m radius of the Project works.

12.2 Procedure for Coordinating Property Conditions Reports

The following procedure is to be followed for the coordination of existing conditions reports:

1. Community Relations Manager to draft invitation letter and fact sheet,
2. Community Relations Manager to distribute letter to nominated households by mail
3. Property owner to contact Community Relations Manager who will pass on details to consultant
4. Consultant to contact Property owner to arrange inspection time
5. Consultant to complete condition report and email signed copy to CPBGG JV. Community Relations Manager to provide copy to property owner and obtain signature, confirming it is a true and accurate record and to obtain permission to share this with Council as required by the MCoA
6. CPBGG JV will submit to TfNSW a list detailing the status of inspection of properties and buildings in the affected area prior to commencing work adjacent to such properties or buildings.

At the completion of construction, CPBGG JV will offer owners who had pre-construction surveys the opportunity to also have a post-construction survey done. Copies of reports will be provided to the property owners.

12.3 Third Party Damage Claims

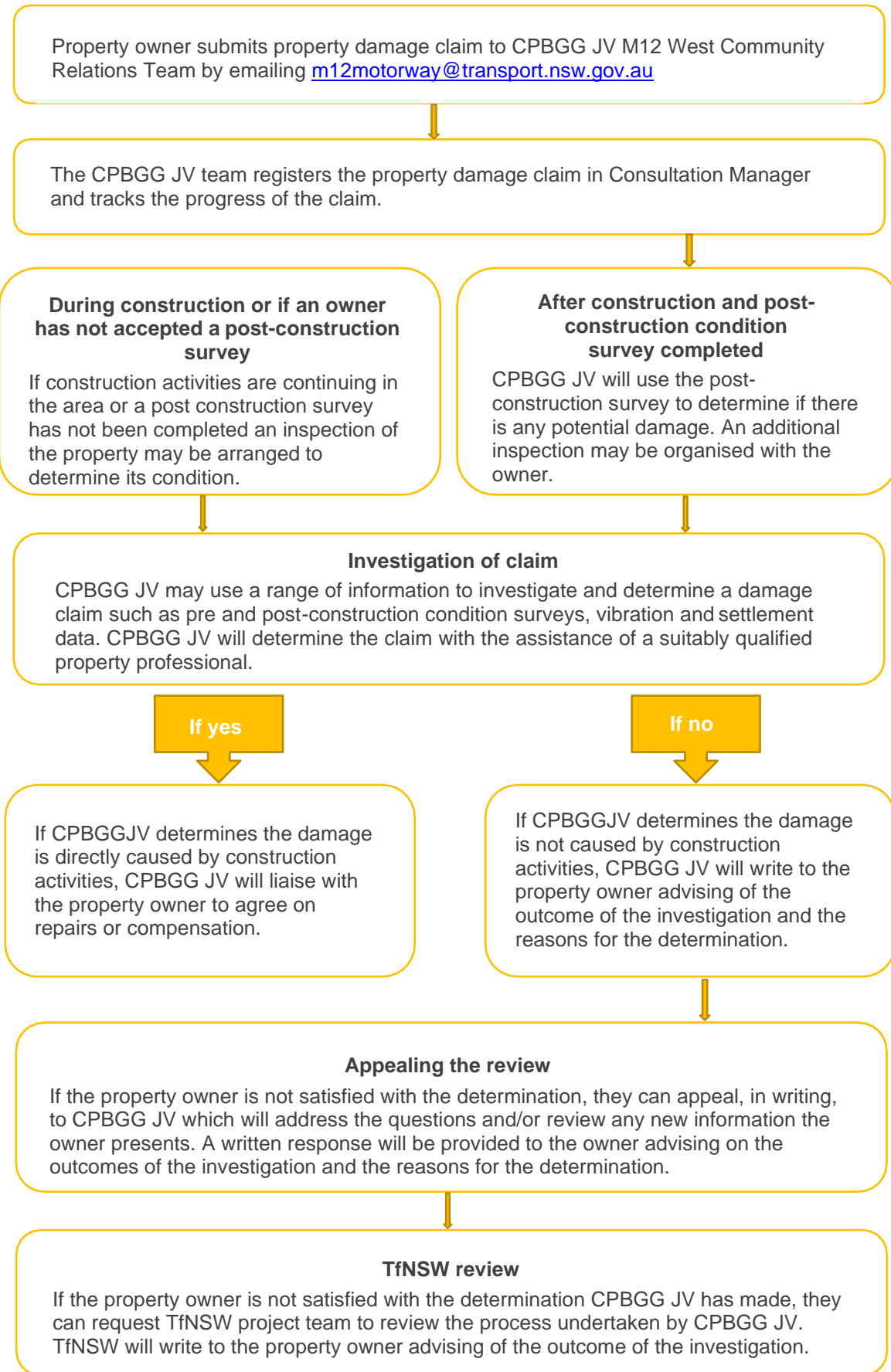
TfNSW and CPBGG JV will need to agree on a third party damage claim process.

We suggest that CPBGG JV bears any costs associated with a claim for damages resulting from the effects of its operations.

The damage claim process (which may include property and/or vehicle damage) will be managed by the Community Relations Manager. Anyone on the project that receives reports about damage will be advised to refer it to the Community Relations Manager in the first instance.

The Community Relations Manager is responsible for ensuring all relevant records are maintained electronically as well as in Consultation Manager. The Project Manager is responsible for approving or rejecting all damage claims.

The claims process is shown below:



13. Evaluation and Monitoring

To ensure the ongoing effectiveness of the Community Involvement Plan, activities will be monitored by the CRM and TfNSW and evaluated against the communication objectives and desired project outcomes.

CPBGG JV will meet regularly with TfNSW to evaluate and monitor performance of the Contract. This will include evaluation of performance against communication. Regular meetings are held with TfNSW Community and Environment Teams to ensure compliance with this Plan and the Environmental Protection License (EPL).

Community feedback on engagement activities will be encouraged where possible, particularly at public events or as part of local engagement activities. Informal feedback from the community will be welcomed and encouraged on an ongoing basis in CPBGG JV's discussions with community members.

14. Safety in Community Relations

Community relations staff from CPBGG JV will regularly liaise with members of the community in person, on the phone and by email. From time to time, it may be necessary to engage with people who are upset, angry or demanding.

Safety applies to every aspect of our work and for this reason, the following golden rules apply to our work in community relations:

- Any abusive interactions with members of the community will be reported as a safety incident
- Community relations staff are not permitted to hand out their personal mobile number to members of the community
- All community relations staff must work in pairs when door knocking
- Verbal abuse will not be tolerated – community relations staff are authorised to end a conversation if an individual uses excessive foul language or is personally abusive
- Counselling services are available to all Project staff at any time through CPBGG JV Employee Assistance Program, details of which will be promoted through internal communication forums and posted around site offices.