

# Community Communications Strategy (CCS-LW)

Sydney Metro City & Southwest – Line-wide Work

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## Document Approval

Rev.	Date	Prepared by	Recommended by	Approved by	Remarks
00	15/03/19	R Lennings	M Billings	J Sharp	Sydney Metro approved
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## Details of revision amendments

### Document Control

The Project Director is responsible for ensuring that this strategy be reviewed annually throughout Line-wide Work. The document will be amended and updated, as necessary, to reflect changes in:

- A. Design and construction program
- B. Stakeholder and community needs
- C. Systems Connect's activities and stakeholder / community information requirements.
- D. Lessons learned to reduce customer impacts (where there is an interface with Sydney Trains)

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

### Amendments

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

### Revision details

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## Glossary

### Standard terms and definitions

Term	Definition
Project	Sydney Metro City & Southwest Line-Wide Project
Company	Systems Connect (CPB / UGL Joint Venture)
Client	Sydney Metro
Interface Contractor	Station Contractors Southwest Metro Contractors Trains Systems Operations Maintenance Contractor

### Abbreviations

Term	Definition
BDA	Barangaroo Delivery Authority
BMP	Business Management Plan
CALD	Culturally and linguistically diverse communities
CCM	Community Complaints Mediator (previously referred to as the Community Complaints Commissioner)
CCS LW	Community Communications Strategy Line-Wide Work
CCS SMTF	Community Communications Strategy Sydney Metro Trains Facility
CIC	Community Information Centre
CIWG	Continual Improvement Working Group
CMD	Consultation Manager Database
CNVIS	Construction Noise and Vibration Impact Statement
SSCRM	Senior Stakeholder Community Relations Manager
CSM	Central Station Metro
CSSI	Critical State Significant Infrastructure
CTMP	Construction Traffic Management Plan
DPE	Department of Planning and Environment
EIA	Environmental Impact Assessment
EPA	Environment Protection Authority
EPL	Environment Protection License
ER	Environment Representative
IPIAP	Independent Property Impact Assessment Panel
ISCA	Infrastructure Sustainability Council of Australia

Term	Definition
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KPI	Key Performance Indicator
LOTE	Languages other than English
OCCS	Overarching Community Communication Strategy (Sydney Metro's)
OOH	Out of Hours
OHW	Overhead wire
PAM	Public Affairs Manager
PDCS	Project Document Control Systems (Team Binder)
PPE	Personal protective equipment
Project Planning Approval	State Significant Infrastructure (SSI) Planning Approvals. <ul style="list-style-type: none"> <li>SSI 7400 Sydney Metro City &amp; Southwest Chatswood to Sydenham</li> <li>SSI 8256 Sydney Metro City &amp; Southwest Sydenham to Bankstown</li> </ul>
ROL	Road Occupancy License
SBOSP	Small Business Owners Support Program
SSCRM	Senior Stakeholder and Community Relations Manager
SEP	Site Environment Plans
SMTF	Sydney Metro Trains Facility
SMTFS	Sydney Metro Trains Facility South
SSI	State Significant Infrastructure
SMU	Sydenham Metro Upgrade
SWM	Southwest Metro
SWTC	Scope of Work and Technical Criteria
SMCS TTLG	Sydney Metro City & Southwest Traffic and Transport Liaison Group
TfNSW	Transport for New South Wales
TMP	Traffic Management Plan
TSE Work	Tunnel and Station Excavation Work
TSOM	Trains Systems Operations Maintenance
TTM	Traffic and Transport Manager
VMS	Variable Message Signs
VIP	Very Important Person
WCAG 2.0	Web Content Accessibility Guidelines 2.0

## 1. Strategy overview

### 1.1 Planning approval and compliance requirements

The Sydney Metro City & Southwest Project Line-wide Work has been assessed and approved via the following applications under the Environmental Planning and Assessment Act 1979 (EP&A Act). These are classified as Critical State Significant Infrastructure planning approvals:

- SSI-7400. Sydney Metro City & Southwest Chatswood to Sydenham
- SSI-8256. Sydney Metro City & Southwest Sydenham to Bankstown

This Community Communications Strategy has been prepared to address the planning approval requirements of SSI-7400 and SSI-8256.

A Community Communications Strategy for Sydney Metro Trains Facility (CCS SMTF) was prepared to address the planning approval requirements of SSI 5931 Rapid Transit Rail Facility (CoA D1 Community and Stakeholder Involvement Plan).

Sydney Metro has prepared the TfNSW Sydney Metro Overarching Community Communication Strategy (OCCS) Revision 6.2, 31 July 2019.

The scope of Line-wide Work is outlined in Section 3. The CCS LW is being implemented for the duration of Line-wide Work as required by Condition B5.

Separate plans and strategies will be prepared by TfNSW and its contractors to address community communication and complaints management for the 12 months following Project construction completion as required under Condition B5.

Appendix C summarises the Project approval conditions and Revised Environmental Mitigation Requirements for communication, community impacts, and how they are addressed in this strategy.

### 1.2 Purpose

The purpose of this CCS-LW (this Strategy) is to describe how Systems Connect (CPB Contractors and UGL Limited Joint Venture) is delivering stakeholder engagement and communication activities as part of Line-wide Work for Sydney Metro City & Southwest (the Project).

Two Community Communication Strategies have been prepared to address requirements of Sydney Metro's Overarching Community Communications Strategy (OCCS) and Construction Environmental Management Framework (CEMF), the Project Planning Approvals, and contractual requirements including the Line-wide Work contract and Scope of Work and Technical Criteria (SWTC).

The audience for the CCS LW includes Sydney Metro, relevant authorities, project staff, interface contractors, consultants and the wider public. Each revision of the Strategy will be submitted electronically to Sydney Metro in PDF format which complies with the Level AA accessibility requirements in the Web Content Accessibility Guidelines (WCAG 2.0). The Strategy is publicly available via the Systems Connect website.

### 1.3 Tailored and staged approach

The approach Systems Connect is taking to deliver communications and engagement throughout Line-wide Work is influenced and guided by the nature of work taking place at each location, and how it interfaces with other contractors in the area.

The Line-wide scope captured by this strategy is occurring between Chatswood and Bankstown in suburban and city streets, brownfield sites within the rail corridor and the twin rail tunnels. See Figure 1 for the Line-wide Work locations. The peak activity period started in mid-2020 and will continue until completion and handover in 2024.

Systems Connect, is the leading contractor in the locations listed below, this does not necessarily apply for the duration of the Project:

- Artarmon substation – Artarmon, energised
- Bulk power supply 33kV – Artarmon, energised
- Northern portal and dive (referred to as Northern Connection) Chatswood
- Blues Point dive and cavern cross over and Restoration of Henry Lawson Reserve, work complete
- Bulk power supply 33kV – Surry Hills to Waterloo



- Bulk power supply 33kV – Canterbury to Campsie
- Southern dive and SMTF South, (referred to as Southern Connection) Marrickville
- Rail corridor work between the Southern Connection Marrickville and Bankstown, including Dulwich Hill, Canterbury, Campsie, Punchbowl and Lakemba traction substations.

As the principal contractor, Systems Connect has been responsible for coordinating stakeholder communication activities and notifications on behalf of interface contractors operating at these sites. In the southwest, given the large number of interfacing contractors, Southwest Metro has assumed this responsibility, unless otherwise agreed.

At the remaining locations, including train station services buildings, some tunnel access points and for corridor work between Sydenham and Bankstown, Systems Connect is an interface contractor, with the exception of Sydenham Station which adjoins its Southern Connection site at Marrickville. The principal contractors will have established relationships with neighbouring businesses, stakeholders, and communities in these locations. Where Systems Connect is working alongside the leading contractor, it:

- contributes to their communication activities
- provides content for joint notifications, newsletters, social media posts, display materials and traffic alerts
- attends community and business events hosted by the principal contractor and provide knowledgeable personnel and display communication materials.

Supporting the principal contractors in this way has allowed for smoother integration of Project notifications and consultation experience by stakeholders.

At the Northern Connection, Chatswood, Blues Point, Artarmon substation and Southern Connection, Systems Connect took over as Principal Contractor from other established contractors. For these sites, Systems Connect built on the established knowledge base and incorporated lessons learnt from their experience. This approach included the following activities:

- Reviewing and updating this CCS LW annually
- Preparing and then updating the overarching Systems Connect Business Management Plan annually
- Preparing site specific CCS Subplans for areas where Systems Connect has been the Principal Contractor. Each subplan incorporated details on how the local community and businesses were to be managed.

## 1.4 Community and stakeholder communication objectives

Line-wide Work has transformed the Sydney Metro City & Southwest tunnels into a working railway. It is also installing the bulk of the electrical infrastructure needed to convert the Sydney trains network in the southwest to metro standards.

The Project includes numerous work packages being delivered by multiple contractors, with several contractors co-located at various times on site. Sydney Metro established overarching communication objectives aiming to establish a unified 'face' of the Project for their customers.

Sydney Metro's overarching communication objectives are to:

- Establish and build genuine relationships with stakeholders and the community to increase Project support and understanding and encourage participation and ownership
- Minimise, where possible, Project impacts on stakeholders and the community
- Actively manage Project impacts and disruption to stakeholders and the community
- Appropriately address stakeholder and community issues
- Ensure a 'no surprises' approach exists where commitments to stakeholders and the wider community are met or bettered at all times
- Ensure stakeholders and the community fully understand the activities to be undertaken by Systems Connect, their objectives, benefits, potential impacts and expected outcomes
- Communicate early and often.

*Source: Sydney Metro Overarching Community Communications Strategy 18 May 2022*

### 1.4.1 Systems Connect's communication objectives

Systems Connect recognises supporting Sydney Metro in delivering Australia's largest public transport project calls for regular, timely and accurate communication of useful information that enhances the Project's reputation. At contract establishment, Systems Connect formulated the following communication objectives for Line-wide Work:

- Support Sydney Metro to promote benefits and increase understanding of the Project with stakeholders and the broader Sydney community
- Work collaboratively with interfacing contractors and key stakeholders to minimise Project impacts on stakeholders and the community
- Mitigate issues by listening to and anticipating stakeholder and community needs
- Manage stakeholder and community expectations regarding construction impacts through timely, accurate and proactive communications
- Be a trusted, flexible and responsive partner for the NSW Government, its key stakeholders and communities.

## 1.5 Stakeholder and community policy

Systems Connect's Stakeholder Engagement Policy is shown in Appendix B. This policy is included in the Line-wide Work project induction, displayed in project and site offices and used to plan and evaluate our actions.

## 1.6 Key messages

The following key messages have consistently been reinforced in Systems Connect's written and electronic communications. They are updated and tailored as the Project progresses.

### 1.6.1 Overarching messages

- Sydney Metro is Australia's biggest public transport project
- This new standalone railway will deliver 31 metro stations and more than 66 kilometres of new metro rail
- Metro means a new generation of world-class fast, safe and reliable trains easily connecting customers to where they want to go. Customers don't need timetables – they just turn up and go
- With customers at the centre of all design decisions, stations will be fully accessible and quick and easy to get in and out of, trains will be fast, safe and reliable; and technology will keep people connected at every step of the journey
- Sydney Metro integrates with new communities and transforms existing urban centres, as well as the broader transport network, so customers have a range of transport options to get to and from their destinations
- Sydney's new metro railway has a target capacity of about 40,000 customers per hour, similar to other metro systems worldwide. Sydney's current suburban transport systems can reliably carry 24,000 people an hour per line.

Sydney Metro is made of:

#### (a) Metro North West Line (formerly the 36km North West Rail Link)

Services started in May 2019 in the city's North West between Rouse Hill and Chatswood, with a metro train every four minutes in the peak. The project was delivered on time and \$1 billion under budget.

#### (b) Sydney Metro City & Southwest

The Sydney Metro City & Southwest project includes a new 30km metro line extending metro rail from the end of the Metro North West Line at Chatswood, under Sydney Harbour, through new CBD stations and southwest to Bankstown. It is due to open in 2024 with the ultimate capacity to run a metro train every two minutes each way through the centre of Sydney.

Sydney Metro City & Southwest is delivering new metro stations at Crows Nest, Victoria Cross, Barangaroo, Martin Place, Pitt Street, Waterloo and new underground metro platforms at Central Station. In addition, it is upgrading and converting all 11 existing stations between Sydenham and Bankstown to metro standards.

#### (c) Sydney Metro West

Sydney Metro West will be a new underground metro railway that will double rail capacity between Greater Parramatta and the Sydney central business district (CBD), transforming Greater Sydney for generations to come.

This once-in-a-century infrastructure investment will have a target travel time of about 20 minutes between Parramatta and the Sydney CBD, link new communities to rail services and support employment growth and housing supply.

The construction of Sydney Metro West will create more than 10,000 new direct jobs and 70,000 indirect jobs.

Stations have been confirmed at Westmead, Parramatta, Sydney Olympic Park, North Strathfield, Burwood North, Five Dock, The Bays, Pyrmont and Hunter Street in the Sydney CBD.

#### **(d) Sydney Metro Greater West**

Metro rail will also service Western Sydney and the new Western Sydney International (Nancy Bird Walton) Airport. The new railway line will become the transport spine for the Western Parkland City's growth for generations to come, connecting communities and travellers with the rest of Sydney's public transport system with a fast, safe and easy metro service. The Australian and NSW governments are equal partners in the delivery of this new railway.

### **1.6.2 Line-wide Work specific messages**

Systems Connect Line-wide Work includes:

- Installing 31 kilometres of underground railway track in the twin railway tunnels from Chatswood to Sydenham
- Installing 31 kilometres of overhead power equipment to power the metro from Chatswood to Bankstown
- Installing over 350km of high voltage, low voltage and tunnel service cabling
- Building 11 traction power substations, including associated earthwork and cabling
- Installing 33kV high voltage power cables between Ausgrid substations and the metro line at Artarmon, Campsie/Canterbury and Waterloo/Surry Hills
- Connecting the railway tracks from the end of Sydney Metro at Chatswood to the new tracks into the tunnel and building the dive portal at Northern Connection
- Expanding the Sydney Metro Trains Facility at Rouse Hill to accommodate the new trains for Sydney Metro City & Southwest
- Constructing the Sydney Metro Trains Facility South and building the dive portal at Marrickville
- Installing tunnel equipment such as ventilation, drainage, emergency evacuation, monitoring equipment, and high voltage equipment in the seven new underground stations
- Fitting out the 58 tunnel cross passages.

Site specific key messages are included in the Community Communications Strategy sub-plans for the project.

### **1.7 Sustainability targets and stakeholder participation**

The sustainability performance of Line-wide Work is scored using the Infrastructure Sustainability Council of Australia (ISCA) scorecard. The Sustainability Targets, provided as part of the tender documents relating to stakeholder engagement are listed in Tables 1– 4 below along with Systems Connect's approach to meeting these requirements.

The Line-wide Work project is a component (registered package) of an overall larger project, the Sydney Metro. The engagement and consultation requirements ISCA nominates for assessing package projects in their Technical Manual (2017) include the following:

- Stakeholders were encouraged to consider the project package
- Engagement was conducted by an organisation with direct influence over the package project as well as the overall larger project
- The package project was not a new or substantially different component to that contemplated at the time of the consultation
- The timeline for engagement aligns with the overall and package portions of the project so that it was possible and reasonable for an interested stakeholder to make comment in a way that could have been influential on decisions relating to the package project.

### 1.7.1 Community engagement definitions

The terms referred to in this CCS LW: inform, consult, involve, collaborate, empower refer to the public participation spectrum developed by the International Association for Public Participation (IAP2). This spectrum can be found on the IAP2 website and in their guidance materials. Systems Connect adopts these definitions as part of the approach to stakeholder and community engagement.

### 1.7.2 ISCA requirements for communications

The following tables identify the relevant ISCA target and describes how Systems Connect intends to meet them. The ISCA requirements, and how we are meeting them, are as follows.

Table 1: ISCA target Sta-1

Sta-1 Stakeholder engagement strategy	Desired outcome
Level 3 – Stakeholders, including the community, have input to the strategy by way of a facilitated workshop/s  OR the strategy is independently reviewed.	The CCS LW has been independently reviewed.

Table 2: ISCA target Sta-2

Sta-2 Level of engagement	Desired outcome
Level 2 – Negotiable issues are identified and the level of participation on these issues is at least 'involve' or higher.	Stakeholders have provided feedback on the façade look, colour, and landscaping at the substation sites in the Southwest Corridor.  Work schedules for Bulk Power Supply at Surry Hills and Canterbury were adjusted in line with stakeholder consultation.  Methodology on the installation of the substation building installations at Canterbury substation was changed in response to community feedback to remove the disruption of closing a no through road.  Blues Point residents were consulted on the options for the application of respite hours. Respite was applied in accordance with their preference.

Table 3: ISCA target Sta-3

Sta-3 Effective communication	Desired outcome
Level 2 – The community has been provided with information in a timely manner, supported community participation, was meaningful and relevant, and was accessible  This has been verified by independent reviews or community feedback with >80% support.	The CCS LW has been independently reviewed.  Notifications provided monthly, with all notifications issued on time with additional door knocking, emails and briefings as required.

Table 4: ISCA Target Sta-4

Sta-4 Addressing community concerns	Desired outcome
Level 2 – The community believe their concerns have been considered and addressed.  This has been verified by: <ul style="list-style-type: none"><li>• internal management/reviews/audits</li><li>• community feedback with more than 80% support</li></ul>	The CCS LW is being independently reviewed.  Community compliments have been received commending the LW Contractor and Sydney Metro on responsiveness and quality of communications.  Minimal complaints received involving Systems Connects work

### 1.7.3 Assessment against ISCA targets

Appropriately qualified independent professionals conduct reviews and audits of our work.

#### 1.7.4 Community benefits and investment

Systems Connect provides staff and subcontractors fundraising and community focused initiatives in the communities where Line-wide Work is present. The focus is on implementing a program to encourage the workforce to volunteer time or otherwise assist local not for profits.

Examples of initiatives delivered include:

- **The Line-wide Clothing Drive** – where staff, contractors, subcontractors and interface delivery partners, donated new or gently used clothes, which were allocated to two charitable organisations: **Dress for Success and the Innari group**, who are, respectively, committed to supporting disadvantaged women re-enter the workforce, people impacted by homelessness and vulnerable Indigenous communities.
- **Dignity volunteer days** – where more than 60 employees from across Systems Connect volunteered time to help put together much-needed toiletry, clothing and baby packs filled with all the essentials a parent would need as well as sorting and packing non-perishable food for Dignity's food relief hamper distributions.

Initiatives planned for the remainder of 2023 include further support to Dignity, as well as partnerships with alignment schools.

Systems Connect's Workplace Development and Industry Participation Plan (SCWDIP) describes how Systems Connect creates community benefits with positive and ongoing workforce legacy projects. The Plan outlines strategies that increase the number of Aboriginal employees on the Project. It also describes initiatives to promote women in non-traditional, senior leadership and management roles including the Female Engineers Early Development (FEED) Program which was piloted by Systems Connect JV partner UGL Limited on the Metro North West project in 2017 and continued on Sydney Metro City & Southwest, with more than 200 students participating in the Program implemented by Systems Connect

Other initiatives delivered under SCWDIP include:

**School Based Apprentices and Trainees Program** - 9 candidates joined the project as school based apprentices, developing skills in various trade related professions.

**Systems Connect Work Experience Program** – which engages alignment schools aiming to give year 10, 11 and 12 students the opportunity to gain insight and experience into the world of construction and infrastructure project delivery. Students undertake placements during school holidays to gain an understanding of career options available within a dynamic industry setting. Students are provided a week of structured activities across a range of disciplines:

- Electrical and Mechanical Engineering
- Design, Construction and Infrastructure, Sustainability and Environment
- Quality, Interface and Integration.
- Human Resources, Resourcing, Health & Safety, Communications

The nature of the Sydney Metro project and its transformation of Sydney's public transport will generate substantial community benefit. There is a high level of public interest in the project in anticipation of these benefits.

Systems Connect provides updates and access to the public to observe progress and gain an understanding of the project's progress through:

- Still and time lapse photography, video and animations for use in publications, website, social media, information displays and media
- Hosting school students on sites, in early 2021 a student was hosted at Chatswood Dive as part of a school project
- Ongoing opportunities for media, including key milestone events
- Public site visit during the work – early in 2021 Systems Connect and Sydney Metro collaborated to host a group of Blues Point residents on a tunnel walk.
- Site visits for key stakeholders and special interest groups such as engineering and related industry groups
- Opportunity to register for regular email updates which feature links to website, video and social media updates
- Newsletters distributed to stakeholders and communities

- Strategy structure and interface with other management

This Strategy includes

- An overview of Systems Connect's strategic approach (Section 2.0)
- Project context, scope of work, key issues for Line-wide Work and site-specific issues (Section 3)
- Site specific issues, stakeholders and consultation approach (Section 4)
- Description of roles and responsibilities, managing interfaces, developing opportunities and innovations, meeting our contractual requirements (Section 5)
- Outline of supporting systems and tools, including consultation forums and information dissemination, enquiries and complaints management system required by the Project Approval, monitoring and measuring Systems Connect's performance and managing business and crisis communication (Section 7 Supporting tools and processes)
- Description of the management system for construction related complaints (Section 8)
- Outline of our strategy for minimising construction impacts on business (Section 9)
- Outline of our strategy for minimising construction impacts on homeless people (Section 10).

This Strategy, the CCS for SMTF North, site specific subplans and the Line-wide Work overarching Business Management Plan, are structured as shown in the diagram below.

***Hierarchy of stakeholders, community and business involvement plans and subplans***

<b>Sydney Metro</b>	Sydney Metro Overarching Community Communications Strategy
<b>Systems Connect</b>	1. Stakeholder and Community Engagement Policy
	2. Community Communications Strategy Line-wide Work (CCS LW)
	3. Community Communications Strategy Sydney Metro Trains Facility (CCS SMTF)
	4. Business Management Plan (Line-wide Work overarching BMP)
	Community Communications Strategy Subplans to CCS LW: <ul style="list-style-type: none"> <li>5. Artarmon substation and power supply upgrade</li> <li>6. Surry Hills to Waterloo power upgrade</li> <li>7. Canterbury to Campsie power upgrade</li> <li>8. Northern Connection, Chatswood</li> <li>9. Southern Connection and SMTF South, Marrickville</li> <li>10. Sydenham to Bankstown rail corridor power upgrade</li> </ul>



## 2. Project overview, context and key issues

The Sydney Metro City & Southwest project will extend the Sydney Metro North West Line from Chatswood to the Sydney CBD and beyond to Bankstown. The project is being delivered through multiple contracts for the tunnels, stations, line-wide infrastructure and systems.

The Line-wide Work is the permanent systems, services and building work within, adjacent, or required for rolling stock to travel through the Sydney Metro City & Southwest tunnels and trackway.

Line-wide Work includes the following key items being delivered by Systems Connect, an unincorporated Joint Venture between CPB Contractors and UGL Limited:

- Installing 31 kilometres of underground railway track in the twin railway tunnels from Chatswood to Sydenham
- Installing 31 kilometres of overhead power equipment and 11 new substations to power the metro from Chatswood to Bankstown
- Installing over 350km of high voltage, low voltage and tunnel services cables
- Expanding the Sydney Metro Trains Facility at Rouse Hill to accommodate 37 six car Sydney Metro trains for Sydney Metro City & Southwest
- Constructing the Sydney Metro Trains Facility South at Marrickville to accommodate 12 six car Sydney Metro trains
- Fitting out the Sydney Metro City & Southwest tunnels and stations with rail track, overhead wiring, high voltage power reticulation, tunnel ventilation, fire services and tunnel services
- Delivering bulk power feeds to meet the Sydney Metro City & Southwest high voltage reticulation and traction power requirements
- Connecting the new Sydney Metro City & Southwest tracks to the existing Metro North West Line at Chatswood
- Completing the tunnel portal and dive structures construction at Chatswood and Marrickville where metro trains will enter and exit the tunnels

The figure below shows the work locations being delivered by Systems Connect under Line-wide Work.

[illegible]

Line-wide Work interfaces with Sydney Metro City & Southwest tunnel and station work being carried out by interface contractors.

## 2.2 Project wide issues

Emerging issues have been, and will continue to be identified by reviewing the following information sources:

- Complaints and enquiries directed to the information line, community email account, postal address and social media channels
- Feedback given to the stakeholder engagement team and/or project team members during face-to-face engagement activities and at work sites
- Media coverage
- Analysis of other major projects.

Stakeholder and community engagement managers work closely with site teams, to provide efficient responses to enquiries and complaints and implement the required notification process.

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Critical and potential ongoing issues are escalated to Sydney Metro to discuss coordinated strategies for resolution. If needed, issues may be referred to the Community Complaints Mediator after all other attempts to resolve the issue have been unsuccessful. No complaints have warranted this level of escalation, to date (as at the second quarter of 2023).

## 2.3 Traffic and transport

Line-wide Work results in a number of impacts to traffic and transport, particularly near Northern Connection, tunnel access points, on Bulk Power Supply routes and near traction substations. These impacts include:

- Temporary changes to property and vehicle access, increased road traffic
- Temporary changed pedestrian access around work sites, temporary closure of parks and green space
- Temporary changes or parking restrictions near work sites
- Increased noise and traffic from delivery trucks and spoil removal
- Temporary changes to bus stop locations.

A common Construction Traffic Management Plan (CTMP) is maintained with interfacing contractors whenever possible. This helps to streamline traffic changes and account for the potential combined impact of trucks and construction vehicles.

Systems Connect has minimised disruption to traffic and transport impacts in the following ways:

- Consulting with residents and businesses to help plan construction in a way that minimises traffic and parking impacts, such as undertaking construction outside of peak traffic periods.
- Providing traffic management and signage to safely direct vehicles and pedestrians around the construction site
- Regulating heavy vehicle movement at Blues Point Road by enforcing a system whereby trucks entering Blues Point Road must first seek permission from onsite traffic control, minimising opportunities for idling vehicles, providing VMS signage and designated truck layover areas
- Major truck movements including the substation modular building deliveries, and Bulk Power Supply work in Surry Hills are registered with Transport for NSW (TfNSW) with strict adherence to their requirements.
- Coordinated 'just-in-time' delivery programs to minimise congestion at construction sites.
- Regular interface with other Sydney Metro contractors.
- Site specific TMPs developed in consultation with local councils and endorsed and/or approved by TfNSW and the Sydney Metro Traffic Transport Liaison Group (TTLG) as required.
- Any changes to bus routes and bus stops carried out in consultation with TfNSW, the TTLG, bus operators and relevant councils.
- Where existing parking is removed to accommodate construction activities, alternative parking facilities have been provided where feasible and reasonable (for example use of the Campsie substation site as alternative parking during Bulk Power Supply construction in Lillian Lane, alternative parking provided for residents and businesses during Bulk Power Supply construction at Surry Hills and use of Campsie RSL Carpark facilities during the Campsie substation lift).
- Advanced notification and signage in place to notify of changed traffic conditions ahead of any construction starting.

Sydney Metro has established Traffic and Transport Liaison Groups for the Sydney Metro City & Southwest Project and the Sydney Metro Northwest. Systems Connect representatives have attended these meetings and provided the following information:

- Construction staging (existing or proposed)
- Traffic operations, including changes in regulatory traffic controls
- Community concerns and comments or feedback
- Impacts on road-based transport operations
- Issues related to pedestrians and cyclists or mobility-impaired road users

- Communication strategies and actions to be taken.

### 2.3.1 Communication about traffic, access and transport changes

Specific communications are developed to notify of any major changes to traffic and pedestrian movements. Communication include:

- Notifications, postcards and doorslips
- Key stakeholder briefings
- Door knocking nearest residents and businesses
- Wayfinding and customer information signs

Notifications and signage enable the project team to:

- Proactively advise stakeholders of upcoming work ensuring stakeholders are fully informed of potential impacts and any alternative arrangements in place.
- Ensure stakeholders understand how they can find out more information and who to contact if they have an enquiry or complaint.

## 2.4 Cumulative impacts and construction fatigue

Some residents, property owners, businesses and community facilities near construction sites have been impacted by construction impacts relating to Sydney Metro City & Southwest and multiple other concurrent developments for several years prior to the start of Line-wide Work.

Some of these include:

- Sydney Trains maintenance work
- Sydney Light Rail
- WestConnex
- NBNSCo
- TfNSW projects and maintenance activities
- Utility asset managers including, but not limited to – Sydney Water, Ausgrid, Telstra, Optus, Jemena, Alinta, Origin Energy, AGL Energy
- Local council's projects and maintenance programs.

The potential cumulative effects of construction traffic from multiple sites within the project area have been considered during the development of the construction traffic management plan. These issues are addressed with assistance from the Sydney Metro City & Southwest Traffic and Transport Liaison Group.

Systems Connect manages these impacts by:

- Attending regular briefing meetings with councils
- Participating in site specific interface contractor communications coordination meetings
- Liaising with utility service providers
- Participating in Sydney Metro's City & Southwest Traffic and Transport Liaison Group, council's Traffic Committees and the Traffic Management Group
- Liaising with adjacent work site project teams about work staging
- Consulting with local businesses, residents and sensitive receivers to minimise impacts and maximise any mandated respite periods
- Issuing joint communication with interfacing contractors which explain overlapping construction impacts.

Detailed information for each work site is included in the CCS subplans.

## 2.5 Business impacts

Systems Connects' approach to minimising impacts on businesses surrounding its worksites is outlined in Section 9 of this document, with a more detailed outline provided in the Project Business Management Plan.

## 2.6 Worker behaviour and management of subcontractors

Neighbouring communities can become frustrated with impacts that are avoidable, such as nuisance noise from dropped tools, radios, excessively loud voices at night and offensive language. Systems Connect has a number of work sites close to residences and businesses. We recognise how critical it is to be respectful to neighbours and minimise irritation causes, particularly on long term projects where communities are expected to endure construction disruption over several years.

All Systems Connect project team personnel, direct hires, contractors and subcontractors are required to participate in project inductions, daily site-specific prestart briefings and toolbox talks. In the induction and training programs, Systems Connect emphasises being a good neighbour and focuses on:

- Stakeholder and community policy
- Location of sensitive receivers, and vulnerable communities
- Location of nearby construction activity and likely cumulative impacts
- Control measures to minimise disruption to the surrounding community
- Expected standards for worker behaviour and respecting our neighbours
- Complaint response processes and learnings from previous complaints
- Communication protocols for media and government representatives.
- Appropriate parking near work sites
- Eliminating littering or failure to clean up work areas
- Subcontractors, suppliers, heavy vehicles using unapproved access routes to site
- Minimising noise and disruption during out of hours work
- Minimising unnecessary noise such as banging equipment and chains and using excessively loud voices when conversing
- Avoiding the use of offensive language
- Not playing loud music.

Systems Connect makes it clear that professional standards of behaviour are a condition of employment with both direct hires and subcontractors. All complaints are fully investigated, with any breaches of Systems Connect Code of Conduct attracting a disciplinary response.

## 2.7 Construction noise and vibration

The team aims to minimise noise impacts when performing Line-wide Work as much as possible. Noise and vibration management is guided by the Sydney Metro City & Southwest Construction Noise and Vibration Strategy and System Connect's Construction Noise and Vibration Management Plan.

Systems Connect seeks to manage noise from construction in a number of ways, including:

- Completing as much work as possible during standard construction periods
- Mitigating noise impacts during the out of hours period in accordance with the Construction Noise and Vibration Impact Statement (CNVIS). The CNVIS identifies specific mitigation measures including project specific respite offers and alternative accommodation.
- Performing high intensity work during periods that are expected to cause less disruption for the community and businesses (such as 24 hours work between Christmas and New Year's Eve on Elizabeth Street, Surry Hills)
- Where possible, consulting with the community about their preferred work schedule.

## 2.8 Property and building condition surveys

Where Line-wide Work construction activities have the potential to cause property damage through vibration (which exceeds screening criteria for cosmetic damage), property owners are offered a property and building condition survey. These surveys are conducted in accordance with the Sydney Metro City & Southwest Construction Noise and Vibration Strategy and as outlined in AS 4349.1 'Inspection of Buildings'.

Property owners are advised of the inspection scope and methodology and the process for making a property damage claim. The surveys were completed before the start of the vibration generating activity. A copy of the property or building condition report was provided to the owners of the properties surveyed.

After completing the vibration generating work, a follow up building condition survey will be offered.

## 2.9 Out of hours work

Systems Connect is guided by Sydney Metro City & Southwest out of hours (OOH) Work Strategy/Protocol and the OOH Work Application Form in planning and managing OOH work.

OOH work is defined as any work that is undertaken outside of standard construction hours. The City & Southwest CSSI planning approval conditions define standard construction hours 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 for underground tunnel work or during railway possession work.

Noise and vibration impacts of proposed OOH work activities is modelled to identify potentially affected households and the degree of impact they are likely to experience.

Written notifications are hand delivered or distributed by letterbox drop to an area that is at least 200 metres from the worksite at least seven days prior to the start of OOH. Information provided includes the following:

- Identification, location and duration of work
- Description of the noise characteristics
- Mitigation and management measures
- Enquiry and complaint contact details.

## 3. Site specific issues and consultation

### 3.1 Consultation on design elements

Systems Connect has consulted with stakeholders and the wider community about temporary and permanent built structures associated with Line-wide Work which may impact visual amenity. These elements include landscaping and building design opportunities to mitigate the visual impacts of rail infrastructure and operational fixed facilities, including at the:

- Chatswood Dive /Northern Connection
- Marrickville Dive Site and SMTF South
- above ground substations at Dulwich Hill, Canterbury, Campsie, Lakemba, Punchbowl and Artarmon.

Visual impacts have been managed in accordance with the provisions outlined in the Visual Amenity Management Plan. Consultation activities help the team develop a detailed understanding of stakeholder preferences. All consultation activities and outcomes are documented and recorded in Consultation Manager.

### 3.2 Site specific issues management

Systems Connect is committed to continuous improvement, avoiding disruption and mitigating the impacts of our work. This approach includes the following:

- Systems Connect's senior management team have implemented a culture of reward and recognition – the reward system includes minimising community impacts
- Stakeholder mapping for the work, which is updated as the project progresses
- Construction is managed in a way that maintains access for residents, businesses, and community infrastructure as much as possible. Where disruption to access cannot be avoided, the owners and occupants of affected properties are consulted and provided with alternatives as much as possible
- Specific consultation has been carried out with operators of sensitive community facilities (including aged care, child care centres, educational institutions and places of worship) to identify measures that will help manage construction impacts
- The team continues to work closely with site teams so that all team members are aware of local stakeholder sensitivities

- Prestart work briefings with site teams are used to highlight local stakeholder and community impacts and sensitivities, and the environmental controls to be applied
- Lighting towers are directed away from residents to minimise glare and light spill
- Sites are arranged to visual impacts, for example materials and machinery are stored behind hoarding or shade cloth as much as possible and parking is arranged as part of the site office as much as possible. .

More information about environmental controls is included in the Construction Environment Management Plan.

The remainder of this section provides a snapshot of the construction sites, issues and stakeholders.

### 3.3 Artarmon substation and bulk power supply

Systems Connect has built an electrical substation in the industrial area of Artarmon at 98 –104 Reserve Road, Artarmon. This supports the traction power systems required for the metro trains. The site is bordered by Reserve Road and Whiting Street. Reserve Road is a busy regional road connecting to the Gore Hill Freeway. Access to the site is via Whiting Street. Whiting Street is lined with various businesses such as car repairs, vehicle accessories shops, car hire businesses and car servicing and detailing centres. The closest residential properties are over 150 metres from the substation site along Barton Road, Parkes Road and Simpson Street on the other side of the Gore Hill Freeway.

Systems Connect has also installed a high voltage power supply cable between the new Artarmon substation and the Ausgrid substation on Carlotta Street Artarmon.

Table 5: Artarmon substation current issues and stakeholders

Artarmon substation		
Issues	Stakeholders	Approach
<ul style="list-style-type: none"> <li>– Light industrial area with high traffic volume</li> <li>– Visual impacts of substation</li> <li>– Low level of construction, testing and commissioning impact mostly from traffic controls.</li> </ul>	<ul style="list-style-type: none"> <li>– The nearest businesses on Whiting Street, Reserve Road and Curry Lane</li> <li>– Royal North Shore Public and Private Hospital (Artarmon entrance to P2 car park)</li> <li>– Council</li> </ul>	<ul style="list-style-type: none"> <li>– Door knocks and notifications will continue to be carried out if needed</li> <li>– A Subplan including a register of businesses was developed</li> <li>– Business Management Plan has been developed for the project.</li> </ul>

### 3.4 Northern Dive and Northern Connection

Systems Connect is fitting out the covered dive and building the open dive/connection where the Sydney Metro North West Line will connect with Sydney Metro & City Southwest. The open dive extends from ground level to 8m underground.

This has been one of three main access points for loading materials into the rail tunnel.

This site is bound by Mowbray Road, the Pacific Highway, Nelson Street and the North Shore Line rail corridor. The primary inbound haulage routes are via the Pacific Highway, with access to the site via Nelson Street and Mowbray Road. Due to the residential properties located on the northern side of Nelson Street, the secondary access has been restricted to day use only.

Building the open dive structure involved civil, structural and track work. Construction started in late 2020 and will continue into 2023. It includes:

- Fencing
- Piled retaining walls

- An open dive structure to support the rail track system which connects to Sydney Metro North West Line
- Flood and drainage collection pit
- Transition slab
- Rail track system and overhead wiring work.

Table 6: Northern dive and connection (Chatswood) issues and stakeholders

Northern dive and connection (Chatswood)		
Issues	Stakeholders	Approach
<ul style="list-style-type: none"> <li>– Cumulative construction impacts and community sensitivity and fatigue from Sydney Trains, Northwest Metro and City &amp; Southwest Metro work as well as local developments</li> <li>– Traffic and pedestrian changes</li> <li>– Utilities relocations and potential disruption</li> <li>– 24-hour heavy vehicle movements, including over-sized deliveries</li> <li>– Construction impacts including noise and vibration from pile driving, night time and weekend track possessions, construction lighting</li> </ul>	<ul style="list-style-type: none"> <li>– Residents within 200 metres either side of the work, especially those along Nelson Street, Gordon Avenue, Hopetoun Avenue, Drake Street, Raleigh Street and Berkeley Court</li> <li>– Willoughby Council.</li> </ul>	<ul style="list-style-type: none"> <li>– A Subplan including a register of businesses was developed</li> <li>– Door knocks</li> <li>– Construction notifications</li> <li>– VMS signage</li> <li>– Biannual construction newsletters continue in 2023</li> <li>– Email updates</li> </ul>

### 3.5 Blues Point

The Blues Point site was an access point for Systems Connect to complete the tunnel fit out activities between Victoria Cross and Barangaroo Stations. Construction at Blues Point is now complete including remediation of Henry Lawson Reserve.

### 3.6 Barangaroo

At Barangaroo, Systems Connect used the Hickson Road access shaft to undertake tunnel fit out activities and construct the cross-over track. Construction at Barangaroo is now complete, with work focused on energisation activities.

Table 7: Barangaroo Dive site current Issues and stakeholders

Barangaroo site		
Issues	Stakeholders	Approach
<ul style="list-style-type: none"> <li>– Energising activities as part of testing and commissioning</li> </ul>	<ul style="list-style-type: none"> <li>– Residents and businesses up to 200 metres from the work site</li> <li>– Council.</li> </ul>	<ul style="list-style-type: none"> <li>– Doorknock, notifications and EDMs if required</li> </ul>

### 3.7 Sydney Metro Trains Facility South and Southern Dive Site - Marrickville

Systems Connect is carrying out extensive work at SMTF South and the Marrickville Dive including constructing the service building and the Sydney Metro Trains Facility South (SMTF South) as well as the progressive dynamic testing and stabling of the new metro fleet.



Energisation, testing and commissioning activities at the site will continue throughout 2023.

The site is located in an industrial area between Sydenham and Marrickville stations. The area is bound by the water detention basin (Sydenham Pit), Sydney Steel Road, Edinburgh Road and the rail corridor.

Table 8: SMTF South and Marrickville Dive issues and stakeholders

SMTF South and southern dive (Marrickville)		
Issues	Stakeholders	Approach
<ul style="list-style-type: none"> <li>– Traffic changes</li> <li>– Access for businesses in Murray Street, including for large vehicle deliveries</li> <li>– Maintaining business visibility and managing, dust and noise impacts on nearby businesses</li> </ul>	<ul style="list-style-type: none"> <li>– Industrial and retail</li> <li>– The operator is a critical business stakeholder and will be consulted in the planning and work delivery</li> <li>– A few residents within 100 metres radius from the site</li> <li>– Council</li> </ul>	<ul style="list-style-type: none"> <li>– A Subplan including register of businesses has been developed</li> <li>– A business management plan has been developed for the project</li> <li>– Door knocks and face to face meetings as required</li> <li>– Construction notifications</li> <li>– Traffic alerts</li> <li>– Council updates</li> <li>– Bi-annual newsletter continue to mid-2023.</li> </ul>

### 3.8 Tunnel and station work between Chatswood and Sydenham

Line-wide Work has taken place within the station sites which are being delivered by various contractors and inside the tunnels at a depth of about 10 metres below ground level. Work inside the tunnels is largely complete, with current activities focused on energisation, testing and commissioning.

Table 9: Stations Chatswood to Sydenham issues and stakeholders

Issues	Stakeholders groups	Approach
<ul style="list-style-type: none"> <li>– Traffic disruptions</li> <li>– Cumulative impacts from multiple construction sites</li> <li>– Interface with station contractors.</li> </ul>	<ul style="list-style-type: none"> <li>– Industrial, business, retail and residential</li> <li>– Councils</li> <li>– Interface contractors.</li> </ul>	<ul style="list-style-type: none"> <li>– A business management plan has been developed for the project</li> <li>– Interface meetings with tunnel contractors as needed</li> <li>– Door knocks, email updates and construction notifications as needed.</li> </ul>

### 3.9 Bulk power supply

Line-wide Work includes constructing a new traction power system for Sydney Metro City & Southwest. This includes the following new high voltage power cables:

- 2 x 33kV feeders from the Ausgrid Willoughby substation to the new Artarmon traction substation (outlined in section 4.3 above)
- 2 x 33kV feeders from the Ausgrid Surry Hills substation to the new Waterloo Station substation (via Central Station and the Sydney Metro tunnels)
- 2 x 33kV feeders from the Ausgrid substation in Pat O'Conner Reserve, Earlwood to the new Campsie substation.

Feedback was invited in planning work scheduled and mitigation measures developed with impacted stakeholders for Surry Hills and Campsie.. As a result, few complaints were received during construction and more than 30 compliments. .

Testing and commissioning is underway for all three power supply routes with energisation expected to be complete in 2023. Communication and respite is being tailored for each of the bulk power supply routes with consideration to individual community needs.

### 3.9.1 Bulk power supply route – Surry Hills / Waterloo

The Surry Hills bulk power supply extends from the Ausgrid substation in Surry Hills along Little Albion Street, crossing Frog Hollow Reserve then across Albion Street, Bellevue Street, down Albion Way, then Belmore Street, Foveaux Street, Elizabeth Street and along Randle Lane, where it enters the new metro tunnel at Central Station. From here, the cable is being installed in the Sydney Metro tunnel between Central Station and Waterloo Station, avoiding impacts to the community. A joint bay was also installed on Belmore Street.

Throughout the work, feedback from potentially affected businesses, residents and stakeholders was sourced via doorknocks, face to face briefings, phone discussions and emails.

Table 11 below lists stakeholders and community facilities located along and or close to the bulk power supply route nominated in the Sydney Metro City & Southwest Chatswood to Sydenham EIS.

Table 10: Bulk power supply - Surry Hills to Waterloo issues and stakeholders

Bulk power supply – Surry Hills to Waterloo		
Issues	Stakeholders	Approach
<ul style="list-style-type: none"> <li>– Temporary access disruption to businesses, residences and community facilities in Randle Lane</li> <li>– Disruptions to deliveries in Randle Lane</li> <li>– Temporary loss of parking in Randle Lane</li> <li>– Pedestrian safety in Randle Lane</li> <li>– Out of hours work</li> </ul>	<ul style="list-style-type: none"> <li>– Sydney Dental Hospital</li> <li>– Pedestrians</li> <li>– Commuters</li> <li>– Local traffic network</li> <li>– City of Sydney Council</li> <li>– Utilities and service provider owners and asset managers</li> <li>– Residents</li> <li>– Businesses</li> </ul>	<ul style="list-style-type: none"> <li>– In addition to the overarching Systems Connect Business Management Plan, a Subplan was developed which includes specific information about local businesses</li> <li>– Door knocks and face to face meetings</li> <li>– Construction notifications</li> <li>– VMS signage</li> <li>– Email updates as needed</li> <li>– 24 hour phone contact</li> <li>– Alternative parking arrangements as needed.</li> </ul>

### 3.9.2 Bulk power supply route - Canterbury to Campsie

The route extends from the Ausgrid substation in Earlwood and includes a cable bridge in Pat O'Conner Reserve, and then underground cables through the reserve, along Anzac Street, High Street, Cooks Avenue, Canterbury Road, Gould Street, South Parade, across Beamish Street, down Lillian Lane and Lillian Street where it connects with the traction power substation.



Table 11: Bulk Power supply - Canterbury to Campsie current issues and stakeholders

Bulk power supply – Canterbury to Campsie		
Issues	Stakeholders	Approach
<ul style="list-style-type: none"> <li>Closest residents less than 6 metres of work sites</li> <li>High proportion of CALD communities</li> <li>Duration joint bays have remained open</li> </ul>	<ul style="list-style-type: none"> <li>Residents</li> <li>Canterbury Bankstown Council</li> <li>Public transport users</li> <li>Commuters</li> <li>Local traffic network</li> <li>Local businesses.</li> </ul>	<ul style="list-style-type: none"> <li>In addition to the overarching Systems Connect Business Management Plan, Subplan was developed which includes specific information about local businesses</li> <li>Door knocks, notifications and respite as required.</li> </ul>

### 3.10 Sydenham to Bankstown rail corridor upgrade

#### Work scope

The role of Line-wide Work in the Sydenham to Bankstown upgrade is to provide bulk power for the new Sydney Metro network. The work includes:

- Five traction substations at Randall Street, Marrickville (Dulwich Hill Substation), Hutton Street, Hurlstone Park (Canterbury substation), Lillian Street, Campsie, South Terrace, Punchbowl and The Boulevard, Lakemba
- Two padmount substations at each train station between Sydenham and Bankstown
- High voltage and fibre optic cables the length of the rail corridor between Sydenham and Bankstown
- Underline crossing (ULX) at each of the substation sites
- A site compound on Bridge Road, Belmore.

Systems Connect contributes to the monthly notifications coordinated by Sydney Metro in consultation with contractors working along the Southwest Corridor. Where Systems Connect expected to have an excessive impact on the community (such as for a substation modular building lift) additional notifications and doorknocking was undertaken.

Table 12: Sydenham to Bankstown upgrade, current issues and stakeholders

Site	Issues	Stakeholders	Approach
Train stations, rail corridor and access points	<ul style="list-style-type: none"> <li>Temporary closures of roads, footpaths and bike paths</li> <li>Temporary road closures, traffic changes and delays</li> <li>Construction noise</li> <li>Cumulative impacts from station upgrade works</li> <li>Access for cable pull work</li> </ul>	<ul style="list-style-type: none"> <li>Residents</li> <li>Canterbury Bankstown and Inner West Councils</li> <li>Local traffic network</li> <li>Schools</li> </ul>	<ul style="list-style-type: none"> <li>In addition to the overarching Systems Connect Business Management Plan, a Subplan was developed for the southwest corridor which includes specific information about local businesses</li> </ul>

Substation sites	<ul style="list-style-type: none"> <li>– Visual impacts</li> <li>– Vegetation removal</li> <li>– Temporary road closures, traffic changes and delays</li> <li>– Construction noise</li> </ul>	<ul style="list-style-type: none"> <li>– Local businesses.</li> </ul>	<ul style="list-style-type: none"> <li>– Door knocks, EDMs, notifications and respite as needed</li> <li>– Notifications coordinated with Southwest metro</li> <li>– VMS signage</li> <li>–</li> </ul>
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### 3.11 Compound and ancillary facilities

Temporary construction compounds are required to support Line-wide Work. These facilities include:

- Site offices at the existing excavation compounds at Mowbray Road, Marrickville Road and Hickson Road
- A site office off Bridge Road, Belmore to support work in the southwest corridor
- Site offices at each of the five substation sites
- Light vehicle parking
- Amenities
- Laydown and storage areas
- Material and chemical storage.

For the station and track work, various ancillary facilities have been established inside and outside the rail corridor to accommodate site offices, amenities, lay down and storage areas for materials during construction. The construction compound locations are identified in the Construction Compound and Ancillary Facility Management Plan.

## 4. Working together

Below is an outline of the stakeholder engagement team structure, including key personnel, authority and roles of key personnel, lines of responsibility and communication, and the minimum skill levels of each role.

### 4.1 Systems Connect's Stakeholder and Communication team: roles and responsibilities

The Senior Stakeholder and Community Relations Manager leads the overall delivery of stakeholder information, consultation and involvement for the duration of Line-wide Work. The Public Affairs Manager manages the strategy for public affairs programs, VIP events and media milestones.

Place managers and community advisers work closely with System Connect's design, construction, commercial, quality, safety and environment teams. Table 14 outlines the key roles and responsibilities and lines of communications of this team.

Table 13: Systems Connect's stakeholder and communications team

Role	Description
	<b>Senior Stakeholder and Community Relations Manager (SSCRM)</b>
<b>Responsibilities</b>	<ul style="list-style-type: none"> <li>The Senior Stakeholder and Community Relations Manager is the discipline lead, and is a member of the Line-wide Work Senior Leadership Team</li> <li>Oversees the development of the stakeholder and community engagement planning documents including site specific subplans and business management strategies</li> <li>Oversees all aspects of stakeholder and communications team delivery including public affairs and internal communications as well as adherence to Sydney Metro branding protocols</li> <li>Is an escalation point for all matters i.e. complaints unresolved by the stakeholder managers and consults with Sydney Metro, as necessary</li> <li>Is the principal liaison with Sydney Metro on behalf of Systems Connect's communications, stakeholder, and community relations functions</li> <li>Is responsible for the management of Systems Connect's reputation.</li> </ul>
<b>Role</b>	<b>Public Affairs Manager (PAM)</b>
<b>Responsibilities</b>	<ul style="list-style-type: none"> <li>Responsible for delivering the overarching public affairs and event strategy</li> <li>Managing production of collateral including digital resources, social media, electronic and broadcast material</li> <li>Identifies public affairs, VIP, media opportunities and manages media and major events</li> <li>Prepares newsletters</li> <li>Prepares and issues media and other urgent copy to the principal as required, on a 24 hour a day 7 day a week basis</li> </ul>
<b>Role</b>	<b>Place Managers and Community Advisor</b>
<b>Responsibilities</b>	<ul style="list-style-type: none"> <li>First point of contact and manager for local community</li> <li>Manage Systems Connect's relationship with third parties in their areas, including: residents, local Councils, small businesses, clubs, and hospitals etc</li> <li>Manages issues and complaints received about the project</li> <li>Deliver and implement site specific subplans for Systems Connect work</li> <li>Liaise with interface contractor's stakeholder engagement teams</li> <li>Prepare notifications, consultation material and presentations</li> <li>Liaison with Sydney Metro on behalf of Systems Connect's communications, stakeholder, and community relations functions</li> </ul>

### 4.2 Key interfaces

The stakeholder engagement functions delivered by Systems Connect intersect with the role of Sydney Metro, interface contractors, and the independent Environment Representative and Community Complaints Mediator functions as described in the Planning Approval.

#### **4.2.1 Environment representative**

An independent Environment Representative has been engaged by Sydney Metro and approved by the Department of Planning and Environment (DPE) Secretary. Part of the Environment Representative's role is to assist DPE in the resolution of community complaints, as requested by the Secretary.

Sydney Metro is the main point of contact for the Environment Representative. Sydney Metro provides a daily report which notes any complaints made in relation to Line-wide Work. More information is contained in Section 8 and Appendix D.

#### **4.2.2 Community Complaints Mediator**

An independent Community Complaints Mediator (CCM) has been engaged by Sydney Metro and approved by the Department of Planning, Industry and Environment Secretary. The CCM role is to address complaints, once all internal escalation processes have been exhausted, and the complainant is still not satisfied with the response they have received. Where the complaints management system has not succeeded in addressing the complainant's concerns, the CCM will make recommendations to satisfactorily address complaints, resolve disputes or mitigate against the occurrence of future complaints or disputes. Sydney Metro will be the first point of contact with the CCM.. See also Section 8 and Appendix D.

To date mediation has not been needed on this project.

#### **4.2.3 Interface with Sydney Metro – coordination, approvals and reporting**

The Sydney Metro City & Southwest Project comprises numerous work packages being delivered by multiple contractors, with several co-located at various times. Sydney Metro maintains the outwards facing communication channels to ensure consistent and clear access to information and contacts for the community and stakeholders. Systems Connect follows Sydney Metro's overarching systems, processes and tools, including contributing to its website, free call service, email address, social media channels, school education program and media liaison. Sydney Metro manages key stakeholder relationships, including with government ministers, Members of Parliament, Elected Representatives of Councils and media. Systems Connect supports these where required.

Systems Connect understands that effective coordination and communication with Sydney Metro and other contractors delivering Sydney Metro is essential for successful engagement, and for building long term support for the Sydney Metro. Systems Connect keeps Sydney Metro promptly informed of issues raised by authorities, stakeholders, and of proposed consultation activities and meetings with stakeholders.

The stakeholder engagement interface with Sydney Metro occurs at multiple levels to facilitate planning coordination, communication activities, notifications, issues response, approvals and engagement with different stakeholders. Fortnightly meetings are held between the Line-wide and Sydney Metro communications teams. Additionally, coordination meetings are organised with interface contractors as appropriate.

##### *Communications, marketing and promotional material approvals*

Systems Connect is committed to delivering Line-wide Work in keeping with contract requirements. Systems Connect follows Sydney Metro's protocols and requirements for communications materials where applicable.

##### *Consultation Manager database*

Consultation Manager is a database that provides the main platform for sharing information about stakeholder interactions with interfacing contractors.

Systems Connect records all contact and correspondence with stakeholders in Consultation Manager.

##### *Media and government relations protocol*

Systems Connect personnel adheres to Sydney Metro requirements relating to contact with media or elected government representatives.

##### *Sydney Metro's education programs*

Sydney Metro has developed Fast Tracking the Future, an education program that is focused on providing learning experiences for students about the Sydney Metro project; its purpose, construction and environmental and social context.

### Site photography protocol

Systems Connect acknowledges all photographs, images, film and video taken by Systems Connect are the property of Sydney Metro and must be provided when requested for use at Sydney Metro's discretion.

Systems Connect will ensure all employees and subcontractors who feature in these visual records will have signed talent release forms.

#### 4.2.4 Interface with other Sydney Metro contractors

Line-wide Work often coincides with other City & Southwest interface contractor activities. This requires coordinated communication campaigns and joint notifications to avoid providing the community with multiple information pieces.

Where Systems Connect is the leading contractor, it develops and distributes the required notification letters, communication collateral and hosts any communication forums.

When interface contractors are leading, Systems Connect contributes copy and images.

#### 4.2.5 Systems Connect key internal interfaces

Systems Connect takes a holistic, fully integrated approach to stakeholder and community engagement. Key representatives of the project's cross functional team assist the stakeholder engagement team to prepare accessible information for release and publication.

Table 14: Internal interfaces with the stakeholder engagement team

Project role	Key stakeholder and stakeholder engagement responsibilities
<b>Project Director</b>	<ul style="list-style-type: none"><li>Allocate sufficient resources and authority to the Senior Stakeholder and Community Relations Manager to meet community liaison and stakeholder obligations</li></ul>
<b>Engineering Manager, Design Managers</b>	<ul style="list-style-type: none"><li>Provide leadership to design teams</li><li>Develop designs that minimise impacts and respond to reasonable community requirements.</li></ul>
<b>Construction Manager, Senior Project Managers</b>	<ul style="list-style-type: none"><li>Provide leadership to construction teams and ensure activities are managed to minimise impacts and respond to reasonable community requirements</li><li>Participate in key consultation, communication and site access activities</li><li>Facilitate provision of information for community notifications and manage notification timeframes in works programs.</li></ul>
<b>Safety / Rail Safety Manager and team</b>	<ul style="list-style-type: none"><li>Review safety documentation including Safe Work Method Statements to uphold the safety of our workforce, neighbours and road users</li><li>Assist to identify community impacts during activity reviews and recommend preventative solutions or processes</li></ul>
<b>Environment Manager and team Environment consultants</b>	<ul style="list-style-type: none"><li>Manage consultation with authorities and agencies</li><li>Provide environmental information and reports required to be made public or for use in communications or consultation</li><li>Manage OOH approvals and provide direction on respite and relocation for OOH work</li><li>Oversee environmental complaints investigation and reporting to regulatory authorities</li><li>Participate in stakeholder and community meetings as required.</li></ul>
<b>Sustainability Manager and team</b>	<ul style="list-style-type: none"><li>Liaise with the stakeholder engagement team, monitors and reports on progress towards achieving sustainability goals.</li></ul>
<b>Traffic Manager / Traffic Engineer</b>	<ul style="list-style-type: none"><li>Manages liaison with traffic and transport stakeholders including participation in the Traffic and Transport Liaison Group.</li><li>Prepares and manages Traffic Control and Traffic Management Plans .</li></ul>
<b>Subcontractors and consultants</b>	<ul style="list-style-type: none"><li>Adhere to provisions of the Construction Environment Management Plan (CEMP), including approved hours of operation, construction vehicle routes and approved queuing locations.</li></ul>

**All Systems Connect employees and subcontractors**

- Required to complete Systems Connect's Project and site specific inductions that explain protocols for interaction with project neighbours and expected behaviours.
- Personnel will sign agreements that they understand and accept their relevant community responsibilities

### 4.3 Site induction process

Systems Connect acknowledges that community awareness is the responsibility of all members of the project team and community awareness is a core element of induction and training. All personnel associated with Line-wide Work, including construction workers and subcontractors attend project and site inductions, daily prestart meetings and periodic toolbox talks.

The induction explains the Project context, key issues for managing impacts on the surrounding community and road users along with Systems Connect's obligations. Topics covered include the following:

- Project and community liaison objectives
- Community profile
- Local environmental, social and heritage values.
- Community liaison protocols for working on site including:
  - Response to media enquiries
  - Response to community enquiries, complaints and critical incidents
  - Personal presentation and expected standards of behaviour
  - Noise
  - Parking and site access
  - Visual appearance of the site
  - Accessing private property
  - Process to be followed when reporting unexpected finds
  - Caring for wildlife
  - Hours of work
  - Notification of changes to planned work.

Site inductions and training are regularly updated to address any actions taken in response to stakeholder and community complaints and any changes to the CCS LW.

### 4.4 Innovative programs, processes and methodologies

Systems Connect has developed a number of initiatives that support Sydney Metro's broader engagement program including:

- Reducing traffic congestion at worksites by encouraging car pooling and public transport use
- Developing partnerships with, or supporting, not for profit organisations
- Implementing a supply chain that enables increased participation of small and medium sized enterprises, including local and aboriginal businesses.

### 4.5 Milestone media events and community access to construction sites

Systems Connect recognises the importance of providing Sydney Metro representatives timely and safe access for media, and events which can be accessed by the community.

Over the course of the project the Public Affairs Manager has maintained a program of public affairs, media milestones and community access opportunities.

#### 4.5.1 Organised events protocol

Event plans are produced that describe how guests, media, photographers and other stakeholders and the public are accommodated to ensure their safety, while providing the required access to view the work and contractor's activities.

#### 4.5.2 Special and local event planning

Systems Connect appreciates events are an important part of Sydney life, its economic growth, tourist appeal and sense of identity.

Special events are considered as part of construction work programming.

For special events requiring specific traffic measures and pedestrian management, measures are developed in consultation with TfNSW, local councils (for relevant locations) and event organisers. Work is then scheduled to accommodate the special event as was the case for sections of the Surry Hills Bulk Power Supply work during the annual Vivid festival and New Year's Eve fireworks event at Blues Point.

## 5. Our stakeholders

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

### 5.1 Overarching stakeholders

Systems Connect supports Sydney Metro in meeting requirements of overarching stakeholders by providing information and participating in meetings as requested. These stakeholders, their interest in the project and communication activities are identified in Table 16 below:

Table 15: Project stakeholders, where Sydney Metro is the primary relationship manager

Stakeholder	Impact or interest in work	Communication approach and activities
<p>Government – elected representatives including:</p> <ul style="list-style-type: none"><li>• Premier</li><li>• Minister for Transport</li><li>• Minister for Planning</li><li>• Minister for Environment and Heritage</li><li>• State members: Castle Hill, Willoughby, North Shore, Sydney, Newtown, Heffron, Bankstown, Canterbury, Lakemba</li><li>• Federal members: Sydney, North Sydney, Grayndler, Mitchell,</li></ul>	<ul style="list-style-type: none"><li>• Successful delivery of the project within required timeframe and budget</li><li>• Compliance with Project Planning Approval</li><li>• Management of environmental and heritage impacts and compliance with Environment Protection Licence (EPL)</li><li>• Impact on constituents during construction and community engagement process</li></ul>	<ul style="list-style-type: none"><li>• Regular briefings via Sydney Metro</li><li>• Sydney, Metro liaison protocols for elected representatives to keep them informed and respond to enquiries</li><li>• Systems Connect contributes to briefing note preparation as required</li></ul>



Stakeholder	Impact or interest in work	Communication approach and activities
State government – departments, corporations and agencies including: <ul style="list-style-type: none"> <li>• TfNSW</li> <li>• Sydney Metro</li> <li>• Department of Planning, and Environment</li> <li>• Infrastructure NSW</li> <li>• Sydney Trains</li> <li>• NSW Environment Protection Authority (EPA).</li> </ul>	<ul style="list-style-type: none"> <li>• Successful delivery of the Metro project while meeting all key performance indicators</li> <li>• Compliance with Project Approval Conditions</li> <li>• Interaction with train lines</li> <li>• Effective operation of the Sydney transport network</li> <li>• Coordination of traffic and transport planning for projects and major events</li> <li>• Managing environmental and heritage impacts of Line-wide Work</li> <li>• Effective response to community complaints</li> </ul>	<ul style="list-style-type: none"> <li>• Interface agreements and meetings</li> <li>• Coordination of communication activities with interfacing contractors</li> <li>• Project updates and site visits</li> <li>• Line-wide Work reporting</li> <li>• Meetings and updates with Sydney Metro</li> <li>• Application for and compliance with EPL</li> <li>• CCS LW consultation program</li> <li>• Stakeholder meeting and written correspondence</li> <li>• Design workshops</li> <li>• Complaints management response</li> <li>• Special events strategies</li> <li>• Consultation on relevant management plans including the CEMP LW and component sub-plans</li> <li>• Participation in Sydney Metro Schools Education Program</li> </ul>
Media including: <ul style="list-style-type: none"> <li>• National television</li> <li>• Metropolitan radio</li> <li>• Community radio and newspapers</li> <li>• Print media</li> <li>• Online media</li> </ul>	<ul style="list-style-type: none"> <li>• Project status and progress milestones</li> <li>• Items of local significance such as workforce expansion and heritage finds</li> </ul>	<ul style="list-style-type: none"> <li>• Sydney Metro media liaison protocols</li> <li>• Media, video releases and Facebook and LinkedIn posts</li> <li>• Background information</li> <li>• Media events and site visits</li> </ul>

## 5.2 Line-wide Work stakeholders

Delivery of Line-wide Work involves building relationships with stakeholders whose primary interest is site specific construction activities. Some of the stakeholders who are located close to construction sites are identified in Section 4.2 to 4.7.

Stakeholder identification has been expanded in each specific CCS Subplan.

Table 16: Stakeholders where Systems Connect is primary relationship manager

Stakeholder	Impact or interest in work	Communication approach and activities
Aboriginal Stakeholders	<ul style="list-style-type: none"> <li>• Aboriginal heritage</li> </ul>	<ul style="list-style-type: none"> <li>• Any Aboriginal stakeholder consultation has been carried out in accordance with DPE Aboriginal Cultural Heritage Consultation Requirements for Proponents 2010</li> </ul>
Local government including: <ul style="list-style-type: none"> <li>• Elected representative, general managers and officers of councils including: Blacktown City Council, Ku-Ring-Gai Council, Willoughby Council, North Sydney Council, City of Sydney Council, Inner West Council, City of Canterbury-Bankstown Council</li> </ul>	<ul style="list-style-type: none"> <li>• Impacts on council infrastructure including local roads, traffic, public transport, community facilities and street trees</li> <li>• Impacts on residents and businesses during construction (for example, noise, vibration and dust)</li> <li>• Community engagement process</li> </ul>	<ul style="list-style-type: none"> <li>• Regular interface meetings with council officers as required</li> <li>• Participation in Sydney Metro's Traffic and Transport Liaison Group consultation for events</li> <li>• Consultation with relevant Council on reinstatement of assets or areas affected by Line-wide Work</li> <li>• Consultation related to tree removal and tree replacement strategy</li> <li>• CCS LW consultation program</li> </ul>



Stakeholder	Impact or interest in work	Communication approach and activities
Sydney Metro City & Southwest Traffic and Transport Liaison Group	<ul style="list-style-type: none"> <li>Briefings on traffic management plans</li> <li>Adequate notification of traffic changes</li> </ul>	<ul style="list-style-type: none"> <li>Presentations and briefings</li> </ul>
Utility stakeholders including: <ul style="list-style-type: none"> <li>Sydney Water, Ausgrid, Jemena, telecommunications providers (Telstra, Optus, NBNco, Uecomm, Amcom, Verizon, Vocus, Primus Tel, Nextgen, AAPT, AARNet)</li> </ul>	<ul style="list-style-type: none"> <li>Impact on existing infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Interface agreements</li> <li>Written correspondence and meetings to identify requirements and address specific issues</li> <li>Notification of planned works</li> <li>Incident response protocols</li> <li>Notification to residents and businesses of any disruption to services</li> </ul>
Transport and traffic stakeholders including: <ul style="list-style-type: none"> <li>TfNSW</li> <li>Transport Management Centre</li> <li>Sydney Trains</li> <li>Transport operators and their customers</li> <li>Local councils</li> <li>Emergency services</li> <li>Couriers</li> <li>Cycling groups</li> </ul>	<ul style="list-style-type: none"> <li>Impacts on road and transport network</li> <li>Haulage routes and layover areas</li> <li>Pedestrian management</li> </ul>	<ul style="list-style-type: none"> <li>Written correspondence, meetings, regular construction updates, traffic updates and alerts on changes to local roads and traffic conditions</li> <li>Traffic management plans, including planned lane closures and changes to cycle ways or shared paths</li> <li>Incident and special event plans</li> <li>Participation in the Sydney Metro Traffic and Transport Liaison Group</li> </ul>
Emergency service agencies including: <ul style="list-style-type: none"> <li>District Emergency Management Officer</li> <li>NSW Ambulance Service</li> <li>Fire and Rescue NSW</li> <li>NSW State Emergency Services</li> <li>NSW Police Force</li> </ul>	<ul style="list-style-type: none"> <li>Impacts on local roads during construction</li> <li>Emergency access/procedures during construction</li> <li>Site orientation, emergency facilities and incident response and scenario planning</li> </ul>	<ul style="list-style-type: none"> <li>Introductory workshop, contact procedures, site visits and desktop emergency exercise/debrief</li> <li>Written correspondence, meetings, regular construction updates and traffic updates on changes to local roads/conditions</li> <li>Consultation on emergency, safety and security plans for relevant agencies</li> <li>Participation in the Sydney Metro Traffic and Transport Liaison Group</li> </ul>
Other Sydney Metro contractors	<ul style="list-style-type: none"> <li>Coordinating activities and information</li> <li>Enquiries and complaints referrals as appropriate</li> <li>Minimising cumulative impacts</li> </ul>	<ul style="list-style-type: none"> <li>Written correspondence, meetings, exchange of key contacts and progress updates</li> <li>Interface meetings</li> </ul>
Sensitive receivers near construction sites are identified in site sub- plans, including <ul style="list-style-type: none"> <li>Education facilities</li> <li>Preschool and childcare</li> <li>Health care facilities</li> <li>Places of worship</li> </ul>	<ul style="list-style-type: none"> <li>Noise, vibration and dust</li> <li>Work hours</li> <li>Construction traffic and safety around worksites</li> <li>Impact on teaching / exams</li> <li>Changes to pedestrian and vehicle access</li> <li>Work hours (night and weekend work)</li> <li>Impact on residents, visitors and operations</li> </ul>	<ul style="list-style-type: none"> <li>Meetings, notifications, newsletters, telephone hotline and website</li> <li>Information for school community, participation in Sydney Metro's education programs</li> <li>Consultation in advance of construction for noise and vibration sensitive stakeholders</li> </ul>
Directly affected property owners and tenants, including: <ul style="list-style-type: none"> <li>Adjoining property owners</li> </ul>	<ul style="list-style-type: none"> <li>Construction impacts (noise, vibration, dust, visual and traffic/parking)</li> </ul>	<ul style="list-style-type: none"> <li>Doorknocks / meetings</li> <li>Condition surveys before and after construction (if required)</li> <li>Email updates for registered subscribers</li> </ul>

Stakeholder	Impact or interest in work	Communication approach and activities
<ul style="list-style-type: none"> <li>Tenants in directly affected properties</li> <li>Body corporates and owners' corporations</li> </ul>	<ul style="list-style-type: none"> <li>Impact on residents and tenants (noise, vibration and access)</li> <li>Consultation on environmental management measures</li> <li>Consultation, where relevant, on monitoring equipment</li> <li>Concern about property damage</li> </ul>	<ul style="list-style-type: none"> <li>Notifications</li> <li>Consultation in advance of construction for noise and vibration sensitive stakeholders</li> <li>Respite and relocation as required by OOH approvals</li> <li>Biannual newsletters ,as required</li> <li>Website updates, social media</li> </ul>
Businesses/tenants in directly affected properties will be identified in a Business Management Plan	<ul style="list-style-type: none"> <li>Loss of amenity during construction (noise, vibration and visual)</li> <li>Changes to pedestrian and customer access</li> <li>Changes to vehicle access and parking</li> <li>Loss of business</li> <li>Impacts on pedestrians, passing trade</li> <li>Work hours and project duration</li> <li>Concern about property damage</li> <li>Consultation on environmental management</li> </ul>	<ul style="list-style-type: none"> <li>Business management plan</li> <li>Meetings as required</li> <li>Building-based information sessions (for owners and tenants),</li> <li>Email updates for registered subscribers</li> <li>Notifications</li> <li>Signs, displays and posters for staff</li> <li>Email updates for registered stakeholders</li> </ul>
Adjacent residents within <ul style="list-style-type: none"> <li>100 metres (of work during standard construction hours)</li> <li>200 metres (of work during OOH work)</li> <li>Body corporates and owners' corporations</li> </ul>	<ul style="list-style-type: none"> <li>Construction impacts (noise, visual and amenity)</li> <li>Impact on tenants</li> <li>Traffic changes</li> <li>Heavy vehicle movements</li> </ul>	<ul style="list-style-type: none"> <li>Doorknocks / meetings</li> <li>Condition surveys before and after construction (if required)</li> <li>Email updates for subscribers</li> <li>Notifications</li> <li>Newsletters</li> <li>Website updates, social media</li> <li>Information to strata / property managers</li> <li>Respite and relocation as required by OOH approvals</li> </ul>
Residents and businesses within 500 metres	<ul style="list-style-type: none"> <li>Noise, vibration, dust, visual</li> <li>Changes to access</li> <li>Traffic changes</li> <li>Changes to transport</li> </ul>	<ul style="list-style-type: none"> <li>Email updates for subscribers</li> <li>Notifications</li> <li>Newsletters</li> <li>Website updates, social media</li> </ul>
<ul style="list-style-type: none"> <li>Motorists, pedestrians, cyclists and buses in streets surrounding worksites</li> <li>Commuters</li> </ul>	<ul style="list-style-type: none"> <li>Traffic delays</li> <li>Traffic changes including detours, access / parking, pedestrian paths, cycleways and bus stop locations</li> </ul>	<ul style="list-style-type: none"> <li>Email updates for subscribers</li> <li>Notifications</li> <li>Variable message signs</li> </ul>
<ul style="list-style-type: none"> <li>Bus users</li> <li>Train users at adjacent operational stations</li> </ul>	<ul style="list-style-type: none"> <li>Changes to bus stops or timetables</li> <li>Changes in access to or from any Line-wide Work construction site</li> <li>Progress of works</li> <li>Railway possessions</li> </ul>	<ul style="list-style-type: none"> <li>Signage and notification for changes to bus stops or temporary diversions</li> <li>Media articles and events</li> </ul>
CALD communities	<ul style="list-style-type: none"> <li>Access to construction information</li> </ul>	<ul style="list-style-type: none"> <li>Access to translator services shown on all notifications</li> <li>Translated material as required</li> </ul>

Stakeholder	Impact or interest in work	Communication approach and activities
People with different abilities	<ul style="list-style-type: none"> <li>Access to construction information</li> </ul>	<ul style="list-style-type: none"> <li>Website documents WCAG 2.0 compliant</li> <li>Access around construction sites include traffic management.</li> </ul>

### 5.3 Culturally and linguistically diverse communities

Sydney Metro Overarching Community Communications Strategy provides the following translation services:

- The Sydney Metro website can be translated into 58 different languages using the Google translate function at the bottom of the home page
- All printed materials include contact details for the TIS translation service

#### *Interpreter phone number*

Sydney Metro has set up an interpretation phone line for the project, supplied through the Project Interpreting and Translation Service.

#### *Translated materials*

Notifications are translated into community languages where this is deemed necessary according to community demographics and lived experience. For example, notifications for the closure of Lillian Lane in Campsie were translated into modern Chinese and made widely available.

The highest concentration of CALD communities along the alignment is along the Southwest corridor, with main community languages identified including Chinese, Arabic, Greek, Vietnamese and Hindi.

#### 5.3.1 Community profile

The study area identified in the Sydney Metro City & Southwest EIS includes the Inner West and Canterbury Bankstown local government areas (LGAs). These two LGAs are some of most culturally, socially and economically diverse communities in Sydney.

Almost half of the population of the Canterbury Bankstown LGA speaks a language other than English at home, compared to almost a third of the Inner West LGA population.

Several suburbs in the Canterbury Bankstown LGA have communities where over 60 per cent of residents speak a language other than English. These include Canterbury, Campsie, Belmore, Lakemba, Wiley Park, Punchbowl and Bankstown.

Systems Connect has been working closely with communities in the Southwest since 2019. While the community is culturally and linguistically diverse the project team has found there are opportunities to work with multicultural communities that don't necessarily rely on formal translation services.

Examples include:

- Attendance of Mandarin and Arabic speaking engineers on doorknocks to help reach local communities
- Use of project teams members to provide translation as needed in languages including Mandarin, Arabic and Italian
- Liaising with family members such as adult children of elderly CALD community members to provide translation.

This approach has helped build trust with communities by highlighting that our team is part of the communities they are working in.

Where translation has been needed translated material such as signage and notifications is prepared and TIS services are offered.

## 6. Supporting tools and processes

This Strategy describes the management system for meeting the requirements for engaging stakeholders and the community. To support this, the following chapter provides descriptions of tools and processes for engagement and communication functions, and outlines Sydney Metro's requirements of Systems Connect.

### 6.1 Project contact information

Project contact details have been uploaded on the project websites, included on hoardings at each construction site and on written and electronic correspondence and publications.

Table 17: Project contact information

Item	Content	Timing and frequency
Community information line (1800 171 386 number)	1800 number allows access to the Line-wide Work stakeholder engagement team. 1800 number is included in all notifications and communications materials. Sydney Metro refers out of hours complaints to on call team member.	Ongoing
Sydney Metro email enquiries	Email enquiries are directed to <a href="mailto:linewidemetrol@transport.nsw.gov.au">linewidemetrol@transport.nsw.gov.au</a>	Ongoing
Postal address for written complaints and enquiries	Sydney Metro City & Southwest PO Box K659, Haymarket, NSW 124C	Ongoing
Translation services	Translation service contact details included on all Sydney Metro publications.	Translators arranged on request for face-to-face meetings via the translation service

### 6.2 Systems Connect's public communication materials

Table 18: Systems Connect's public information materials

Item	Content	Timing and frequency
Information for Sydney Metro's education program	Information relevant to Line-wide Work as requested by Sydney Metro	As requested by Sydney Metro
Materials for community information sessions	As requested by Sydney Metro	As requested by Sydney Metro
<b>Written notifications</b>		
Community and stakeholder notifications where Systems Connect is the lead contractor including: (i) construction commencement (ii) significant milestones (iii) changes to the scope of work (iv) night work (v) changes to traffic conditions requiring traffic alerts (vi) modifications to pedestrian routes, cycle ways and bus stops (vii) out of hours work; (viii) disruption of residential or business access	All relevant details including: <ul style="list-style-type: none"> <li>• Scope, location and hours of work</li> <li>• Duration of activity</li> <li>• Alterations to access routes</li> <li>• Type of equipment used and likely impacts of the work including noise, vibration, traffic, access and dust</li> <li>• Mitigation measures</li> <li>• Contact details</li> </ul>	<ul style="list-style-type: none"> <li>• For distribution to community and stakeholders five business days prior to intended activity</li> </ul>

<ul style="list-style-type: none"> <li>(ix) changing or disrupting of Utility Services</li> <li>(iii) investigation activities</li> <li>(viii) changes to the scope of work</li> <li>(ix) night work</li> <li>(x) changes to traffic conditions requiring traffic alerts</li> <li>(xi) modifications to pedestrian routes, cycle ways and bus stops</li> <li>(xii) out of hours work;</li> <li>(viii) disruption of residential or business access</li> <li>(x) changing or disrupting of Utility Services</li> <li>(iv) investigation activities.</li> </ul>		
NB: When an interface contractor is the lead, Systems Connect will provide content to notifications issued by the interface contractor.		
<b>Construction update newsletters</b>		
Bi-annual construction update newsletters when Systems Connect is the lead contractor at the following sites: <ul style="list-style-type: none"> <li>• Chatswood Dive Site (Northern Connection) includes corridor work between the dive site and Chatswood Station</li> <li>• Marrickville Dive Site/SMTF South (Southern Connection)</li> </ul>	Minimum A4 double sided full colour high-quality site-specific quarterly construction update newsletters provided to the community, including the status of current and upcoming activities for nominated sites.  Where an interface contractor is the lead, Systems Connect provides content to newsletters issued by the Interface Contractor	<ul style="list-style-type: none"> <li>• For biannual distribution, as a minimum, to all commercial and residential properties within a 500m radius of the site and to all affected commercial and residential properties</li> </ul>
<b>Email updates</b>		
Systems Connect issue email updates as required.	The updates describe progress of our work along with milestones and activities planned for the following month	<ul style="list-style-type: none"> <li>• All stakeholders registered to receive community update emails</li> </ul>
<b>Consultation material</b>		
Consultation material for draft Station Design and Precinct Plan (SDPP) exhibitions and substation façade consultation (now complete)	Factsheets and FAQs	<ul style="list-style-type: none"> <li>• Select residents and businesses within close proximity to the infrastructure as agreed with Sydney Metro</li> </ul>

### 6.3 Traffic and transport communications

Table 19: Traffic and transport communication tools

Item	Content	Timing and frequency
Stakeholder emails	Changes to traffic, changes to access arrangements	5 business days before changes
Written notifications	Changes to traffic, pedestrian routes, bus stops, impacts on cycleways, other traffic changes	
Traffic signage	Changes to pedestrian routes, bus stops, impacts on cycleways or shared paths, other traffic changes	

Variable message sign boards	Changes to traffic conditions	
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## 6.4 Project website

Table 20: Online information relating to Line-wide Work

Item	Content	Timing and frequency
<b>Contractors' Project Website</b>		
Systems Connect has created a web page on the CPB Contractor's website to provide information about Line-wide Work	<ul style="list-style-type: none"> <li>(i) employment or supplier opportunities;</li> <li>(ii) information required to be published to comply with the Planning Approvals;</li> <li>(iii) executive summaries of publicly available reports relating to the project work, temporary work and contractor's activities;</li> <li>(iv) environmental, sustainability, transport, traffic and noise and vibration reports (and the executive summaries of these reports) that are publicly available; and</li> <li>(v) web content and documents that comply with the Level AA accessibility requirements as outlined in Web Content Accessibility Guidelines (WCAG 2.0)</li> </ul>	As information becomes available
<b>TfNSW's Sydney Metro City &amp; Southwest website</b>		
Systems Connect provides information in electronic format suitable to be uploaded onto TfNSW's Sydney Metro City & Southwest website (which meet WCAG compliance requirements)	<ul style="list-style-type: none"> <li>(i) public communication materials;</li> <li>(ii) marketing and promotional materials;</li> </ul>	On the day of delivery or release to the public

## 6.5 Community signage

Systems Connect develops signage advising impacts to roads, parking, pedestrian movements, cycleways or shared paths and provide way finding signage as required.

Table 21: Way finding signage

Item	Content	Timing and frequency
Systems Connect produces temporary way finding signage to advise of impacts on public facilities.	Directional info for pedestrians, customers and vehicles around the construction site	As required

## 6.6 Urban design and visual amenity: site structures and equipment

The Line-wide Work construction compounds include site hoardings or fencing, acoustic sheds which feature Sydney Metro promotional material, as appropriate. Systems Connect considers urban design and address the visual impacts of these temporary structures.

## 6.7 Two-way engagement

Throughout the project Systems Connect has provided a range of flexible and convenient opportunities for the community to participate in two-way engagement.

These opportunities have included one on one meetings through door knocking and appointments, in person or over Microsoft Teams. Each site specific subplan details the types of engagement and targeted audience.

A record of attendees and summary of discussion points raised in these forums, including any feedback and commitments made are recorded in Consultation Manager.

Table 22: Line-wide Works Consultation Forums

Consultation forum	Timing and frequency
<b>Door knocks</b>	
Provide updates about work impacts and proposed mitigation with nearest residents, businesses and other stakeholders	As required
<b>Building based information sessions</b>	
Updates provided to building managers or strata committees to circulate to all tenants and residents in a large building potentially affected by the work	As required – generally ahead of a long term section of work starting, for example a session was held with a strata complex ahead of the Belmore Site compound being established.
<b>Meetings with individuals or groups in person or over Microsoft Teams</b>	
Were held early in the project to discuss project activities including consultation for draft SDPPs or substation facades.  Continue to be held as required during construction, testing and commissioning.	As required
<b>Local government and key agency consultation</b>	
Systems Connect brief councils and agencies to the scope of Line-wide Work, site planning, traffic, proposed key mitigation strategies, consultation and draft key environmental management plans.	As required or coordinated by Sydney Metro

## 6.8 Business impact monitoring program and performance measures

A business impact monitoring program is undertaken to assess the effectiveness of strategies to inform and minimise impacts of construction on businesses.

Results from the monitoring program are provided to Sydney Metro on a six-monthly basis.

### ***Monitoring program and performance measures***



Performance Parameters	Measures	Monitoring	Reporting
<b>Awareness of construction activity and likely impacts.</b>	<ul style="list-style-type: none"> <li>• Notifications issued within required timeframes on 100% of occasions, unless otherwise agreed with Sydney Metro.</li> <li>• Number of business briefings, building based information sessions and face to face meetings prior to work.</li> <li>• The objective is to make contact via these measures with 100% of businesses within 50m prior to works that have the potential to impact the owners.</li> </ul>	<ul style="list-style-type: none"> <li>• Records in Consultation Manager database on number and timing of notifications</li> <li>• Records in Consultation Manager database on number of (and attendance at) briefings, information sessions and completed doorknocks/face to face meetings.</li> <li>• Feedback from meetings, presentations and briefings (documented in Consultation Manager).</li> <li>• Records in Consultation Manager database on complaints received from businesses relating to lack of information about construction activities and impacts</li> </ul>	<ul style="list-style-type: none"> <li>• Number of notifications issued</li> <li>• Percentage of notifications issued on time</li> <li>• Number of briefings, information sessions and completed doorknocks</li> <li>• Percentage of businesses within 50m contacted prior to works</li> <li>• Number of complaints received from businesses relating to lack of information about construction activities and impacts</li> <li>• Lessons learnt</li> </ul>
<b>Measures implemented to maintain business vehicle and pedestrian access, parking, visibility and amenity during construction activity.</b>	<ul style="list-style-type: none"> <li>• Potential issues identified in advance and mitigation measures implemented in consultation with affected businesses to address access, parking, visibility and/or amenity issues</li> <li>• The objective is 100% implementation of agreed mitigation measures relating to access, parking, visibility and other amenity aspects.</li> </ul>	<ul style="list-style-type: none"> <li>• Consultation with businesses on potential impacts and mitigation measures (documented in Consultation Manager)</li> <li>• Feedback on effectiveness of mitigation measures (documented in Consultation Manager)</li> <li>• Records in Consultation Manager database on complaints received from businesses relating to vehicle and pedestrian access, parking, visibility and amenity, including details of any repeat complaints about the same issue.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of businesses with mitigation measures agreed in advance to address access, parking, visibility or amenity issues</li> <li>• Percentage of businesses where mitigation measures were implemented as agreed</li> <li>• Details of mitigation measures implemented</li> <li>• Business feedback on effectiveness of mitigation measures</li> <li>• Number of repeat complaints received from businesses relating to vehicle and pedestrian</li> <li>• Access, parking, visibility and amenity</li> <li>• Lessons learnt</li> </ul>



Performance Parameters	Measures	Monitoring	Reporting
<b>Agreed measures to minimise noise and vibration impacts on noise and vibration sensitive businesses.</b>	<ul style="list-style-type: none"> <li>Agreed mitigations implemented, including agreed respite, work methods, proactive engagement and ongoing communication.</li> <li>Businesses identified as potentially affected by high noise for extended periods, and requests for at property treatment or relocation, referred to Sydney Metro if all negotiated solutions offered under the scope of the contract fail to provide an acceptable solution to the impacted businesses.</li> <li>The objective is for zero referrals to Sydney Metro over a six-month timeframe during standard construction.</li> </ul>	<ul style="list-style-type: none"> <li>Consultation with businesses on noise and vibration impacts and mitigation measures documented in Consultation Manager.</li> <li>Documenting affected businesses, impacts and mitigation measures in site specific CNVIS reports.</li> <li>Feedback on effectiveness of mitigation measures (documented in Consultation Manager).</li> <li>Records of businesses referred to Sydney Metro for additional assessment / treatment.</li> <li>Records in Consultation Manager database on noise and vibration</li> <li>Complaints from businesses.</li> </ul>	<ul style="list-style-type: none"> <li>Number of businesses with agreed mitigation measures to address noise and vibration impacts</li> <li>Summary of nonstandard mitigation measures implemented</li> <li>Number of referrals to Sydney Metro</li> <li>Number of repeat complaints from noise sensitive receivers relating to noise and vibration impacts</li> <li>Lessons learnt</li> </ul>

The effectiveness of the CCS LW is also tracked through feedback provided through stakeholder interactions and audits of complaints recorded in the Consultation Manager database, with specific reference to feedback and complaints on engagement process, tools used, timing and accuracy of information provided.

## 6.9 Crisis communications

Systems Connect ensures crisis communications procedures are aligned with Sydney Metro City & Southwest Crisis Communications Management Plan and parent company crisis communications management plans.

These detailed procedures developed for incidents and crises include flow charts that provide early notification for the Senior Stakeholder and Community Relations Manager and Sydney Metro's representative.

Systems Connect trains key personnel in implementing desktop scenarios, emergency drills and debriefs. Incident protocols are explained at site inductions.

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

Incident and crisis plans provide specific protocols to promptly alert neighbouring stakeholders of incidents which may affect them and keep them updated. Specific communication protocols will be implemented as required for key stakeholders near construction sites to ensure they receive timely notification and updates on incidents or emergency work that may affect their operations.

## 7. Enquiries and complaints management

All contact with the community is an opportunity to gain insight into perceptions of Systems Connect's performance. Complaints provide an important opportunity to act on corresponding measures which avoid or minimise an issue escalating.

Systems Connect's approach to enquiries and complaints management is aligned with the Sydney Metro Construction Complaints Management System, and meets the Australian Standard for Complaints Handling requirements.

Appendix D provides an overview of Systems Connect's Complaints Management Strategy.

The following is an outline of Systems Connect's procedure for managing enquiries and complaints for the duration of the project. This includes:

- Receiving complaints and enquiries
- Classifying complaints
- Responding to complaints and enquiries
- Escalating complaints
- Complaint mediation
- Recording complaints
- Reporting

### 7.1 Principles of complaints management

This complaint management protocol is guided by the following principles:

#### Visibility

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

#### Accessibility

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

#### Responsiveness

- Receipt of each complaint is acknowledged within two working hours for emails, or two hours for phone calls. The complainants are treated courteously and kept informed of the progress of their complaint through the complaint-handling process.
- Our responsibilities for complaint handling include that we:
  - Investigate and determine the source of a complaint within two hours if received during construction hours, including a call to the complainant (when received by phone)
  - Provide an initial response to all complaints within two hours (where a phone number is provided) from the time of the complaint unless the enquirer agrees otherwise
  - Keep the complainant informed of the process until the complaint is resolved
  - Maintain objectivity.
- Each complainant is addressed in an equitable, objective and unbiased manner through the complaint handling process.

#### Confidentiality

- Personal identifiable information concerning the complainant is protected from disclosure unless the customer or complainant expressly consents to its disclosure.
- Stakeholder's contact information along with their complaint record is recorded in the password secured stakeholder management database (Consultation Manager) for the purposes of resolving the complaint. Should complainants wish to remain anonymous, the complaint will be registered under an anonymous stakeholder record for record keeping and reporting purposes.

### 7.2 Minimising complaints

The site dedicated Place Managers and Community Advisors are continuously working to understand the extent of work impacts and are well positioned to anticipate and prevent complaints. Complaints are escalated as necessary for internal review and prompt action.

### 7.3 Avoiding complaint reoccurrence

Systems Connect takes all reasonable measures to prevent the reoccurrence of stakeholder and community complaints. The Environment and Approvals Manager takes the lead in reviewing the causes of complaints and acts to avoid their reoccurrence.

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

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

### 7.4 References and definitions

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

### 7.5 Receipt of complaints

Community enquiries and complaints are generally received via:

- The Sydney Metro City & Southwest 24-hour telephone number: 1800 171 386
- The Sydney Metro City & Southwest email: [linewidemetro@transport.nsw.gov.au](mailto:linewidemetro@transport.nsw.gov.au)

The 24-hour telephone number and email address are maintained by TfNSW and immediately passed on to Systems Connect. The phone number and email are included on all written project communications.

All calls to 1800 171 386 are answered and responded to 24 hours a day, seven days a week. A call centre reception service managed by TfNSW records contact details and information about the nature and location of the complaint. The complainant is advised that an on-call officer from Systems Connect will contact them shortly to address the issue.

### 7.6 Response management process and responsibility

Systems Connect investigates and determine the source of a complaint immediately and makes an initial call to the complainant where the complaint was received by telephone or where a phone number was provided.

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

Place managers manage the ongoing communication with the complainant until they are satisfied with the actions taken to resolve the complaint. The Senior Stakeholder and Community Relations Manager oversees the investigation and resolution process.

Complaint and enquiry handling responsibilities are undertaken as outlined in Table 31 below.

Table 23: Complaint handling responsibilities

Complaint type	Responsibility
Complaint about construction activities during business hours	Relevant Place Manager/Community Advisor
Complaint about construction activities after business hours	Rostered engagement team member
Project wide complaint	Senior Stakeholder and Community Relations Manager / Stakeholder Engagement Place Managers
Complaint about Sydney Metro works unrelated to Line-wide Works	Systems Connect to notify Sydney Metro immediately to refer to relevant contractor
Complaints unrelated to Sydney Metro	Systems Connect or Sydney Metro to refer to relevant contact person, if known.

## 7.7 Contact response timeframes

All enquiries and complaints are responded to in accordance with the Project Approval and requirements of the Project Deed.

Table 24: Contact response times

Category	Response timeframe
<b>Response times for contact made during construction hours:</b>	
Enquiries – telephone or in person	At least a verbal response within 2 hours unless agreed otherwise with enquirer
Enquiries – online (online comments or email)	Written response within one business day of receipt
Letters	Written response within five business days of receipt.
Enquiries – social media	Response within 2 hours during business hours. Outside of business hours, within 2 hours of the start of the next business day. Managed by Sydney Metro.
Complaints – telephone or in person	Commence investigation upon receipt. Verbal response within 2 hours of the action being undertaken to investigate and resolve complaint, unless agreed otherwise with complainant.
Complaints – emails	Verbal response within 2 hours if phone number is provided (during standard construction hours) or within four hours of the start of the next working day; written response within 4 hours (during standard construction hours) or within four hours of the start of the next working day.
Complaints – written (letter or fax) received within construction hours	Written response within one business day or verbal response within 2 hours if phone number provided on the next business day.
<b>Response times for contact made outside of construction hours:</b>	
Enquiries – social media	Response within 2 hours of the start of the next business day. Managed by Sydney Metro.
Complaints via email	Automated response to confirm receipt and written response within 4 hours the next business day
Complaints – written (letter or fax) received within construction hours	Written response within one business day or verbal response within 2 hours if phone number provided

## 7.8 Record keeping – enquiries and complaints

- Systems Connect will provide feedback to requests for information about complaints from the Sydney Metro representative or the Community Complaints Mediator within two hours of receiving the request
- All complaints are recorded in Consultation Manager database within 24 hours
- On days a complaint is received, a daily contact report is provided to Sydney Metro and the Environmental Representative
- For sites where an environmental protection licence is in place, on days a complaint is received, complaints are provided to the Senior Environment Advisor for submission to the EPA.

## 7.9 Complaint escalation

Complaints should be escalated when:

- The complaint cannot be resolved using the procedure outlined in Appendix D, or within a timeframe agreed to by the complainant.
- The nature of the complaint falls into one of the following categories:
  - A single complainant reports three or more complaints within a three-day period

- A complainant threatens to escalate their issue to the media or government representative
- The complaint relates to a compliance matter.

Complaints are escalated to the Sydney Metro Director Project Communications as the designated complaints handling management representative for the relevant project.

#### **7.10 Role of the Community Complaints Mediator**

If the complaints handling management representative for the project is unable to resolve the complaint related to the Critical State Significant Infrastructure approval, it would be escalated to the Project's independent Community Complaints Mediator (CCM). The role of the Community Complaints Mediator is to:

- Provide an independent party to help resolve complaints
- Make recommendations to the Proponent to satisfactorily resolve complaints between the complainant, the Sydney Metro Project communications team and the relevant contractor team
- Make recommendations about individual complaint resolution
- Ensure the recommendations have been implemented by the project team once they have been approved
- Keep a record of all complaints which have been referred to them and the actions taken to manage those complaints
- Refer to the Acoustics Advisor and the Environmental Representative as required
- Provide reports of these actions to the Secretary on request.

To date no complaints have been referred to the CCM. The CCM will not act before Sydney Metro has provided an initial response to a complaint and clear Sydney Metro government policy and resolution processes are available, or matters which are not within the Project's scope.

If the complainant states that the Department of Planning and Environment and/or a local council have contributed to, or have a role in their complaint, the CCM may refer back to Sydney Metro for guidance and utilise their established interface pathways to liaise with either party.

## **8. Business consultation**

The concerns of businesses were considered in construction planning. Systems Connect understands the importance of maintaining visibility of business premises and access for customers, deliveries and other services. The need for a consistent point of contact who is empowered to quickly resolve issues is a reoccurring theme.

An overarching Business Management Plan was developed which documents key issues relating to business impacts by locality. It includes:

- Identification of specific businesses within 200 metres of each construction area where Systems Connect is the leading interface contractor.
- An analysis of the potential impacts on each business and a description of the specific mitigation measures that will be put in place to manage impacts.
- A summary of the commercial character of the locality, its general trading profile (daily and annually) and information gained from the business profiling such as:
  - operating hours
  - main delivery times
  - reliance on passing trade
  - signage or advertising that may be affected
  - customer origin
  - other specific information that will need to be considered in construction scheduling and planning.
- Locality-specific business mitigation measures, including:
  - business management strategies for each construction site (and/or activity), identifying affected businesses and associated management strategies, including dedicated Place Manager/Community Advisor, and specific measures to assist small business owners adversely impacted by construction.
  - signage and information to mitigate impacts on local businesses will be produced and displayed to assist where visibility is obscured by construction sites.

- other matters raised in consultation with affected business
- Definition of the roles and responsibilities relating to controlling and monitoring business disturbances
- Written notifications confirming in advance the dates and timing of construction work being planned, including maps and diagrams illustrating information for easy identification of measures to be implemented
- When required, noise, dust and vibration monitoring, auditing, and reporting procedures
- Procedure for reviewing performance and implementing corrective actions
- Description of the complaints handling process.

Our communication approach has emphasised face to face communication. Highly impacted business owners have been provided with opportunities to discuss the work program and provide feedback on the proposed measures to manage impacts on their operations.

In recognition that many businesses have their own stakeholders, we have provided advance notice to adapt to changes, discuss contingency plans and consider feedback. Safety concerns such as the impact on evacuation plans and hydrant locations are discussed with building managers, in conjunction with NSW Fire and Rescue where appropriate.

Councils, business chambers and tourism groups are consulted on our approach as their support is essential.

### **8.1 Business management performance reporting**

As outlined in section 6.8, Business engagement is regularly monitored and on a six-month basis, performance reports are submitted to Sydney Metro documenting the following:

- Percentage of businesses where access has been maintained or alternative access protocols have been agreed and implemented
- Mitigation measures implemented to offset any visibility and amenity issues identified
- The agreed measures to minimise noise and vibration impacts on noise and vibration sensitive businesses
- Feedback from businesses regarding the effectiveness of the mitigation measures implemented.

### **8.2 Business impact register**

The Systems Connect overarching Business Management Plan includes a business register. The register notes businesses within 200m of each site, any specific operational requirements in relation to Line-wide Work, consultation requirements and agreements and a rating of anticipated construction impacts.

## **9. Communication with homeless people**

Sydney Metro's Interim Strategy for Management of Homeless People during Construction helps ensure people experiencing homelessness are treated respectfully and appropriately and are not discriminated against on the basis of their homeless status. The Strategy also aims to assist homeless people to receive services if they need or request them.

Systems Connect's approach to communicating with homeless people is guided by Sydney Metro's Interim Strategy for Management of Homeless People during Construction.

The main impact of Line-wide Work on homeless people was from the Surry Hills Bulk Power Supply work which had only minimal interaction with local homeless communities.

Key Systems Connect personnel participated in workforce training relevant to liaising with homeless people.

## APPENDIX A Consultation tools

<b>Project wide</b>	<b>Sydney Metro Website</b> <ul style="list-style-type: none"> <li>• Contact details</li> <li>• Project information</li> <li>• Updates</li> <li>• Notifications</li> </ul>	<b>Consultation Manager database</b> <ul style="list-style-type: none"> <li>• Stakeholder interactions</li> <li>• Event records (meetings, notifications, information sessions)</li> <li>• Activity reports and enquiry and complaint</li> <li>• Overview</li> </ul>	<b>Community information line &amp; email enquiries</b> <ul style="list-style-type: none"> <li>• Enquiries and complaints</li> <li>• 24/7 during construction</li> </ul>
	<b>Systems Connect webpage</b> <ul style="list-style-type: none"> <li>• Copy of Approvals, Licences, Permits</li> <li>• Environmental Management Plans</li> <li>• Community and Business Management Plans</li> </ul>	<b>Communication</b> <ul style="list-style-type: none"> <li>• Fact sheets</li> <li>• Media releases</li> <li>• Frequently asked questions</li> <li>• Doorknocks</li> <li>• Online meetings</li> <li>• Respite letters</li> <li>• Email updates</li> <li>• Face to face meetings</li> <li>• Biannual construction newsletter</li> <li>• Site tours</li> </ul>	<b>Project information sessions</b> <ul style="list-style-type: none"> <li>• Project updates</li> <li>• Questions and Answers</li> </ul>
	<b>Seven day construction notifications</b> <ul style="list-style-type: none"> <li>• Letterbox within 100 metre day work or 200 metres for work outside of approved construction Hours</li> </ul>	<b>Site signage</b> <ul style="list-style-type: none"> <li>• Contact information</li> <li>• Site hoarding</li> </ul>	<b>Community signage</b> <ul style="list-style-type: none"> <li>• Seven days prior to changes to cycle, pedestrian paths or bus stop locations</li> </ul>
	<b>Community</b> <ul style="list-style-type: none"> <li>• Targets groups and residents within 500 metres</li> <li>• Construction update</li> <li>• Explain impact mitigation</li> </ul>	<b>Businesses</b> <ul style="list-style-type: none"> <li>• Business only within 500m</li> <li>• Construction update</li> <li>• Impact mitigation</li> <li>• Feedback</li> </ul>	<b>Emergency work notification</b> <ul style="list-style-type: none"> <li>• Door knock within 2 hours</li> <li>• SMS registered stakeholders</li> </ul>
<b>Business stakeholders</b>	<b>One on one meetings</b> <ul style="list-style-type: none"> <li>• Nearby residents and businesses</li> <li>• Door knocks</li> <li>• Impacts, mitigations</li> <li>• Contact detail</li> </ul>	<b>Email updates</b> <ul style="list-style-type: none"> <li>• Registered users only</li> <li>• Progress</li> <li>• Milestones</li> </ul>	<b>Traffic alert email/SMS</b> <ul style="list-style-type: none"> <li>• Emergency services</li> <li>• Transport operators</li> <li>• Freight industry</li> <li>• Registered users</li> </ul>
<b>Traffic</b>	<b>Notification</b> <ul style="list-style-type: none"> <li>• Emergency services</li> <li>• Transport operators</li> <li>• Freight industry</li> <li>• Registered users</li> <li>• Letterbox drop</li> </ul>	<b>Signage</b> <ul style="list-style-type: none"> <li>• Advance warning</li> <li>• Duration of changes</li> <li>• Directions, detours</li> <li>• VMS signage</li> </ul>	<b>Traffic advertising</b> <ul style="list-style-type: none"> <li>• Significant traffic changes</li> <li>• 5 business days in advance of change</li> </ul>



<b>Culturally and linguistically diverse communities</b> Sydenham to Bankstown	<b>Interpreter phone number</b> <ul style="list-style-type: none"> <li>Contact details on all project information</li> </ul>	<b>Sydney Metro website</b> <ul style="list-style-type: none"> <li>Website translation service</li> <li>Translated project information</li> <li>Interpreter phone number</li> </ul>	Translated materials required
<b>Vulnerable communities</b>	<b>Training</b> <ul style="list-style-type: none"> <li>Workforce awareness of special needs</li> <li>Training of key personnel to de-escalate potential conflict</li> </ul>	<b>Support selected charities</b> <ul style="list-style-type: none"> <li>Volunteer time and contribute resources</li> </ul>	

## APPENDIX B: Stakeholder and Community Engagement Policy



### Systems Connect Stakeholder and Community Engagement Policy

Stakeholder and community engagement is the responsibility of all Systems Connect personnel and subcontractors appropriate to their role and function. To ensure effective application of stakeholders and community engagement throughout delivery of Systems Connect Linewide Work, this document, communication tools and induction materials have been developed to provide guidance for employees.

This Stakeholder and Community Engagement Policy is built upon a set of commitments which guide the scoping, planning, implementation and evaluation of engagement processes undertaken by Systems Connect. These commitments are built upon core values identified by the International Association of Public Participation (IAP2). Systems Connect commits to:

- Being open and transparent about the decision making process and the opportunities and challenges to be met
- Seeking to involve stakeholders and community members potentially affected by or interested in a decision as early as possible in the decision making process
- Ensuring the purpose of our engagement and communication is clear and relevant and the level of engagement is appropriate to the decision being made, by not over or under engaging
- Providing information that is clear, easy to understand and accessible
- Incorporating stakeholder and community views into the decision making process to the agreed level of participation and reporting back on how their input was considered and influenced the decision
- Evaluating our stakeholder and engagement process to continually improve our approach to engagement and communications

*Svetlana Paunovic*

Svetlana Paunovic  
Senior Stakeholder & Community Relations Manager

A handwritten signature in blue ink, appearing to read "Scott Hunter".

Scott Hunter  
Project Director

Stakeholder and Community Engagement Policy (SMCSWLWC-SYC-1NL-CL-PLN-00071)

Level 1, 116 Miller Street, North Sydney NSW 2060  
ABN: 64 835 508 433

## APPENDIX C: Compliance Reference Tables

This CCS – LW complies with the following requirements

- Planning Approvals SSI 7400 and SSI 8256 (Table 35), the Revised Environmental Mitigation Measures (Table 36) and
- Sydney Metro Construction Environment Management Framework (Table 38)
- Sydney Metro's Overarching Community Communications Strategy (Table 39)

### Planning Approval Requirements

The following tables identify Community Information, Consultation and Involvement requirements for Line-wide Works and where these requirements are addressed in this document.

The table below outlines the relevant Planning Approval Requirements SSI 7400 Sydney Metro City & Southwest Chatswood to Sydenham and SSI 8256 Sydney Metro City & Southwest Sydenham to Bankstown and points out where these requirements are addressed in this document.

Table 25: Relevant Planning Approval requirements SSI 7400 and SSI 8256

Reference	Requirement	C2S	S2B	Section
B1	A <b>Community Communication Strategy</b> must be prepared to provide mechanisms to facilitate communication between the Proponent, the relevant council (s) and the community (including Relevant Councils, adjoining affected landowners and businesses, and others directly impacted by the CSSI), during the design and construction of the CSSI and for a minimum of 12 months following the completion of construction of the CSSI.	•	•	This strategy
B2	The <b>Community Communication Strategy</b> must:	•	•	• Section 5
	(a) identify people or organisations to be consulted during the design and construction phases /work stages;		•	• Section 5
	(b) identify community demographics and approaches to address the needs of LOTE and CALD and vulnerable communities;		•	• Section 5
	(b)/(c) set out procedures and mechanisms for the regular distribution of accessible information, including to LOTE and CALD communities, about or relevant to the CSSI. The information to be distributed must include information regarding current site construction activities, schedules and milestones at each construction site	•	•	• Section 5
	Identify opportunities to provide accessible information regarding regularly updated site construction activities, schedules and milestones at each construction site including use of construction hoardings to provide information regarding construction, specific to the location;	•		• Section 6
	(d) identify opportunities for the community to visit construction sites (taking into consideration workplace, health and safety requirements);	•		• Section 6
	Involve construction personnel from each construction site in engaging with the local community;	•		• Section 4

Reference	Requirement	C2S	S2B	Section
	Establish place managers for each construction site to engage with the local community;		•	• Section 4
	(d) / (f) provide for the formation of issue or location-based community forums that focus on key environmental management issues of concern to the relevant community(ies) for the CSSI;	•	•	• Section 5
	(g) /(f) set out procedures and mechanisms: i. through which the community can discuss or provide feedback to the Proponent; ii. through which the Proponent will respond to enquiries or feedback from the community; and iii. to resolve any issues and mediate any disputes that may arise in relation to environmental management and delivery/construction of the CSSI.	•	•	• Section 5 • Appendix D
B3	The <b>Community Communication Strategy</b> must be submitted to the Planning Secretary for approval no later than three months from the date of this approval or one (1) month before commencement of any work, whichever is the latter.	•	•	• Complete
B4	Work for the purposes of the CSSI must not commence until the <b>Community Communication Strategy</b> has been approved by the Planning Secretary, or within another timeframe agreed with the Secretary.	•	•	• Complete
B5	The <b>Community Communication Strategy</b> , as approved by the Secretary, must be implemented for the duration of the works and for 12 months following the completion of construction.	•		• Ongoing
<b>Complaints Management System</b>				
B6/B5	A Complaints Management System must be prepared before the commencement of any works in respect of the CSSI and be implemented and maintained for the duration of works and for a minimum for 12 months following completion of construction of the CSSI.	•	•	• Section 7
B7/B8	The Complaints Management System must include a Complaints Register to be maintained recording information on all complaints received about the CSSI during the carrying out of any works associated with the CSSI and for a minimum of 12 months following the completion of construction. The Complaints Register must record the: (a) number of complaints received; (b) number of people affected in relation to a complaint; and (c) nature of the complaint and means by which the complaint was addressed and whether resolution was reached, with or without mediation.	•	•	• TfNSW Overarching Community Communication Strategy and • Sydney Metro Construction Complaints Management System
B8/B9	The Complaints Register must be provided to the Secretary upon request, within the timeframe stated in the request	•	•	• Sydney Metro Construction Complaints Management System

Reference	Requirement	C2S	S2B	Section
B9/ B6	<p>The following facilities/<b>information</b> must be available within one (1) month from the date of this approval and for 12 months following the completion of construction and appropriately broadcast to collect community enquiries and complaints:</p> <ul style="list-style-type: none"> <li>(a) a 24-hour telephone number for the registration of complaints and enquiries about the CSSI;</li> <li>(b) a postal address to which written complaints and enquires may be sent;</li> <li>(c) an email address to which electronic complaints and enquiries may be transmitted; and</li> <li>(d) place-based community manager for each of the station locations available to meet with community members on request.</li> </ul> <p><b>A mediation system for complaints unable to be resolved</b></p>	•	•	• Section 7
B10B 7	The telephone number, postal address and email address required under Condition B9 of this approval must be published in a newspaper circulating in the local area and on-site hoarding at each construction site before commencement of construction and published in the same way again before commencement of operation. This information must also be provided on the website required under Condition B15 / <b>Condition B14</b> of this approval.	•	•	• Section 7
B12 B11	The role of the Community Complaints Mediator is to follow up on any complaint where a member of the public is not satisfied by the Proponent's response. Any member of the public that has lodged a complaint which is registered in the Complaints Management System identified in Condition B6 may ask the Community Complaints Mediator to review the Proponent's response. The application must be submitted in writing and the Community Complaints Mediator must respond within 28 days of the request being made or other specified timeframe agreed between the Complaints Mediator and the member of the public.	•	•	• Sydney Metro Construction Complaints Management System
B13 B12	<p>The Community Complaints Mediator will:</p> <ul style="list-style-type: none"> <li>(a) review the Proponent's unresolved disputes between the project and members of the public if the procedures and mechanisms under Condition B2(g)(iii)/ <b>B5 or Condition B2 (f) (iii)</b> do not satisfactorily address complaints; and</li> <li>(b) make recommendations to the Proponent to satisfactorily address complaints, resolve disputes or mitigate against the occurrence of future complaints or disputes.</li> </ul>	•	•	• Sydney Metro Overarching Community Communication Strategy
B14 B13	The Community Complaints Mediator will not act before the Proponent has provided an initial response to a complaint and will not consider issues such as property acquisition where other dispute processes are provided for in this approval, or clear government policy and resolution processes are available, or matters which are not within the scope of the CSSI.	•	•	• Sydney Metro Overarching Community Communication Strategy
B15 B14	A website providing information in relation to the CSSI must be established before commencement of works and maintained for the duration of construction, and for a minimum of 12 months following the completion of construction or other timeframe as agreed with the Secretary. The following up-to-date information	•	•	• Section 6

Reference	Requirement	C2S	S2B	Section
	<p>(excluding confidential, private and commercial information) must be published prior to the relative works commencing and maintained on the website or dedicated pages:</p> <ul style="list-style-type: none"> <li>(a) information on the current implementation status of the CSSI;</li> <li>(b) a copy of the documents listed in Condition A1 and Condition A2 of this approval, and any documentation relating to any modifications made to the CSSI or the terms of this approval; (b) the telephone number, postal address and email address required under B6</li> <li>(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; (c) a copy of the documents listed in Conditions A1 and A2 of this approval</li> <li>(d) (e) a copy of any Environment Protection Licence required and obtained in relation to the CSSI; (d) 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; and</li> <li>(e) a current copy of each document required under the terms of this approval and any endorsements, approvals or requirements from the ER and Secretary, all of which must be published before the commencement of any works to which they relate or before their implementation as the case may be</li> <li>(f) a current copy of each document required under the terms of this approval, which must be published before the commencement of any relevant activity to which they relate or before their implementation, as the case may be; and</li> <li>(g) a copy of the compliance reports required under Conditions A29 and A32 of this approval.</li> </ul>			
<b>Utilities and Services</b>				
E2	Utilities, services and other infrastructure potentially affected by construction must be identified before works affecting the item, to determine requirements for access to, diversion protection, and/or support. The relevant owner and/or provider of services must be consulted to make suitable arrangements for access to diversion, protection, and/or support of the affected infrastructure as required. The Proponent must ensure that disruption to any service is minimised and be responsible for advising local residents and businesses affected before any planned disruption of service.	.		• Section 5
<b>Noise and Vibration</b>				
E29	Owners of properties at risk of exceeding the screening criteria for cosmetic damage must be notified before construction that generates vibration commences in the vicinity of those properties. These properties must be considered in the Noise and Vibration management sub plan required by Condition C3.	.		• Section 2

Reference	Requirement	C2S	S2B	Section
<b>Construction Noise and Vibration Strategy</b>				
E33	Construction Noise and Vibration Impact Statements must be prepared for each construction site before construction noise and vibration impacts commence and include specific mitigation measures identified through consultation with affected sensitive receivers.	•		• Section 2
E34	Noise generating works in the vicinity of potentially-affected community, religious, educational institutions and noise and vibration-sensitive businesses and critical working areas (such as theatres, laboratories and operating theatres) must not be timetabled within sensitive periods, unless other reasonable arrangements to the affected institutions are made at no cost to the affected institution or as otherwise approved by the Secretary.	•		• Section 2
E45 E21	On becoming aware of the need for emergency construction in accordance with Condition E44(b), the Proponent must notify the AA, the ER and the EPA (if an EPL applies) of the need for those activities or work. The Proponent must also use best endeavours to notify all affected sensitive receivers of the likely impact and duration of those works.	•	•	• Section 6
	<b>Land Use Survey</b>			
E18	A detailed land use survey must be undertaken to confirm sensitive receivers (including critical working areas such as operating theatres and precision laboratories) potentially exposed to Construction noise and vibration, Construction ground-borne noise and Operational noise. The survey may be undertaken on a progressive basis but must be undertaken in any one area before the commencement of Work which generate Construction or Operational noise, vibration or ground-borne noise in that area. The results of the survey must be included in the Construction Noise and Vibration Impact Statement(s) or Operational Noise and Vibration Review, where relevant.		•	• Section 2
<b>Out of Hours Work Protocol</b>				
E47 E25	An Out of Hours Work Protocol for the assessment, management and approval of work outside of standard construction hours, as defined in Condition E36 of this approval, must be prepared in consultation with the EPA and submitted to the Secretary for approval before construction commences for works not subject to an EPL. The protocol must include: (a) the identification of low and high risk construction activities; (b) a risk assessment process in which the AA reviews all proposed out of hours activities and identifies their risk levels; (c) a process for the endorsement of out of hours activities by the AA and approval by the ER for construction activities deemed to be of: i. low environmental risk; or ii. high risk where all construction works cease by 9pm. All other high risk out of hours construction must be submitted to the Secretary for approval unless otherwise approved through an EPL. The protocol must detail standard assessment, mitigation and notification requirements for high and low risk out of hours works, and detail a standard protocol for referring applications to the Secretary.	•	•	• Section 2



Reference	Requirement	C2S	S2B	Section
<b>Variation to Work Hours</b>				
E44 E20	(f)/ (f) where a negotiated agreement has been reached with a substantial majority of sensitive receivers who are within the vicinity of and may be potentially affected by the particular Construction, and the noise management levels and/or limit for ground-borne noise and vibration (human comfort) cannot be achieved. All agreements must be in writing and a copy forwarded to the Planning Secretary at least one (1) week before the commencement of activities.	•	•	• Section 2
	<b>Out of Hours Work Scheduling and Respite</b>			
E23	In order to undertake Out-of-Hours Work, the Proponent must identify appropriate respite periods for the Out-of-Hours Work in consultation with the community at each affected location on a regular basis. This consultation must include (but not be limited to) providing the community with: (a) a schedule of likely Out-of-Hours Work for a period no less than two (2) months; (b) the potential work, location and duration; (c) the noise characteristics and likely noise levels of the Work; and likely mitigation and management measures. The outcomes of the community consultation, the identified respite periods and the scheduling of the likely Out-of-Hours Work must be provided to the EPA (if an EPL applies) and the Planning Secretary (for high risk activities after 9pm) upon request.		•	• Section 2
<b>Building Condition Survey</b>				
E59	Before commencement of construction, all property owners of buildings identified as being at risk of damage must be offered a building condition survey. Where an offer is accepted a structural engineer must undertake the survey. The results of the surveys must be documented in a Building Condition Survey Report for each building surveyed. Copies of Building Condition Survey Reports must be provided to the owners of the buildings surveyed, and if agreed by the owner, the Relevant Council within three (3) weeks of completing the Survey Report and no later than one (1) month before the commencement of construction.	•		• Section 2
	Within three (3) months of the completion of construction, all property owners of buildings for which a building condition survey was carried out in accordance with Condition E59 must be offered a second building condition survey. Where an offer is accepted, building condition surveys must be undertaken by a structural engineer. The results of the surveys must be documented in a Building Condition Survey Report for each building surveyed. Copies of Building Condition Survey Reports must be provided to the owners of the buildings surveyed within one (1) month of the survey being completed.	•		• Section 2
	<b>Business Management Plan</b>			
E64 E37	The Proponent must prepare and implement a Business Management Plan to minimise impact on businesses adjacent to major construction sites during construction of the CSSI. The Plan must be prepared before construction and must include but not necessarily be limited to: (a) measures to address amenity, vehicular and	•	•	• Section 8 and Systems Connect Business Management Plan

Reference	Requirement	C2S	S2B	Section
	<p>pedestrian access during business hours and visibility of the business appropriate to its reliance on such, and other reasonable matters raised in consultation with affected business;</p> <p>(b) a Business consultation forum linked to the Community Communication Strategy required by Condition B1;</p> <p>(c) Business Management Strategies for each construction sites (and/or activity), identifying affected businesses and associated management strategies, including the employment of place managers and specific measures to be put in place to assist small business owners adversely impacted by the construction of the CSSI;</p> <p>(d) a Small Business Owners' Support Program to provide assistance to small business owners adversely impacted by construction of the CSSI. The Program must be administered by a Retail Advisory/Support Panel established by the Proponent. The Program must have appropriate specialist representatives and must report to the Proponent;</p> <p>(e) a monitoring program to assess the effectiveness of the measures including the nomination of performance parameters and criteria against which effectiveness of the measures will be measured; and</p> <p>(f) provision for reporting of monitoring results to the Secretary, as part of the Compliance Tracking Program required in Condition A28.ot</p>			

## Revised Environmental Mitigation Measures

The table below outlines the relevant Revised Environmental Mitigation Measures for:

- (1) SSI 7400 Sydney Metro City & Southwest Chatswood to Sydenham, as detailed in Chapter 11 of the Preferred Infrastructure Report and
- (2) SSI 8256 Sydney Metro City & Southwest | Sydenham to Bankstown Submissions and Preferred Infrastructure Report: Compilation of project specific mitigation measures and points out where these requirements are addressed in this document.

Table 26: Compliance with Revised Environmental Mitigation Measures

Revised Environmental Mitigation Measures				
Reference	Requirements	C2S	S2B	Document reference
<b>Aboriginal Heritage</b>				
AH1	Aboriginal stakeholder consultation should be carried out in accordance with the NSW Office of Environment and Heritage's Aboriginal Cultural Consultation Requirements for Proponents 2010	.		
AH4	Appropriate Aboriginal heritage interpretation would be incorporated into the design for the project in consultation with Aboriginal stakeholders	.		<ul style="list-style-type: none"> <li>Section 5.2</li> <li>Design consultation visual amenity</li> </ul>
<b>Business Impacts</b>				
BI1	Specific consultation would be carried out with businesses potentially impacted during construction. Consultation would aim to identify and develop measures to manage the specific construction impacts for individual businesses.	.		<ul style="list-style-type: none"> <li>Section 8</li> </ul>
BI2	A business impact risk register would be developed to identify, rate and manage the specific construction impacts for individual businesses.	.		<ul style="list-style-type: none"> <li>Section 8</li> </ul>
BI3	Appropriate signage would be provided around construction sites to provide visibility to retained businesses.	.		<ul style="list-style-type: none"> <li>Section 8</li> </ul>
<b>Construction Traffic and Transport</b>				
T1	Ongoing consultation would be carried out with (as relevant to the location) the CBD Coordination Office, Roads and Maritime Services, Sydney Trains, NSW Trains, the Port Authority of NSW, Barangaroo Delivery Authority, local councils, emergency services and bus operators in order to minimise traffic and transport impacts during construction.	.		<ul style="list-style-type: none"> <li>Section 2.3</li> </ul>
T5	The community would be notified in advance of proposed road and pedestrian network changes through media channels and other appropriate forms of community liaison.	.	.	<ul style="list-style-type: none"> <li>Section 2.3</li> <li>Section 5.3</li> </ul>
T8 TC20	Access to existing properties and buildings would be maintained in consultation with property owners. Impacts to Access for residents, businesses, and community infrastructure would be maintained. Where disruption to access cannot be avoided, consultation	.	.	<ul style="list-style-type: none"> <li>Section 3.2</li> </ul>

Revised Environmental Mitigation Measures				
	would be undertaken with the owners and occupants of affected properties, to confirm their access requirements and to discuss alternatives			
T11 TC14	Consideration of special events would be undertaken as part of construction work programming for special events that require specific traffic measures, and pedestrian management those measures would be developed in consultation the CBD Coordination Office (for relevant locations), Roads and Maritime Services, Barangaroo Delivery Authority (for relevant locations) Inner West and Bankstown-Canterbury councils (for relevant locations) and the organisers of the event.	•	•	• Section 4.5.2
T22	Where existing footpath routes used by pedestrians and / or cyclists are affected by construction, a condition survey would be carried out to confirm they are suitable for use (e.g. suitably paved and lit), with any necessary modifications to be carried out in consultation with the relevant local council.	•		• Section 2.3
TC24	Access to stations and surrounding properties for emergency vehicles would be provided at all times. Emergency service providers (i.e. police and ambulance) would be consulted throughout construction to ensure they are aware of changes to access, including lane, bridge or road closures, and changes to station or rail corridor access.		•	• Section 6.9
<b>Construction Noise and Vibration</b>				
NVC5	Construction noise and vibration management The Construction Noise and Vibration Strategy would be implemented with the aim of achieving the noise management levels where feasible and reasonable. This may include the following example mitigation measures alone or in combination, where feasible and reasonable: Active community consultation and the maintenance of positive, cooperative relationships with schools, local residents and building owners and occupiers, through: – periodic notification or work activities and progress (e.g. regular letterbox drops, e-consult) – specific notification (letter-box drop) prior to especially noisy activities – comprehensive website information – project information and construction response telephone line – email distribution lists.		•	• Section 2.7
<b>Cumulative Impacts</b>				
CU1	Transport for NSW would manage and co-ordinate the interface with projects under construction at the same time. Co-ordination and consultation with the following stakeholders would occur, where required: › CBD Coordination Office › Department of Planning and Environment › Roads and Maritime Services › Sydney Trains › NSW Trains › Sydney Buses › Sydney Water › Port Authority of NSW › Willoughby Council › North Sydney Council › City of Sydney Council	•		• Section 2.4

Revised Environmental Mitigation Measures				
	<ul style="list-style-type: none"> <li>› Marrickville Council</li> <li>› Sydney Motorways Corporation</li> <li>› Barangaroo Delivery Authority</li> <li>› Emergency service providers</li> <li>› Utility providers</li> <li>› Construction contractors.</li> </ul> <p>› Co-ordination and consultation with these stakeholders would include:</p> <ul style="list-style-type: none"> <li>› Provision of regular updates to the detailed construction program, construction sites and haul routes</li> <li>› Identification of key potential conflict points with other construction projects</li> <li>› Developing mitigation strategies in order to manage conflicts.</li> </ul> <p>Depending on the nature of the conflict, this could involve:</p> <p>Adjustments to the Sydney Metro construction program, work activities or haul routes; or adjustments to the program, activities or haul routes of other construction projects</p> <p>Co-ordination of traffic management arrangements between projects.</p>			
<b>Landscape Character and Visual Amenity</b>				
LV4	Visual mitigation would be implemented as soon as feasible and reasonable after the commencement of construction, and remain for the duration of the construction period.			• Section 6.6
LV6	The design and maintenance of construction site hoardings would aim to minimise visual amenity and landscape character impacts, including the prompt removal of graffiti. Public art opportunities would be considered.			• Section 6.6
LV10	Temporary impacts to public open space would be rehabilitated in consultation with the relevant local council and / or landowner.			• Section 3.9
LV14	The architectural treatment of Artarmon substation would minimise visual amenity and landscape character impacts.			• Section 3.3
LV17	Opportunities would be investigated to provide a permanent wall for street art at Marrickville dive site in consultation with Marrickville Council.			• Section 3.7
<b>Groundwater and Geology</b>				
GWG2	Condition surveys of buildings and structures in the vicinity of the tunnel and excavations would be carried out prior to the commencement of excavation at each site.	•		• Section 2.8
<b>Social Impacts and Community Infrastructure</b>				

Revised Environmental Mitigation Measures				
S02	Specific consultation would be carried out with sensitive community facilities (including aged care, child care centres, educational institutions and places of worship) potentially impacted during construction. Consultation would aim to identify and develop measures to manage the specific construction impacts for individual sensitive community facilities.			<ul style="list-style-type: none"> <li>Sections 3.1</li> <li>3.3, 3.4, 3.5, 3.6, 3.7, 3.8, 3.9</li> </ul>

## Sydney Metro | Chatswood to Sydenham Submissions and Preferred Infrastructure Report: Appendix J Revised Synthesis

The table below outlines the consolidated mitigation measures from Appendix J of the Chatswood to Sydenham Submissions and Preferred Infrastructure Report that are relevant to community and stakeholder involvement in Line-wide Works, and points out where these requirements are addressed in this document.

Table 27: Relevant CoA from Revised Synthesis Appendix J

ID	Consolidated Mitigation measure	CCS-LW Reference
<b>Aboriginal Heritage</b>		
AH1	Aboriginal stakeholder consultation would be carried out in accordance with the NSW Office of Environment and Heritage's Aboriginal Cultural Heritage Consultation Requirements for Proponents 2010.	
AH4	Appropriate Aboriginal heritage interpretation would be incorporated into the design for the project in consultation with Aboriginal stakeholders	<ul style="list-style-type: none"> <li>Section 5.2</li> <li>Design consultation visual amenity</li> </ul>
<b>Construction traffic and transport</b>		
T1	Ongoing consultation would be carried out with (as relevant to the location) the CBD Coordination Office, Roads and Maritime Services, Sydney Trains, NSW Trains, the Port Authority of NSW, Barangaroo Delivery Authority, local councils, emergency services and bus operators in order to minimise traffic and transport impacts during construction.	<ul style="list-style-type: none"> <li>Section 2.3</li> </ul>
T5	The community would be notified in advance of proposed road and pedestrian network changes through media channels and other appropriate forms of community liaison.	<ul style="list-style-type: none"> <li>Section 2.3</li> <li>Section 5.3</li> </ul>
T7	<p>Additional enhancements for pedestrian, cyclist and motorist safety in the vicinity of the construction sites would be implemented during construction. This would include measures such as:</p> <p>Community educational events that allow pedestrians, cyclists or motorists to sit in trucks and understand the visibility restrictions of truck drivers, and for truck drivers to understand the visibility from a bicycle and a campaign to engage with local schools to educate children about road safety and to encourage visual contact with drivers to ensure they are aware of the presence of children</p>	<ul style="list-style-type: none"> <li>Section 2.3.1</li> </ul>

ID	Consolidated Mitigation measure	CCS-LW Reference
T8	Access to existing properties and buildings would be maintained in consultation with property owners.	<ul style="list-style-type: none"> <li>Section 3.2</li> </ul>
T10	Any relocation of bus stops would be carried out by Transport for NSW in consultation with Roads and Maritime Services, the CBD Coordination Office (for relevant locations), the relevant local council and bus operators. Wayfinding and customer information would be provided to notify customers of relocated bus stops.	<ul style="list-style-type: none"> <li>Section 2.3</li> <li>Section 2.3.1</li> </ul>
T11	For special events that require specific traffic measures, those measures would be developed in consultation the CBD Coordination Office (for relevant locations), Roads and Maritime Services, Barangaroo Delivery Authority (for relevant locations) and the organisers of the event.	<ul style="list-style-type: none"> <li>Section 4.5.2</li> </ul>
T22	Where existing footpath routes used by pedestrians and / or cyclists are affected by construction, a condition survey would be carried out to confirm they are suitable for use (e.g. suitably paved and lit), with any necessary modifications to be carried out in consultation with the relevant local council.	<ul style="list-style-type: none"> <li>Section 2.3</li> </ul>
Business impacts		
BI1	Specific consultation would be carried out with businesses potentially impacted during construction. Consultation would aim to identify and develop measures to manage the specific construction impacts for individual businesses.	<ul style="list-style-type: none"> <li>Section 8</li> </ul>
BI2	A business impact risk register would be developed to identify, rate and manage the specific construction impacts for individual businesses.	<ul style="list-style-type: none"> <li>Section 8</li> </ul>
BI3	Appropriate signage would be provided around construction sites to provide visibility to retained businesses.	<ul style="list-style-type: none"> <li>Section 8</li> </ul>
Groundwater and Geology		
GWG2	Condition surveys of buildings and structures in the vicinity of the tunnel and excavations would be carried out prior to the commencement of excavation at each site.	<ul style="list-style-type: none"> <li>Section 2.8</li> </ul>
Landscape character and visual amenity (operation)		
LV14	The architectural treatment of Artarmon substation would minimise visual amenity and landscape character impacts.	<ul style="list-style-type: none"> <li>Section 3.3</li> </ul>
LV17	Opportunities would be investigated to provide a permanent wall for street art at Marrickville dive site in consultation with Marrickville Council.	<ul style="list-style-type: none"> <li>Section 3.7</li> </ul>



ID	Consolidated Mitigation measure	CCS-LW Reference
Social impacts and community infrastructure		
SO2	Specific consultation would be carried out with sensitive community facilities (including aged care, child care centres, educational institutions and places of worship) potentially impacted during construction. Consultation would aim to identify and develop measures to manage the specific construction impacts for individual sensitive community facilities.	<ul style="list-style-type: none"> <li>Sections 3.1, 3.3, 3.4, 3.5, 3.6, 3.7, 3.8, 3.9</li> </ul>
Cumulative impacts		
CU1	<p>Transport for NSW would manage and co-ordinate the interface with projects under construction at the same time. Co-ordination and consultation with the following stakeholders would occur, where required:</p> <ul style="list-style-type: none"> <li>› CBD Coordination Office</li> <li>› Department of Planning and Environment</li> <li>› Roads and Maritime Services</li> <li>› Sydney Trains</li> <li>› NSW Trains</li> <li>› Sydney Buses</li> <li>› Sydney Water</li> <li>› Port Authority of NSW</li> <li>› Willoughby Council</li> <li>› North Sydney Council</li> <li>› City of Sydney Council</li> <li>› Marrickville Council</li> <li>› Sydney Motorways Corporation</li> <li>› Barangaroo Delivery Authority</li> <li>› Emergency service providers</li> <li>› Utility providers</li> <li>› Construction contractors.</li> </ul> <p>Co-ordination and consultation with these stakeholders would include:</p> <ul style="list-style-type: none"> <li>› Provision of regular updates to the detailed construction program, construction sites and haul routes</li> <li>› Identification of key potential conflict points with other construction projects</li> <li>› Developing mitigation strategies in order to manage conflicts.</li> </ul> <p>Depending on the nature of the conflict, this could involve:</p> <p>Adjustments to the Sydney Metro construction program, work activities or haul routes; or adjustments to the program, activities or haul routes of other construction projects</p> <p>Co-ordination of traffic management arrangements between projects.</p>	<ul style="list-style-type: none"> <li>Section 2.4</li> </ul>

## Sydney Metro Construction Environment Management Framework - Stakeholder and Community Involvement

The table below outlines the relevant Stakeholder and Community Involvement provisions of Sydney Metro Construction Environment Management Framework and points out where these requirements are addressed in this document.

Table 28: Compliance with Construction Environment Management Framework Stakeholder and Community Involvement

Construction Environment Management Framework Stakeholder and Community Involvement		
Reference	Requirements	Refer to Plan/Element
4.1 (a)	Throughout construction, Sydney Metro and the Principal Contractors will work closely with stakeholders and the community to ensure they are well informed regarding the construction works.	This Strategy
4.1 (b)	<p>Stakeholders and the community will be informed of significant events or changes that affect or may affect individual properties, residences and businesses. These will include:</p> <ul style="list-style-type: none"> <li>i. Significant milestones;</li> <li>ii. Design changes;</li> <li>iii. Changes to traffic conditions and access arrangements for road users and the affected public; and</li> </ul> <p>Construction operations which will have a direct impact on stakeholders and the community including noisy works, interruptions to utility services or construction work outside of normal work hours.</p>	This Strategy
4.2 (a)	A Community Communication Strategy will be developed by each Sydney Metro Principal Contractor.	This Strategy



## Construction Environment Management Framework Stakeholder and Community Involvement

4.4 (a)	<p>Urban Design of Temporary Works</p> <p>Principal Contractors will ensure as a minimum:</p> <p>Temporary construction works including site hoardings and acoustic sheds consider urban design and visual impacts, including:</p> <p>Artwork, graphics and images to enhance the visual appearance of temporary works in high visibility locations;</p> <p>Project information to raise awareness on benefits, explain the proposed works at each site and provide updates on construction progress;</p> <p>Community information, including contact numbers for enquiries / complaints;</p> <p>Signage and information to mitigate impacts on local businesses which may be obscured by the construction site;</p> <p>Sydney Metro advertising / public awareness campaigns; and Logos / branding, including Sydney Metro, NSW Government, and Contractor branding.</p>	Section 6.6
4.4 (b)	<p>The design of all temporary works will require Sydney Metro approval in relation to urban design and visual impacts.</p>	Section 6.6
4.4 (c)	<p>Construction hoardings, scaffolding and acoustic sheds will be regularly inspected and kept clean and free of dust build up. Graffiti on construction hoardings, scaffolding or acoustic sheds will be removed or painted over promptly</p>	Section 6.6
4.4 (d)	<p>The principles of Crime Prevention Through Environmental Design will be applied to all works, including temporary works, that have a public interface</p>	Section 3.1
4.5 (a)	<p>Business and Property Impacts</p> <p>Principal Contractors will proactively work with potentially affected stakeholders to identify the likely impacts and put in place measures to minimise impacts.</p>	Section 8
4.5 (b)	<p>Construction works will be undertaken to meet the following objectives:</p> <ul style="list-style-type: none"> <li>i. Minimise the potential impact of the project to businesses affected by construction works;</li> <li>ii. Ensure businesses are kept informed of the project and consulted in advance of major works or factors that are likely to have a direct impact;</li> <li>iii. Consult with all business directly affected by changes to access arrangements regarding specific requirements at least two weeks prior to those changes coming into effect; and</li> <li>iv. Ensure that business stakeholder enquiries and complaints regarding the project are managed and resolved effectively.</li> </ul>	Section 8

## Construction Environment Management Framework Stakeholder and Community Involvement

4.5 (c)	<p>Principal Contractors will document in the Community Communication Strategy key issues relating to business impacts by locality with a particular focus on proactive consultation with affected businesses. Including:</p> <ul style="list-style-type: none"> <li>i. Identification of specific businesses which are sensitive to construction activity disturbances;</li> <li>ii. Summary of the commercial character of the locality, its general trading profile (daily and annually) and information gained from the business profiling such as: <ul style="list-style-type: none"> <li>(a) Operating hours;</li> <li>(b) Main delivery times;</li> <li>(c) Reliance on foot traffic;</li> <li>(d) Any signage or advertising that may be impacted;</li> <li>(e) Customer origin; and</li> <li>(c) Other information specific to the business that will need to be considered in construction planning</li> </ul> </li> <li>iii. Define the roles and responsibilities in relation to the control and monitoring of business disturbances;</li> <li>iv. Identification of locality specific standard business mitigation measures which would be implemented;</li> <li>v. Maps and diagrams to illustrate the information for easy identification of measures which would be implemented;</li> <li>vi. Description of the monitoring, auditing and reporting procedures;</li> <li>vii. Procedure for reviewing performance and implementing corrective actions;</li> <li>viii. Description of the complaints handling process; and</li> <li>ix. Procedure for community consultation and liaison.</li> </ul>	Section 8
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## Sydney Metro Overarching Community Communications Strategy

The table below indicates how this document complies with Sydney Metro Overarching Community Communications Strategy

Table 29: Compliance with Sydney Metro's Overarching Community Communication Strategy

Sydney Metro Overarching Community Communications Strategy (rev. 7.2, dated 18/05/22)		
Section	Title	Document reference
1	About this plan	Section 1.2
1.2	Outline	Section 1.3
1.3	Conditions of Approval	Appendix C
2	Accountabilities	Section 4.1 Section 4.2.3
2.1	Reviewing this plan	Document Control
2.2	Relationships to other plans	Section 1.74
3	Our approach	Section 2.2
3.1	Sydney Metro approach	Section 2.3
3.2	Program objectives	Section 1.4.1
3.3	Our relationships	Section 4
4	Stakeholder identification	Section 5
4.1	Definition	Section 7.4
4.2	Sydney Metro stakeholders	Section 4.2.3
5	Known issues	Section 2
5.1	Understanding the issues	Section 2
5.2	Key issues and mitigation measures	Section 2
5.3	Managing the impacts and issues	This Strategy
6	Communication tools	Section 6
7	Structure	Section 4.1
7.1	Organisational chart	Section 4.1
7.2	Sydney Metro team key accountabilities and deliverables	Section 4.2.3
7.3	Contractor delivery communications teams	Section 4.1
8	Responsibilities	Section 4.1
8.1	Managing businesses	Section 4
8.2	Stakeholder liaison	Section 5
8.3	Stakeholder database	Section 4.2.3

8.4	Community Communication Strategies	This Strategy
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## APPENDIX D Complaints and enquiries management strategy

Figure 14: CCS-LW enquiries and complaint management response strategy

