

# Community Communications Strategy

## Sydney Metro Trains Facility Expansion (LWW - CCS- SMTF)

Sydney Metro City & Southwest – Line-wide Work

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### Document approval

Rev.	Date	Prepared by	Recommended by	Approved by	Remarks
00	21/5/19	R Lennings	M Billings	J Sharp	
01	21/06/19	R Lennings	M Billings	J Sharp	Stakeholder comments addressed
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04	28/04/2020	H Orel	M Billings	S Hunter	6 month review
Signature					

## Revision amendment details

### Document control

The Project Director is responsible for ensuring that this strategy be reviewed every six months throughout Systems Connect's Line-wide Work to expand the Sydney Metro Trains Facility at Rouse Hill. It will be developed, amended and updated, if necessary, to reflect changes in:

- A. Design and construction program
- B. Stakeholder and community needs
- C. Systems Connect's activities and stakeholder and community information requirements.

The Project Senior Stakeholder Engagement 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 client before being distributed or implemented.

### Revision details

Revision	Details
A	First issue – draft for review by Sydney Metro
B	Second issue – draft for review by Sydney Metro
C	Third issue – amended for review by Sydney Metro
00	Approved by Sydney Metro
01	Stakeholder comments addressed
02	DPIE comments addressed
03	Approved for Construction

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## 1. Glossary

### 1.1 Standard terms and definitions

Term	Definition
Project	Sydney Metro Line-wide Work (City & Southwest Metro) Project
Company	Systems Connect (CPB Contractors and UGL Engineering Joint Venture)
Client	Sydney Metro
Low impact activities	Activities required to facilitate construction, that are not defined as construction as per the definitions provided under Planning Approval SSI 5931.

### 1.2 Abbreviations

Term	Definition
BMP	Business Management Plan
CCS-SMTF	Community Communications Strategy Sydney Metro Trains Facility
CCM	Community Complaints Mediator (previously referred to as the Community Complaints Commissioner)
CIWG	Continual Improvement Working Group
CMCG	Communications Management Control Group
CMD	Consultation Manager Database
CEMF	Construction Environmental Management Framework
CNVIS	Construction Noise and Vibration Impact Statements
CPM	Community Place Manager
CTMP	Construction Traffic Management Plan
DPI&E	Department of Planning, Industry and Environment
EIA	Environmental Impact Assessment
EPA	Environment Protection Authority
EPL	Environment Protection Licence
ER	(Independent) Environment Representative
IPIAP	Independent Property Impact Assessment Panel
ISCA	Infrastructure Sustainability Council of Australia
KPI	Key Performance Indicator
MTS	Metro Trains Sydney
NRT	Northwest Rapid Transit
OHW	Overhead Wire
PAM	Public Affairs Manager
PDCS	Project Document Control Systems (Team Binder)

Term	Definition
PPE	Personal Protective Equipment
Project Planning Approval	State Significant Infrastructure (SSI) Planning Approvals. SSI-5931, Rapid Transit Rail Facility (North West Rail Link)
REMM(s)	Revised Environmental Mitigation Measure(s)
RMS	Roads and Maritime Services
ROL	Road Occupancy Licence
SCO	Sydney Coordination Office
SSEM	Senior Stakeholder Engagement Manager
Secretary	The Secretary of the NSW Department of Planning and Environment
SEP	Site Environment Plan
SMNW	Sydney Metro North West
SMTF	Sydney Metro Trains Facility
SSI	State Significant Infrastructure
SWTC	Scope of Work and Technical Criteria
SMNW TTLG	Sydney Metro North West Traffic and Transport Liaison Group
TfNSW	Transport for New South Wales
TMP	Traffic Management Plan
TTM	Traffic and Transport Manager
UTO	Unmanned Trains Operation
VMS	Variable Message Signs
VIP	Very Important Persons
WCAG 2.0	Web Content Accessibility Guidelines 2.0

### 1.3 Planning approval requirements

The Sydney Metro Trains Facility (SMTF) has been assessed and approved via an application under the Environmental Planning and Assessment Act 1979 (EP&A Act) and is classified as Critical State Significant Infrastructure SSI 5931. The SMTF was previously known as the Rapid Transit Rail Facility during planning assessment and approval. However, it is now referred to as the Sydney Metro Trains Facility throughout the remainder of this document, unless using Rapid Transit Rail Facility is necessary when noting planning approvals and contract requirements.

The Systems Connect Line-wide Work construction activities in relation to the Approval Instrument listed above will not commence until this CCS SMTF is approved in accordance with Project Approval Condition D1.

Appendix B contains a compliance matrix which details Conditions of Approvals relating to all aspects of stakeholder and community information and reporting.

## 2. Plan overview

### 2.1 Purpose and structure

This Strategy is specific to the expansion of the Sydney Metro Trains Facility (SMTF), the train stabling and maintenance facility at Rouse Hill. It has been prepared in accordance with the Sydney Metro Overarching Community Communications Strategy (OCCS) which outlines Sydney Metro's policies and expectations relating to stakeholder and community engagement, the Project's Conditions of Approval and the principles of best practice.

This strategy includes

- Site description, scope of work and timing of activities (Section 2.3)
- Outline of team structure, roles, responsibilities and key interfaces (Section 3)
- List of key messages (Section 4)
- Description of key issues in relation to the expansion of SMTF (Section 5)
- Stakeholder identification and consultation approach (Section 6)
- Communication tools process outlines (Section 7)
- Description of the complaints management system (Section 8)
- Outline of Systems Connect's approach to delivering innovations (Section 9)

The audience for this CCS-SMTF includes the client Sydney Metro, Northwest Rapid Transit, relevant authorities, project staff, other contractors, consultants and the broader public. Each revision of the Strategy will be submitted electronically to Sydney Metro in PDF format that complies with the Level AA accessibility requirements in the Web Content Accessibility Guidelines (WCAG 2.0). This Strategy will also be available to the public via Systems Connect's webpage. The CCS SMTF shall be approved by the Director General (now known as the Secretary) prior to construction commencement, or as otherwise agreed by the Secretary.

### 2.2 Interface with other management plans

The Line-wide Work Contract Management Plan shows how the CCS SMTF and its subplans, including the Business Management Plan (BMP) and the Stakeholder and Community Involvement Sub Plan interface with other management plans, including the Construction Environmental Management Plan (CEMP) and the Sustainability Management Plan.

The position of this plan in the communication plans hierarchy is shown in Figure 1 below.

<b>Sydney Metro</b>	1. Sydney Metro Overarching Community Communications Strategy
<b>Systems Connect</b>	2. Stakeholder and Community Engagement Policy
	3. Community Communications Strategy Sydney Metro Trains Facility (CCS SMTF)

Figure 1: Hierarchy of stakeholder and community engagement plans and subplans

### 2.3 Site description

The SMTF has been operational since Sydney Metro Northwest services started running in May 2019. It is a specialised train stabling and maintenance facility located on 35 hectares of land bounded by Tallawong Road, Schofields Road, First Ponds Creek and Oak Street. It has facilities for stabling, cleaning and washing trains, as well as train maintenance needed to support train operations.

The areas bordering the site north of Schofields Road have been predominantly semi rural residential properties on large acreages. Residential subdivision and construction in this area is progressing. Schofields Road has recently been widened, catering for increased residential development including the Ponds housing estate south of Schofields Road. Systems Connect's role is to expand the SMTF so it can accommodate full operational and maintenance requirements for Sydney Metro City & Southwest. See Figure 2 below for the Systems Connect work area.

Residences, sensitive receivers and businesses near the stabling facility are identified in Section 6 Stakeholder Engagement.





Figure 2: SMTF site, and Systems Connect's work area

### 2.3.1 Work scope

The facility is being expanded and modified to accommodate an additional 37 metro trains and to allow for a possible future expansion to accommodate eight car trains.

The Systems Connect work includes:

- Designing and constructing a new test track, turnouts, cross overs and stabling roads
- New rail track installation, installing rail systems, building structures and fit outs, lifting beams, access platforms, shore supplies and associated roads
- Expanding the existing maintenance building, fitting out sheds/rooms, overhead wiring fit outs, installing a new gantry crane and modifications to some existing roads.

Temporary construction compounds will be required to support the SMTF expansion. These facilities include:

- Site offices
- Light vehicle parking
- Amenities
- Laydown and storage areas
- Material and chemical storage.

The construction compound locations are identified in the Construction Environmental Management Plan (CEMP) (SMCSWLWC-SYC-1NL-PM-PLN-000031). Figure 3 below provides an indicative view of the Systems Connect work scope.



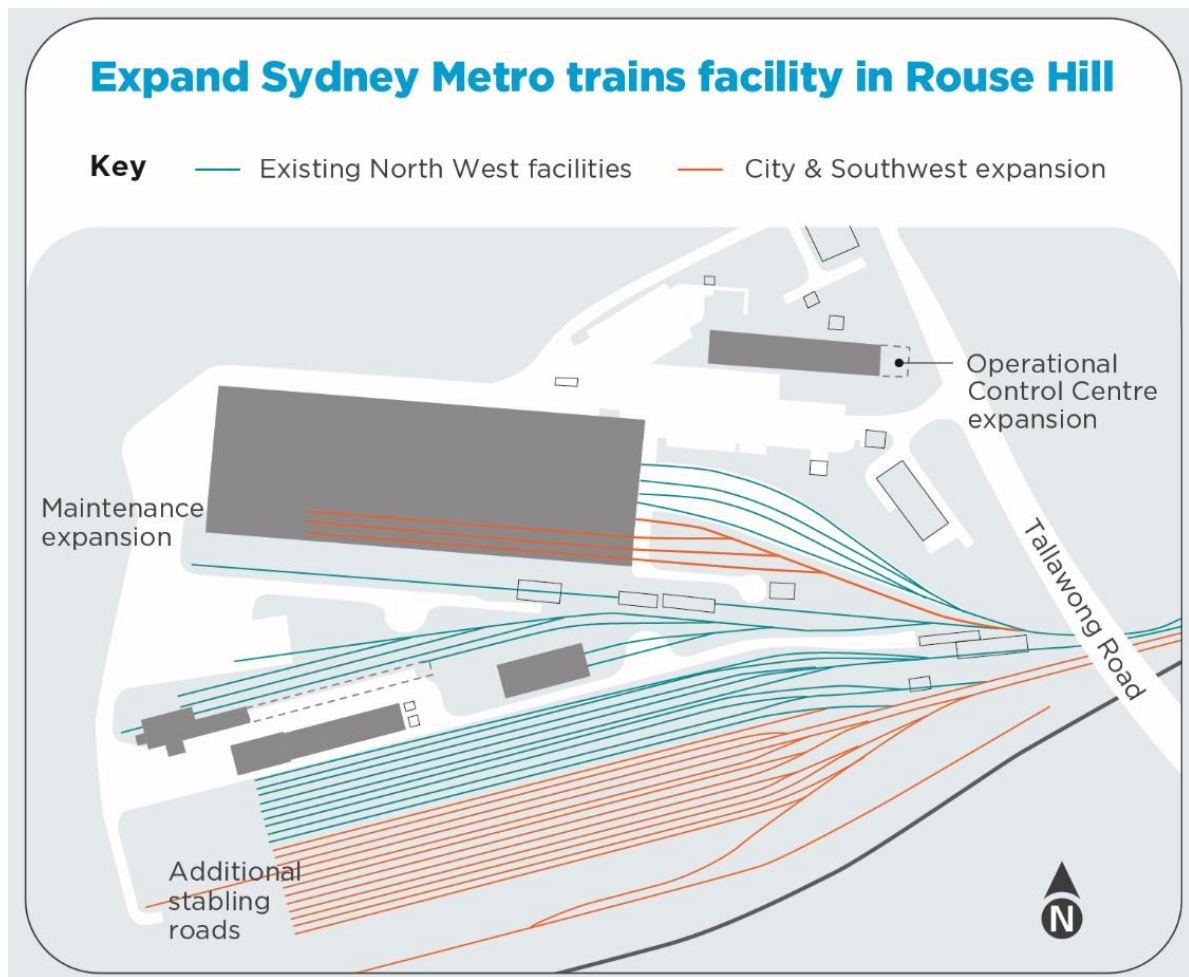


Figure 3: Indicative Systems Connect's work scope

### 2.3.2 Work timing

The planning approach for the SMTF takes into consideration that it is an operational stabling yard and the Systems Connect work will be segregated as much as possible to maintain safety and to avoid disruption to the SMTF's operations.

Systems Connect's key elements include:

- Site establishment commenced August 2019
- New test track, internal roads and maintenance building construction commenced September 2019
- Overhead wire (OHV) structure installation alongside the live rail requiring rail track possessions
- All other construction work can be done without impact to the facilities' operations
- The new test track connections to the existing OHV and tracks taking place over a weekend rail track possession
- Construction completion is scheduled for late 2020.

Table 1 below describes key activities timing and duration.

Table 1: SMTF expansion work timing

SMTF expansion work activity	Year	2019		2020			
	Quarter	3	4	1	2	3	4
Site establishment							
Loco and maintenance sheds - bulk earthwork, drainage and CSR							
Stabling roads 30 to 35 - drainage, CSR and services install							
New test track – install track and OHW structures							
Signal equipment rooms – install building							
New test track – install turnouts and run OHW							
Stabling roads 30 to 35 – install track and OHW structures							
Maintenance shed - complete track slab for roads 6 to 8 and start track							
Signal equipment room (SER) – mechanical and electrical fit out							
Maintenance shed roads - install track and OHW (rail possessions required)							
New test track - completion and handover							
Stabling roads 30 to 35 - OHW installation and platforms (rail possessions required)							
Maintenance shed – roads 5 to 8 install track							
Maintenance shed roads - mechanical and electrical fit out							
Stabling roads 24 to 29 – install track and OHW							
Maintenance shed - handover maintenance roads							
Stabling roads 24 to 29 – complete and handover							
Completion milestone event							

### 3. Working together

This section describes how Systems Connect will work collaboratively with Sydney Metro, Northwest Rapid Transit, the people Sydney Metro has appointed into independent roles and those delivering concurrent projects, to deliver consistent communication and minimise impacts on stakeholders.

Below is an outline of the Systems Connect 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.

#### 3.1 Systems Connect management team structure

This section describes how Systems Connect will work collaboratively with Sydney Metro, the people appointed into independent roles for the project, and those who may be delivering concurrent projects within or nearby the SMTF to deliver consistent communication and minimise impacts on stakeholders.

The Systems Connect Place Manager assigned to SMTF will be responsible for community engagement within the area and will be supported by the Systems Connect Senior Stakeholder Engagement Manager (SSEM) and the Systems Connect Public Affairs Manager (PAM).

The Systems Connect Stakeholder Engagement Manager (Place Manager) works with the Systems Connect construction teams with reporting lines to the Project Director. This role is the primary contact for local stakeholders and will provide advice to site teams and contribute to activities planning to minimise community impacts.

Table 2 below outlines the Systems Connect 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.

Table 2: Systems Connect's stakeholder engagement team

Role	Description
	<b>Senior Stakeholder Engagement Manager (SSEM)</b>
<b>Responsibilities</b>	<ul style="list-style-type: none"> <li>The Senior Stakeholder Engagement Manager is the discipline lead, and 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>Manages complaints unresolved by the Stakeholder Engagement Managers and escalates them to Sydney Metro if necessary</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 public affairs, communication and event strategy</li> <li>Managing collateral production including digital resources, social media, display, print, electronic and broadcast material</li> <li>Identifies media opportunities and manages media and major events</li> <li>Prepares and issues media and other urgent copy to Sydney Metro as required, on a 24 hour a day 7 day a week basis</li> <li>Manages internal communications, including achieving adherence to Sydney Metro branding protocols</li> </ul>
<b>Role</b>	<b>Stakeholder Engagement Manager City Metro / SMTF North (Place Manager)</b>
<b>Responsibilities</b>	<ul style="list-style-type: none"> <li>First point of contact and manager for local community</li> <li>Implement site specific subplans for Systems Connect work</li> <li>Liaise with interfacing contractor's stakeholder engagement teams</li> <li>Prepare site-based notifications, publications, newsletters, presentations</li> <li>Organise consultation forums</li> </ul>
<b>Role</b>	<b>Graphic Designer</b>
<b>Responsibilities</b>	<ul style="list-style-type: none"> <li>Provide graphic design services for all print and digital communications including marketing and promotional materials, communication material for the public, customer and community notifications, advertisements, and the project website</li> </ul>
<b>Role</b>	<b>Communications Coordinator</b>

Role	Description
<b>Responsibilities</b>	<ul style="list-style-type: none"> <li>• Maintain Consultation Manager database</li> <li>• Help to coordinate project meetings, consultation forums, site tours, events, inspections</li> <li>• Attend meetings and prepare meeting records</li> <li>• Website administration</li> <li>• Attend the Community Information Centre</li> </ul>

## 3.2 Key interfaces

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

### 3.2.1 Environment Representative

An independent Environment Representative has been nominated by Transport for NSW, the Sydney Metro Project Proponent and approved by the Planning Secretary. The Environment Representative will be consulted in responding to stakeholders and community concerning environmental performance of the SSI where the resolution of points of conflict between Sydney Metro and stakeholders and community. Sydney Metro will be the main point of contact for the Environmental Representative and will provide a daily report to the Environmental Representative, which is generated by Systems Connect, which notes any complaints made relating to System Connect's work activities. More information is contained in Section 8 and Appendix C.

### 3.2.2 Community Complaints Mediator

An independent Community Complaints Mediator (CCM) has been engaged by Sydney Metro and approved by the Planning Secretary. Previously known as the Community Complaints Commissioner the CCM's role is to address complaints, once all internal escalation processes have been exhausted, and the complainant is still not satisfied with the response provided. Where the complaints management system process 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 8.4 and Appendix C.

### 3.2.3 Interface with Sydney Metro: co-ordination, approvals and reporting

The Sydney Metro City & Southwest Project is comprised of 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 will adopt Sydney Metro's overarching systems, processes and tools, including contributing to its website, free call service, email address, Facebook, school education program and media liaison. Sydney Metro also manages key stakeholder relationships, including with government ministers, Members of Parliament, elected representatives of councils and media.

Systems Connect understands effective coordination and communication with Sydney Metro and other major contractors is essential for successful stakeholder and community engagement and building long term support for the Sydney Metro. Systems Connect will inform Sydney Metro promptly of issues raised by authorities, stakeholders and community members, and of the proposed consultation activities and meetings with stakeholders.

The Systems Connect stakeholder engagement interface with Sydney Metro will occur at multiple levels to ensure coordination of planning, communication activities, notification, issues response, approvals and engagement with different stakeholders. An on call roster of the Systems Connect stakeholder engagement team will be developed to ensure a prompt response to questions, concerns, complaints or enquiries when construction activities are being performed. The Senior Stakeholder and Communications Manager and the Public Affairs Manager will be available to meet with Sydney Metro as requested.

The following meetings provide a forum to facilitate the interface between Sydney Metro and Systems Connect.

### *Fortnightly Line-wide Work communications meetings with Sydney Metro*

The Systems Connect Line-wide Work communications meeting is currently held fortnightly with Sydney Metro, and provides a forum for reviewing outstanding items and highlight items intended for submission in the following period.

### *Communications Management Control Group meetings*

The Communications Management Control Group (CMCG) meeting is convened by Sydney Metro on an as needs basis. It provides a forum to exchange information and coordinate communication and consultation activities between Systems Connect, neighbouring contractors and Sydney Metro, to ensure a consistent approach to stakeholders and the community and others is delivered.

The Systems Connect Senior Stakeholder Engagement Manager attends the CMCG meetings and provides the following information:

- A summary of current and upcoming activities, likely impacts, and proposed communication strategies
- An update on any current or emerging issues and or promotional opportunities
- An update on complaints received and action taken to resolve them
- Other information as required and requested by Sydney Metro.

Systems Connect will also provide appropriate personnel to attend and participate in any working group meetings established by Sydney Metro as requested by Sydney Metro.

### *Communication, marketing and promotional material approval*

Systems Connect will follow Sydney Metro's contract requirements in delivering Line-wide Work, and will abide by these for communication, marketing and promotional material approval.

### *Communication and engagement reporting*

In addition to the weekly meetings with Sydney Metro communications advisors, Systems Connect will submit a monthly stakeholder and communications program including key dates for construction activity, associated impacts and mitigation and communication strategies with each monthly program.

Additionally, a daily contact report will be provided to Sydney Metro and the Environmental Representative as per the Project's Approval Conditions.

### *Consultation Manager database*

Consultation Manager is a customer relations management database that provides the main platform for recording and sharing information about stakeholder interactions with Interface Contractors and Sydney Metro.

Systems Connect will record all details of the following within 48 hours or less:

- Contact and correspondence with stakeholders
- Distribution details of public communication materials
- Contact with media and elected government representatives

### *Media and government relations protocol*

Systems Connect personnel will adhere to Sydney Metro requirements regarding 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. More than 12,500 students have participated in tailored presentations and learning activities, including excursions and school holiday programs.

Systems Connect will support the Fast Tracking the Future education program by providing skilled and knowledgeable project personnel as requested, as well as providing information and photographs of the System Connect work to contribute to Sydney Metro's education resource development.

Systems Connect's Public Affairs Manager will discuss upcoming work and approved innovations and improvements with Sydney Metro's Education team to identify activities and information likely to be of interest to the age groups of participating students.

### *Site photography protocol*

Systems Connect acknowledges that 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 have all employees and subcontractors who may feature in these visual records sign photo release forms.



### Systems Connect key internal interfaces

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

Table 6 below outlines the identified interfaces with Systems Connect's overall project organisation structure and internal interfaces.

Table 3: Systems Connect internal interfaces

Project role	Key stakeholder engagement responsibilities
<b>Project Director</b>	<ul style="list-style-type: none"> <li>Allocate sufficient resources and authority to the Senior Stakeholder Engagement Manager to meet stakeholder and community engagement obligations</li> </ul>
<b>Engineering Manager, Design Managers</b>	<ul style="list-style-type: none"> <li>Provide leadership to design teams to encourage the adoption of 'safety in design' principles</li> <li>Develop designs that minimise impacts and respond to reasonable stakeholder and community requirements</li> </ul>
<b>Construction Manager, Senior Project Managers</b>	<ul style="list-style-type: none"> <li>Provide leadership to construction teams to 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>Make appropriate allowances for community notifications in work 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 stakeholder and community impacts during activity reviews and recommend preventative solutions or processes</li> </ul>
<b>Environment Manager and team And environment consultants</b>	<ul style="list-style-type: none"> <li>Manage all 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>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, monitor and report on progress towards achieving sustainability goals</li> </ul>
<b>Traffic Manager Engineer</b>	<ul style="list-style-type: none"> <li>Manage liaison with traffic and transport stakeholders including participation in the Traffic and Transport Liaison Group</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> <li>Selected subcontractors will be required to participate in training to meet the provisions of Sydney Metro Interim Strategy for the Management of Homeless People</li> </ul>
<b>All Systems Connect employees, supervisors and subcontractors</b>	<ul style="list-style-type: none"> <li>Required to complete Systems Connect's Project and site-specific inductions that explain desired behaviours and protocols for interaction with project neighbours including homeless people</li> <li>Personnel will sign agreements that they understand and accept their relevant stakeholder and community engagement responsibilities</li> </ul>

#### 3.2.4 Interface with Metro Trains Sydney

The SMTF has been an operational facility from mid 2019, prior to the start of Systems Connect Line-wide Work.

Metro Trains Sydney's main priorities regarding System Connect carrying out construction activities in close proximity to their operations are listed below:

- Staff are briefed and understand any changes that will affect operations
- The maintenance and operations capability is diminished
- The unmanned trains operations (UTO) capability must always be maintained
- A test track must always be available



- The SMTF stabling capacity must always be maintained
- Adherence to safety protocols.

The interface plan outlines how Systems Connect will deliver the work while not impeding on Metro Trains Sydney's operations. As part of this interface, Table 7 below outlines how Systems Connect will coordinate communication activities relating to SMTF during the expansion work, including issuing notifications potentially impacted stakeholders and communities, organise community consultation forums and bi-annual newsletters.

Table 4: Interface with Northwest Rapid Transit

Stakeholder	Interest or work impact	Communication approach and activities	Indicative timing
Metro Trains Sydney	<ul style="list-style-type: none"> <li>• Staff are briefed and understand any changes that will affect operations</li> <li>• The maintenance capability must not be diminished</li> <li>• The unmanned trains operations (UTO) capability must always be maintained</li> <li>• A test track must always be available</li> <li>• The SMTF stabling capacity must always be maintained</li> <li>• Safety protocols must always be adhered to</li> </ul>	<ul style="list-style-type: none"> <li>• Regular meetings with Metro Trains Sydney</li> <li>• Working groups via Sydney Metro coordination</li> <li>• Communication coordination with community and stakeholders including               <ul style="list-style-type: none"> <li>○ Notifications</li> <li>○ Email updates</li> <li>○ Newsletters</li> <li>○ Community consultation forums</li> </ul> </li> <li>• As this site is not a publicly accessible facility wayfinding signage will not be required.</li> </ul>	<ul style="list-style-type: none"> <li>• As required</li> </ul>

## 4. Key messages

The following key messages will be reinforced in Systems Connect's written and electronic information tools. They will be updated and tailored accordingly as the work progresses.

### 4.1.1 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.
- Metro North West Line commenced in May 2019.
- With customers at the centre of all design decisions, stations will be fully accessible and quick and easy to get in and out of; trains will be fast, safe and reliable; and technology will keep people connected at every step of the journey.
- Sydney Metro will integrate with new communities and transform existing urban 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 will have a target capacity of about 40,000 customers per hour, similar to other metro systems worldwide. Sydney's current suburban rail systems can reliably carry 24,000 people an hour per line.

Sydney Metro is made up 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 will deliver new metro stations at Crows Nest, Victoria Cross, Barangaroo, Martin Place, Pitt Street, Waterloo and new underground metro platforms at Central Station. Additionally, it will upgrade and convert all 11 existing stations between Sydenham and Bankstown to metro standards.

(c) **Sydney Metro West**

Sydney Metro West is a new underground railway connecting Parramatta and the Sydney CBD. This once in a century infrastructure investment will transform Sydney for generations to come, doubling rail capacity between these two areas, linking new communities to rail services and supporting employment growth and housing supply between the two CBDs.

The locations of seven proposed metro station have been confirmed at Westmead, Parramatta, Sydney Olympic Park, North Strathfield, Burwood North, Five Dock and The Bays.

The NSW Government is assessing optional stations at Rydalmere and Pyrmont and further planning is underway to determine a new metro station location in the Sydney CBD.

(d) **Sydney Metro Greater West**

Metro rail will also service Greater 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.

#### 4.1.2 SMTF expansion specific messages

- Systems Connect (an unincorporated Joint Venture between CPB Contractors and UGL Limited) is delivering Line-wide Work for the Sydney Metro City & Southwest project.  
A key element of this, includes expanding the Sydney Metro Trains Facility at Rouse Hill to accommodate 37 new trains for Sydney Metro City & Southwest. This involves the following key elements:
  - Designing and constructing a new test track, turnouts, rail cross overs and stabling roads
  - Installing new tracks, rail systems, building structures and fit outs, lifting beams, access platforms, shore supplies and associated roads
  - Construction work to expand the existing maintenance building, fit out sheds / rooms, installing overhead wiring, installing a new gantry crane and modifications to some existing roads.
- Work on the expansion started in August 2019 and is planned to be completed by the end of 2020.

## 5. Key issues

Emerging issues will be identified by canvassing the following information sources:

- Complaints and enquiries directed to the information line, community email account, postal address and social media channels.
- Feedback given to engagement team members during face to face engagement activities, such as scheduled meetings with residents and businesses, door knocks, stakeholder briefings and community forums
- Meetings or other formal and informal information sharing opportunities.
- Media coverage including letters to the editor and online coverage such as blogs.
- Analysis of other major projects around construction sites.

Wherever possible issues will be reviewed and resolved by the site level integrated management team. The site team will include a Place Manager who will provide efficient responses to enquiries and complaints and implement the notification strategy.

Issues that have not been resolved at site level will be escalated to the Senior Stakeholder and Communications Manager.

### 5.1 Simultaneous construction and operation

The SMTF at Rouse Hill commenced operation in May 2019 and the Systems Connect SMTF expansion work commenced in August 2019. As the SMTF will be subject to both operational and construction activities, the operational Conditions of Approval and construction Revised Environmental Mitigation Measures under the SMTF planning approval SSI 5931 will apply.

During this period, the SMTF will be managed simultaneously under an Operational Environmental Management Plan and a Construction Environmental Management Plan (CEMP). Both these plans clearly outline the scope they are subject to.

This period of simultaneous construction and operational activity will continue until the completion of the System Connect work at the SMTF. This Strategy applies only to System Connect's SMTF expansion construction work planning approval SSI 5931 and is not intended to cover the SMTF's operational activities.

### 5.2 Traffic and transport

A site specific Traffic Management Plan (TMP) has been developed in consultation with Blacktown City Council and the Sydney Metro North West Traffic Transport Liaison Group. There is no traffic or transport change anticipated to have a major impact on road users.

Systems Connect will adopt agreed communication protocols in the event of an incident, allowing timely updates to commuters and the broader community through Sydney Metro, the Transport Management Centre, Blacktown City Council and the Sydney Coordination Office.

Information about traffic changes will be provided via a broad range of communication tools including Variable Message Signs (VMS), email and SMS updates, notifications, newsletters and fact sheets, key stakeholder briefings, door knocking and specific notifications to nearest residents and businesses, website and social media updates. Further details of communication tools to notify the community of traffic changes can be found in Section 7.3.

### 5.3 Business impacts

Systems Connect's approach to minimising impacts on businesses surrounding the work sites is outlined in Appendix A: Business Management Plan.

Metro Trains Sydney is the business currently affected by the SMTF expansion work. An interface plan has been developed outlining how Systems Connect will deliver the work while not impeding Metro Trains Sydney's activities.

There are no other identified businesses within 200 meters of the location of the SMTF or on the local roads which will be used as access routes to and from the SMTF.

Systems Connect will continue to monitor the local area and consult with Blacktown City Council and other project stakeholders to identify any new businesses which may commence trading during the delivery phase. Should a new or a previously unidentified business be identified, Systems Connect will develop a business management strategy to ensure that construction impacts are minimised and specific measures are put in place to mitigate effects on the business.

## 5.4 Worker behavior, project inductions and management of subcontractors

Neighboring communities can become frustrated with impacts that they perceive as avoidable, such as nuisance noise from dropped tools, radios and offensive language. It is critical to minimise the causes of irritation in long term projects where communities may experience disruption from construction activity over several years.

All Systems Connect project team personnel, direct hires, contractors and subcontractors are required to participate in project, daily site specific inductions and tool box talks. In the induction and training programs, Systems Connect emphasises being a good neighbor in the communities where Systems Connect's activities are being carried out, and the importance of avoiding the following behaviours:

- Inappropriate use of car parking
- Littering or failure to clean up work area
- Subcontractors or suppliers using unapproved access routes to site
- Noise and disruption during after hours work (early arrival, no music playing)
- Unnecessary noisiness and using excessively loud voices when conversing
- Offensive language
- Playing excessively loud music during standard working hours.

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

A rigorous selection protocol will be applied to evaluating subcontractor suitability, including a pre-award short listing process. Project requirements and expectations will be confirmed with the subcontractor's construction and or traffic services teams at an initial site meeting. Regular coordination meetings will be held to discuss performance and progress.

All personnel associated with Systems Connect's work, including construction workers, subcontractors and traffic management contractors will attend project and site inductions, daily prestart meetings and periodic toolbox talks that will cover the following topics:

- Stakeholder and community policy
- Location of sensitive receivers, and vulnerable communities including homeless people
- Location of nearby construction activity and likely cumulative impacts
- Control measures to minimise disruption to the surrounding community
- Expected standards of worker behaviour and respecting our neighbours
- Complaint response processes
- Communication protocols for media and government representatives.

## 5.5 Managing site specific issues and environmental controls

Information about environmental controls will be included in the CEMP. All staff and contractors will have access to this information via Systems Connect's intranet project management system. Site specific environmental controls will be displayed via the Site Environment Plans (SEP).

### 5.5.1 Construction noise and vibration

Systems Connect will perform its SMTF expansion work aiming to minimising noise impacts.

Systems Connect has been guided by Sydney Metro City & Southwest Construction Noise and Vibration Strategy in developing System Connect's Construction Noise and Vibration Management Plan. This plan outlines measures to be implemented to mitigate noise and vibration impacts and to achieve the prescribed noise management levels, where feasible and reasonable. Examples of these mitigation measures include the following:

- Scheduling particularly noisy work in residential areas during the day as much as possible
- When out of hours (OOH) work is required the noisiest activities will be scheduled in the evening period (prior to 10 pm)
- Using portable noise barriers around particularly noisy equipment such as concrete saws.

A detailed land use survey will build on the current knowledge and experience gained from the SMTF's construction. The sensitive receiver locations will be confirmed prior to the start of any Systems Connect's work which may generate construction, vibration or ground borne noise.

If this survey confirms that sensitive receivers, including critical working areas such as operating theatres and precision laboratories may be potentially exposed, additional mitigation measures will be put in place. Consultation is an important mitigation measure and Systems Connect will prepare a community involvement subplan outlining the proposed approach and activities for engaging stakeholders for review by Sydney Metro. An important outcome of the consultation activities will be to develop a detailed understanding of the needs and requirements of nearby sensitive receivers and Systems Connect will program work outside sensitive periods as much as possible. Systems Connect will seek to develop agreements with sensitive receivers that detail reasonable arrangements put in place to mitigate noise and vibration.

System Connect's Construction Noise and Vibration Impact Statements (CNVIS) identify specific mitigation measures which will be agreed through consultation with affected sensitive receivers where appropriate. These statements will be prepared for each construction site before construction noise and vibration impacts commence.

#### 5.5.2 Building condition surveys

If Systems Connect's construction activities have the potential to cause damage to property through vibration (which exceeds the screening criteria for cosmetic damage) property owners will be offered a building condition survey. These surveys will be conducted as outlined in Sydney Metro City & Southwest Construction Noise and Vibration Strategy and in accordance AS 4349.1 'Inspection of Buildings'.

Property owners will be advised of the inspection scope and methodology and the process for making a property damage claim. The surveys will be done by a structural engineer and completed at least one month before the vibration generating activity starts. A copy of the building condition report will be provided to the owners of the buildings surveyed, and if agreed by the owner, Blacktown City Council, within three weeks of its completion.

After completing the vibration generating work, a follow up building condition survey will be offered. The same process will be followed for implementing, documenting and distributing the follow up survey, as for the initial survey.

Systems Connect will maintain a register of all properties inspected and any properties where owners decline the inspection offer.

#### 5.5.3 Out of hours work

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

OOH work is defined as any work that is undertaken outside standard construction hours. The Rapid Transit Rail Facility (now known as the SMTF) planning approval conditions define standard construction hours as:

- 7:00 am to 6:00 pm Mondays to Fridays, inclusive
- 8:00 am to 1:00 pm Saturdays
- At no time on Sundays or public holidays.

The noise and vibration impacts of any proposed OOH work activities will be modelled to identify the potentially affected neighbours and degree of impact they are likely to experience.

Written notifications will be hand delivered or distributed by letterbox drop to identified stakeholders at least five business days prior to the start of OOH work. Information provided to the community will include the following:

- Two month schedule of likely OOH work where the information is available
- Identifying the work, location and duration
- Description of the noise characteristics and likely noise levels
- Mitigation and management measures including respite and relocation offers
- Enquiry and complaint contact details.

Depending on the type of OOH work and the noise impacts and depending on the requirements in the CNVIS, Systems Connect may decide to provide noise respite options for residents. On some occasions Systems Connect may seek to negotiate an agreement with potentially affected sensitive receivers in accordance with the relevant Conditions of Approval. Systems Connect will prepare a CNVIS, in accordance with the procedure set out in the Construction Noise and Vibration



Management Plan which will identify potentially affected sensitive receivers to be contacted. All reasonable effort will be made to contact sensitive receivers affected by construction noise and vibration and out of hours work to negotiate agreement as per the out of hours work protocol.

#### 5.5.4 Air quality

Dust suppression will be carried out in accordance with the procedures defined in the SMTF CEMP which includes water spray, wheel washes and ceasing dust generating activities in high winds.

#### 5.5.5 Cumulative impacts

Systems Connect will work closely with Northwest Rapid Transit to avoid cumulative impacts for stakeholders and community in the area.

Systems Connect will monitor the progress of any development applications and work with developers via Blacktown City Council and Sydney Metro to coordinate communications and minimise cumulative impacts.

Systems Connect will identify adjacent work in site specific subplans and coordinate activities to minimise disruption.

The management approach includes:

- Attending meetings with Blacktown City Council officers
- Participation in Sydney Metro Communications Coordination meetings
- Liaison with utility service providers
- Participating in the Sydney Metro North West Traffic and Transport Liaison Group
- Attending regular meetings with stakeholder and communications teams from adjacent contractors to coordinate the timing and distribution extents of communication materials
- Developing protocols with adjoining projects so that quarterly newsletters reference each other's major packages of work and contact details
- Attending community information sessions if required by Sydney Metro
- Coordinating complaint management with Northwest Rapid Transit
- Consulting with local residents and sensitive receivers to minimise impacts
- Issuing communications that explain overlapping impacts with Northwest Rapid Transit.

The potential cumulative effects of construction and operational traffic has been addressed in the site layout and Traffic Management Plan (TMP), with construction vehicles initially restricted to one entrance on Tallawong Road. On completion of a new access road to the SMTF, which is being delivered by Northwest Rapid Transit's sub contractor, there is opportunity to use the two SMTF entrances to avoid cumulative construction traffic impacts.

#### 5.5.6 Ground water and flooding

Stormwater, groundwater and flooding will be managed in accordance with the environmental controls outlined in the Construction Environment Management Plan (CEMP) Part D Section 2: Soil, Surface Water and Groundwater Management and the Water Management Procedure.

Stakeholder and community input will be obtained through briefing stakeholders on environmental controls at meetings and at consultation forums.

#### 5.5.7 Managing people experiencing homelessness

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 because they are homeless. 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.

Interactions with homeless people (rough sleepers) in delivering the Systems Connect component of the SMTF is unlikely due to the remoteness and security of the sites and the demographics of the local area. Systems Connect have trained personnel who can apply their learnings and skills to identify potential safety risks regarding the location of homeless people, if required.



#### 5.5.8 Continual improvement

Systems Connect has a culture of continuous improvement and innovation awards are available to all staff, subcontractors, and suppliers who contribute to continuous improvement.

The continuous improvement approach also applies to avoiding disruption and mitigating impacts from our work. This is illustrated below and includes the following:

- Systems Connect's senior management team have implemented a culture of rewarding innovation to avoid stakeholder and community impacts.
- The principles of Crime Prevention Through Environmental Design will be applied to all work, including temporary work, that has a public interface.
- Engagement team members will conduct community scans that will build on existing knowledge from previous construction activity in the area. This scan will map sensitive receiver locations, business and stakeholders at least two months prior to the start of Systems Connect work at the SMTF.
- The Systems Connect work at SMTF is designed to maintain access for Metro Trains Sydney, residents, businesses, and community infrastructure as much as possible. Where disruption to access cannot be avoided, consultation will be undertaken with owners and occupants of affected properties, to confirm their access requirements and to discuss alternatives
- Specific consultation will be carried out with sensitive community facilities (including aged care, child care centres, educational institutions and places of worship) potentially impacted during construction. Consultation aims to identify and develop measures to manage the specific construction impacts for individual sensitive community facilities.
- Stakeholder maps will be provided to project site managers who lead their multi-disciplinary site team in prestart reviews of upcoming activities.
- Prestart activity reviews will identify potential community impacts and the application of environmental controls and inform communication materials and site inductions.
- Construction site lighting will be oriented to minimise glare and light spill impact on adjacent receivers.
- Construction sites will be sited and managed to minimise visual impacts, for example materials and machinery would be stored behind fencing.

Information about environmental controls will be included in the CEMP. All staff and contractors will have access to this information via Systems Connect's intranet and project management system. Site specific environmental controls will be displayed via the Site Environment Plans (SEP).

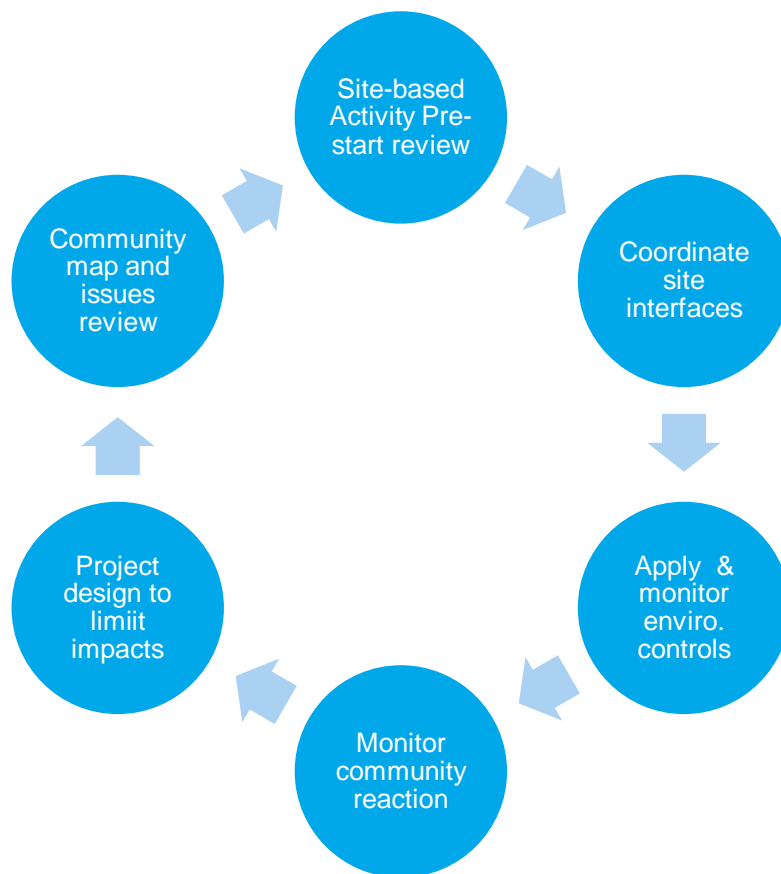


Figure 4: Process to minimise stakeholder and community impact

## 6. Stakeholder engagement

### 6.1 Approach

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

Systems Connect will provide updates to the public to show progress and enable them to gain an understanding of the evolving project through:

- Interaction with Systems Connect personnel at consultation forums
- Stills and time lapse photography, video and animations for use in publications, website, social media, displays and media
- Opportunities for media, including milestone events
- Site visits for key stakeholders including special interest engineering groups
- Opportunity to register for regular email updates which feature links to website, video and social media updates
- Newsletters distributed in the local area.

Public access to the SMTF is constrained as it is now an operational facility. Should Systems Connect wish to access the facility for events or other stakeholder and community activities, access must be approved and authorised by Sydney Metro.

Systems Connect will plan activities to minimise construction impacts on stakeholders and the community. Systems Connect's communication strategy is to inform stakeholders of planned activities, explain their purpose, duration and likely impacts and obtain feedback on the effectiveness of environment control measures.

Systems Connect will evaluate stakeholder and community engagement by applying the Infrastructure Sustainability Council Australia (ISCA) rating tool. The measures will include opportunities for community feedback on this Community Communications Strategy, with the feedback documented and used to inform future updates of this Strategy. These opportunities will be identified in coordination with stakeholders and community at consultation forums.

### 6.2 Stakeholder and issue analysis

Building positive relationships with the Project's broad range of stakeholders is a critical to its success. Sydney Metro manages the relationship and interactions with overarching stakeholders whose interests extend throughout the Project 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 the SMTF.

System Connect's SMTF expansion work will involve building relationships with stakeholders whose primary interest is the site specific construction activities. These stakeholders, their interest in the project and communication activities are identified in Table 9 below.

The closest residential properties are across Schofields road on Bareside Crescent and Monet Place, The Ponds and are approximately 100m south of the Systems Connect SMTF work area. These residents will be included in the engagement and communication activities for Systems Connect's work.

Table 5: Systems Connect stakeholders in relation to SMTF expansion

Stakeholder	Work interest or impact	Communication approach and activities
<p>State government – departments, corporations and agencies including:</p> <ul style="list-style-type: none"><li>• Transport for NSW</li><li>• Sydney Metro</li><li>• Department of Planning, Industry and Environment</li><li>• NSW Environment Protection Authority (EPA) EPL requirements for SMTF</li></ul>	<ul style="list-style-type: none"><li>• Compliance with Project Conditions of Approval</li><li>• Effective operation of the Sydney transport network</li><li>• Managing environmental impacts of Systems Connect work</li><li>• Effective response to community complaints</li><li>• Impact on the road network</li></ul>	<ul style="list-style-type: none"><li>• Project updates and site visits</li><li>• SMTF consultation program</li><li>• Stakeholder meetings and written correspondence</li><li>• Communications Management Control Group meetings</li><li>• Complaints management system</li><li>• Consultation on relevant management plans including the CEMP-LW and subplans</li></ul>

Stakeholder	Work interest or impact	Communication approach and activities
Local government: <ul style="list-style-type: none"> <li>Blacktown City Council</li> </ul>	<ul style="list-style-type: none"> <li>Impacts on council infrastructure including local roads, traffic, public transport and community facilities</li> <li>Impacts on residents and businesses during construction (for example, noise, vibration and dust)</li> <li>Stakeholder engagement process</li> </ul>	<ul style="list-style-type: none"> <li>Consultation on relevant management plans including the CEMP LW and subplans</li> <li>Councilor briefings (Blacktown City Council) in coordination with Sydney Metro</li> <li>Regular interface meetings with Blacktown City Council officers</li> <li>Participation in Sydney Metro's Traffic and Transport Liaison Group</li> <li>SMTF consultation program</li> </ul>
Transport and traffic stakeholders including: <ul style="list-style-type: none"> <li>Transport for NSW – Sydney Metro</li> <li>Sydney Coordination Office</li> <li>Roads and Maritime Services</li> <li>Transport Management Centre</li> <li>Transport operators and their customers</li> <li>Blacktown City Council</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 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>North West Metropolitan Emergency Management Region</li> <li>Blacktown Emergency Management Committee</li> <li>Blacktown Ambulance Superstation</li> <li>Blacktown Fire Station</li> <li>NSW State Emergency Services – Metro Zone</li> <li>Blacktown Police Area Command</li> </ul>	<ul style="list-style-type: none"> <li>Emergency access/procedures during construction</li> <li>Site orientation, emergency facilities and incident response and scenario planning</li> <li>Potential traffic impacts on local roads</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>
Business <ul style="list-style-type: none"> <li>Northwest Rapid Transit</li> </ul>	<ul style="list-style-type: none"> <li>Coordinating activities according to Sydney Metro and Northwest Rapid Transit's requirements</li> <li>Referring enquiries and complaints as appropriate</li> <li>Liaison to minimise cumulative impacts</li> </ul>	<ul style="list-style-type: none"> <li>Written correspondence</li> <li>Documented meetings,</li> <li>Exchange of key contacts and lessons learnt</li> <li>Interface agreements and meetings</li> </ul>
Sensitive receivers <ul style="list-style-type: none"> <li>Lankarama Buddhist Vihara and the Second Ponds Playground are the nearest sensitive receivers, both over 300 metres from the SMTF</li> </ul>	<ul style="list-style-type: none"> <li>Noise, vibration and dust impacts</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>Individual meetings if identified as being potentially affected</li> <li>Notifications</li> <li>Quarterly newsletters, telephone hotline</li> <li>Project website and social media updates</li> </ul>
Residential property owners and tenants within 500m of the project site: <ul style="list-style-type: none"> <li>Tallawong Road</li> <li>Macquarie Road</li> <li>Schofields Road</li> <li>The Ponds Estate (between Greenview Parade and Schofields Road)</li> </ul>	<ul style="list-style-type: none"> <li>Construction impacts - noise, vibration, dust, visual amenity, and traffic changes</li> <li>Work hours and site access routes</li> <li>SMTF layout and maintenance facilities' location</li> </ul>	<ul style="list-style-type: none"> <li>Consultation forums</li> <li>Doorknocks</li> <li>Monthly email update for registered subscribers</li> <li>Quarterly newsletters, telephone hotline</li> <li>Project website and social media updates</li> </ul>

Stakeholder	Work interest or impact	Communication approach and activities
<p>Adjacent residents and businesses and property owners located within 200 metres of construction sites (night work) and 100 metres (day work)</p> <ul style="list-style-type: none"> <li>Northwest Rapid Transit</li> <li>Tallawong Road residences opposite SMTF entrance on Tallawong Road</li> <li>Ponds Estate residences adjoining Schofields Road</li> </ul> <p>NB: There are no residents or business impacted on other roads eg Ridge Line Drive</p>	<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>Individual meetings / briefings</li> <li>Doorknocks</li> <li>Consultation forums</li> <li>Monthly email update for registered subscribers</li> <li>Quarterly newsletter, telephone hotline</li> <li>Project website and social media updates</li> </ul>
<p>Road users including:</p> <ul style="list-style-type: none"> <li>Motorists, pedestrians, cyclists and buses in streets surrounding SMTF</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>Signage</li> <li>Advertising</li> <li>Media liaison</li> <li>Coordinated strategies for major changes</li> <li>Special event organisers' communication channels</li> <li>Project website and social media updates</li> </ul>
<p>Public transport users including:</p> <ul style="list-style-type: none"> <li>Bus users</li> <li>Train users at Tallawong Station</li> <li>Commuters generally</li> </ul>	<ul style="list-style-type: none"> <li>Changes to bus stops or timetables</li> <li>Work progress</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> <li>Project website and social media updates</li> </ul>
<ul style="list-style-type: none"> <li>People who speak languages other than English.</li> </ul>	<ul style="list-style-type: none"> <li>Access to construction information</li> </ul>	<ul style="list-style-type: none"> <li>The Sydney Metro website can be translated into 58 different languages using the Google translate function at the bottom of the home page</li> <li>All printed materials include contact details for the TIS translation service</li> <li>Translated Sydney Metro fact sheets are available on the Sydney Metro website in Arabic, Greek, Chinese (simplified), Chinese (traditional), Korean and Hindi</li> <li>Advertisements are placed in community language newsletters where appropriate.</li> <li>Availability of translator services shown on all notifications</li> <li>Onsite interpreters will be utilised as required for engaging with members of the CALD community at meetings, onsite events and community forums</li> </ul>
<ul style="list-style-type: none"> <li>People with limited mobility and accessibility issues</li> </ul>	<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</li> <li>Accessible viewing areas and toilets for major public site events</li> </ul>

The stakeholder list and database will be continually reviewed and updated as the Project progresses.

## 6.3 Stakeholder and community involvement subplan

The following stakeholder community involvement and business management subplan provides a program of communication activity linked to the construction staging programs for the SMTF North expansion work. In addition to the actions nominated below, Systems Connect will keep stakeholders and community informed of project progress and ongoing activities through the tools identified in Table 10 below. This includes, but is not limited to, monthly email updates, notifications, quarterly newsletters, website updates and doorknocks if deemed appropriate. The subplan is designed to be flexible and will be updated regularly reflecting the work status and anticipate upcoming activities.

If necessary, communication and or consultation strategies will be developed for specific activities or phases of work. Systems Connect will discuss opportunities with Sydney Metro for stakeholder and community involvement and ensure effective communication.

*\*Timeframes/dates are indicative only and subject to change. Forward programs will be regularly reviewed to ensure communication requirements are met.*

Table 6: Stakeholder community involvement and business management subplan

Timing	Project activity / issue	Communication / mitigation actions and timing	Stakeholder	Resources / approvals
February 2019	Project contract requirements	Submit CCS SMTF	Sydney Metro	Senior Stakeholder Engagement Manager
Q3 2019	Site establishment, fencing, hoardings, and establishment of environmental controls	Door knock meetings prior to start of work	Residences within 100 metres	Stakeholder Manager City Metro & SMTF North
		Ongoing communication	Metro Trains Sydney	Area Manager Stakeholder Manager City Metro & SMTF North
		Individual briefings and communication coordination	Metro Trains Sydney	Stakeholder Manager City Metro & SMTF North
		Communication Control Group Meetings	Sydney Metro	Senior Stakeholder and Communications Manager
		Construction notification distributed at least five days prior to start of work	Residences within 500 metres of our site	Stakeholder Manager City Metro & SMTF North
		Stakeholder meetings – as required	Blacktown City Council	Stakeholder Manager City Metro & SMTF North Area Manager
		Stakeholder meetings – as required	Lankarama Buddhist Centre and other community, religious or educational institutions which are identified as potentially affected.  At present no institutions are	Stakeholder Manager City Metro & SMTF North

Timing	Project activity / issue	Communication / mitigation actions and timing	Stakeholder	Resources / approvals
			identified as being affected.	
		Emergency services workshop	Local emergency service providers, Ambulance, Fires, SES	Stakeholder Manager City Metro & SMTF North
		Email news update issued monthly	Registered subscribers	Stakeholder Manager City Metro & SMTF North
		Information for website and social media updates – monthly	General public	Stakeholder Manager City Metro & SMTF North
Q4 2019	Maintenance shed	Door knock meetings as required	Residences within 100 metres	Stakeholder Manager City Metro & SMTF North
	Bulk earthwork, drainage and combined services route	Ongoing communication	Metro Trains Sydney	Area Manager  Stakeholder Manager City Metro & SMTF North
	Stabling roads 30 to 35 - drainage, CSR and services install	Construction notification distributed monthly	Residences within 100 metres of work with standard construction hours and 200 metres of OOHW	Stakeholder Manager City Metro & SMTF North
	New test track – install track and over head wire (OHV)	Stakeholder meetings – as required	Blacktown City Council, Lankarama Buddhist Centre	Stakeholder Manager City Metro & SMTF North Area Manager
	Signal equipment rooms – install building	Email news update issued monthly	Registered subscribers	Stakeholder Manager City Metro & SMTF North
		Information for website and social media updates – monthly	General public	Stakeholder Manager City Metro & SMTF North
Q1 2020	New test track – install turnouts and run OHV	Door knock meetings as required	Residences within 100 metres	Stakeholder Manager City Metro & SMTF North
	Stabling roads 30 to 35 – install track and OHV structures	Ongoing communication	Metro Trains Sydney	Area Manager  Stakeholder Manager City Metro & SMTF North
	Maintenance shed - complete track slab for roads 6 to 8 and start track	Biannual construction newsletter – Jan 2020	Residence and businesses within 500 metre radius	City Metro & SMTF North
	Signal equipment	Construction notification distributed monthly	Residences within 100 metres of work with standard construction hours and 200 metres of OOH work	Stakeholder Manager City Metro & SMTF North



Timing	Project activity / issue	Communication / mitigation actions and timing	Stakeholder	Resources / approvals
	room – mechanical and electrical fit out	Stakeholder meetings as required	Blacktown City Council, Lankarama Buddhist Centre	Stakeholder Manager City Metro & SMTF North Area Manager
		Email news update issued monthly	Registered subscribers	Stakeholder Manager City Metro & SMTF North
		Information for website and social media updates – monthly	General public	Stakeholder Manager City Metro & SMTF North
Q2 2020	Maintenance shed roads - install track and OHW (rail possessions required)  New test track - completion and handover  Stabling roads 30 to 35 - OHW installation and platforms (rail possessions required)  Maintenance shed – roads 5 to 8 install track	Door knock meetings as required	Residences within 100 metres	Stakeholder Manager City Metro & SMTF North
		Ongoing communication	Metro Trains Sydney	Area Manager  Stakeholder Manager City Metro & SMTF North
		Information session – mid to late 2019	Residence and businesses within 500 metre radius	Stakeholder Manager
		Construction notification distributed monthly	Residences within 100 metres of work with standard construction hours and 200 metres of OOHW	Stakeholder Manager City Metro & SMTF North
		Stakeholder meetings as required	Blacktown City Council, Lankarama Buddhist Centre	Stakeholder Manager City Metro & SMTF North Area Manager
		Email news update issued monthly	Registered subscribers	Stakeholder Manager City Metro & SMTF North
		Information for website and social media updates – monthly	General public	Stakeholder Manager City Metro & SMTF North
Q3 2020	Maintenance shed roads - mechanical and electrical fit out  Stabling roads 24 to 29 – install track and OHW	Door knock meetings as required	Residences within 100 metres	Stakeholder Manager City Metro & SMTF North
		Ongoing communication	Metro Trains Sydney	Area Manager  Stakeholder Manager City Metro & SMTF North
		Bi-annual construction newsletter – July 2020	Residence and businesses within 500 metre radius	Stakeholder Manager City Metro & SMTF North
		Construction notification distributed monthly	Residences within 100 metres of work with standard	Stakeholder Manager

Timing	Project activity / issue	Communication / mitigation actions and timing	Stakeholder	Resources / approvals
			construction hours and 200 metres of OOHW	City Metro & SMTF North
		Stakeholder meetings – as required	Blacktown City Council, Lankarama Buddhist Centre	Stakeholder Manager City Metro & SMTF North Area Manager
		Email news update issued monthly	Registered subscribers	Stakeholder Manager City Metro & SMTF North
		Information for website and social media updates – monthly	General public	Stakeholder Manager City Metro & SMTF North
Q4 2020	Maintenance shed - maintenance roads handover	Door knock meetings as required	Residences within 100 metres	Stakeholder Manager City Metro & SMTF North
	Stabling roads 24 to 29 – complete and handover	Ongoing communication	Metro Trains Sydney	Area Manager City Metro & SMTF North
		Biannual construction newsletter - Nov 2020	Residence and businesses within 500 metre radius	Stakeholder Manager City Metro & SMTF North
		Construction notification distributed monthly	Residences within 100 metres of work with standard construction hours and 200 metres of OOH work	Stakeholder Manager City Metro & SMTF North
		Stakeholder meetings – as required	Blacktown City Council, Lankarama Buddhist Centre	Stakeholder Manager City Metro & SMTF North Area Manager
		Email news update issued monthly	Registered subscribers	Stakeholder Manager City Metro & SMTF North
		Thank you letter at the end of work	Residences within 100 metres of work with standard construction hours and 200 metres of OOHW	Stakeholder Manager City Metro & SMTF North
End 2020	Completion milestone event with Sydney Metro agreement	Media alert Invitations	Media and other stakeholders nominated by Sydney Metro	Public Affairs Manager

## 7. Supporting tools and processes

This Strategy describes the management system for meeting the requirements for engaging stakeholders and the community for the SMTF expansion work. The following tables outline tools and process descriptions which support the engagement and communication function and outline Sydney Metro's requirements of Systems Connect.

### 7.1 Project contact information

Table 12 below shows the Systems Connect project contact details which will be available on project websites, published in papers circulating in local area prior to construction, included on hoardings at each construction site and included on written and electronic correspondence and publications

Table 7: Project contact information

Item	Content	Timing and frequency
Community information line (1800 171 386 number)	1800 number allows access to the Systems Connect stakeholder engagement team during construction hours. 1800 number is included in all notifications and communications materials. Out of hours complaints will be responded to by the Systems Connect team member who is rostered on call. See Section 8 for information about enquiry and complaint management and reporting.	Ongoing
Sydney Metro email enquiries	Email enquiries are directed to <a href="mailto:sydneymetro@transport.nsw.gov.au">sydneymetro@transport.nsw.gov.au</a>	Ongoing
Postal address for written complaints and enquiries	Sydney Metro City & Southwest, P O Box K659, Haymarket, NSW 1240	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

### 7.2 Systems Connect's public communication materials

A summary of information tools is shown in Table 13 below. All published materials will contain details of the Sydney Metro translation service.

Table 8: Systems Connect public information materials

Item	Content	Timing and frequency
Information for the CMCG and other interface meetings	Progress report – current and upcoming construction work, associated impacts and mitigations, issues and opportunities, complaints report.	As needed
Information for Sydney Metro's education program	Information relevant to Systems Connect work as requested by Sydney Metro	As requested by Sydney Metro
Materials for community information sessions, including machinery, plant and equipment	As requested by Sydney Metro	As requested by Sydney Metro
<b>Written notifications</b>		
Stakeholder and community and 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	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>	For distribution to community and stakeholders five business days prior to intended activity

Item	Content	Timing and frequency
(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 (ix) changing or disrupting of Utility Services (x) investigation activities		
Utility notification	Utility notifications will be used to notify relevant utility service authorities of utility service work The utility provider will organise notification to the public, Systems Connect does not notify.	Seven days in advance of the work start
<b>Project advertisements</b>		
Project advertisement	Provide content for overarching display advertisements on a monthly basis Prepare and publish advertisements relating to work which are required to comply with the law and approvals	As requested
Traffic advertisements Advertise in local newspapers which cover the geographical areas of Systems Connect's work	Significant traffic management changes, detours, traffic disruptions and work outside any working hours contained in the environmental documents and plans	Advertise at least five days before any detour, disruption or change occurs
<b>Construction update newsletters</b>		
A4 double sided full colour high quality site specific bi-annual construction update newsletters	Status of current and upcoming activities	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.
Frequently asked questions	Resource for quick, accurate response to enquiries	As needed
Stakeholder and community emails Systems Connect will issue monthly email updates where they are the lead contractor.	The updates will describe progress of our work along with milestones and activities planned for the following month	Monthly distribution to all stakeholders registered to receive project updates emails in the Consultation Manager database.

### 7.3 Traffic and transport communications

A summary of information tools relating to traffic and transport communication is shown in the table below.

Table 9: Traffic and transport communication tools

Item	Content	Timing and frequency
Traffic alert emails to transport operators, freight industry and Authorities	Changes to traffic, changes to access arrangements	Five business days before changes

Item	Content	Timing and frequency
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, other traffic changes	
Traffic advertisements	Significant changes to traffic conditions, detours. See Table 8.	
Variable message signs	Changes to traffic conditions	

## 7.4 Project website

Information about Systems Connect City & Southwest Metro Line-wide Work will be provided online as described in Table 15 below:

Table 10: Requirements for online information relating to Systems Connect Line-wide Work

Item	Content	Timing and frequency
<b>Contractor's project website</b>		
Systems Connect will create a new website	<p>The website will describe the Project and Systems Connect scope of work</p> <p>It will include copies of the plans, reports and strategies which outline how we will meet the conditions of the planning approvals</p> <p>It will also list employment and supplier opportunities</p> <p>Web content and documents that comply with the Level AA accessibility requirements as outlined in Web Content Accessibility Guidelines (WCAG 2.0).</p>	As information becomes available
<b>Sydney Metro City &amp; Southwest website</b>		
Systems Connect will provide information in electronic format suitable to be uploaded onto the Sydney Metro City & Southwest website which meet WCAG compliance requirements	<p>Public communication materials</p> <ul style="list-style-type: none"> <li>(i) marketing and promotional materials</li> <li>(ii) each version of the Community Communications Strategy – Line-wide Work</li> <li>(iii) any other copy or information, requested by Sydney Metro.</li> </ul>	On the day of delivery or release to the public

## 7.5 Consultation forums

Systems Connect will provide a range of flexible and convenient consultation forums as required, to provide information and capture feedback from the community about managing the SMTF expansion work environmental impacts.

These forums may include one on one meetings through door knocking and appointments, pop up information stands in high pedestrian traffic areas, such as Tallawong Station and community information sessions.

Each forum will provide an opportunity to discuss the construction site scope of work and relevant environmental management measures that may include stormwater and flooding, visual amenity, construction traffic and access arrangements, noise and vibration and on land uses and community facilities.

System Connect's Stakeholder Manager will organise consultation and facilitate discussions with community/stakeholders. These meetings will also be attended by site personnel who can respond to technical enquiries.

A record of attendees and summary of discussion points raised, including any feedback and commitments made will be recorded on Consultation Manager within 48 hours. These event records, along with daily complaint reports and amalgamated consultation reports provide community feedback to Sydney Metro and the Environmental Representative in relation to the management of construction and environmental impacts.

The table below provides a summary of the consultation forums to engage key stakeholder and community groups regarding Systems Connect's SMTF activities are listed below. These forums will be used in conjunction with the suite of communication tools described in section 7.2 and 7.3.

Table 11: Systems Connect SMTF expansion work consultation forums

Consultation forum	Timing and frequency
<b>Door knocks</b>	
Discuss potential work impacts and proposed mitigation with nearest residents, businesses and other stakeholders	Seven days in advance of work starting which may have potential to impact stakeholder
<b>Meetings with individuals or groups</b>	
Discuss project activities including work in progress or upcoming work, and potential issues	Meetings will be held as required  Sydney Metro will be invited to attend each meeting and given five days written notice of meetings
<b>Local government and key agency consultation</b>	
Systems Connect will brief Blacktown City Council and agencies about Systems Connect work scope for SMTF North, site planning, traffic, proposed key mitigation strategies, consultation and draft key environmental management plans.	Introductory briefing one month in advance of work, followed by regular meetings as agreed
<b>Emergency services briefing</b>	
Systems Connect will conduct a dedicated workshop with emergency services groups to discuss the work scope, site layouts, contact protocols and access arrangements.	Interactive site based workshops, including site visits and ongoing progress updates.

## 7.6 Monitoring program and performance measures

A monitoring program will be used to assess the effectiveness of the strategies to inform and to minimise construction impacts on stakeholders and community. At this stage, except for Metro Trains Sydney, there are no businesses impacted by Systems Connect SMTF expansion work. The Systems Connect Business Management Plan details management of the impacts on any business which commence operations in close vicinity to Systems Connect's work.

The monitoring and performance parameters used to assess the effectiveness of the measures are shown in Table 17 below. Results from the monitoring program will be provided to Sydney Metro in accordance with the requirements of the Compliance Tracking Program and reporting required by the Project Approval Conditions.

Table 12: Monitoring program, performance parameters and measures

Performance parameters	Measures	Monitoring	Six monthly reporting results
<b>Awareness of construction activity and likely impacts.</b>	Notifications issued within required timeframes on 100% of occasions, unless otherwise agreed with Sydney Metro.	Records in Consultation Manager database on number and timing of notifications  Records in Consultation Manager database on number of (and attendance at) briefings, information sessions and	Number of notifications issued  Percentage of notifications issued on time  Number of briefings, information sessions and completed doorknocks

	<p>Number of business briefings, building-based information sessions and face to face meetings prior to work starting.</p> <p>The objective is to make contact via these measures with no less than 100% of businesses within 50m prior to work that have the potential to impact the owners.</p>	<p>completed doorknocks/face-to-face meetings.</p> <p>Feedback from meetings, presentations and briefings (documented in Consultation Manager).</p> <p>Records in Consultation Manager database on complaints received from businesses relating to lack of information about construction activities and impacts</p>	<p>Percentage of businesses within 50m contacted prior to work</p> <p>Number of complaints received from businesses relating to lack of information about construction activities and impacts</p> <p>Lessons learnt</p>
<p><b>Measures implemented to maintain business access, parking, visibility and amenity during construction activity.</b></p>	<p>Potential access, visibility and amenity issues identified and mitigation measures (including alternative access arrangements and parking, signage and other measures) implemented.</p> <p>The objective is 100% implementation of agreed mitigation measures relating to access, parking, visibility and other amenity aspects.</p>	<p>Consultation with businesses on potential impacts and mitigation measures (documented in Consultation Manager)</p> <p>Feedback on effectiveness of mitigation measures (documented in Consultation Manager)</p> <p>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.</p>	<p>Number of businesses with mitigation measures agreed in advance to address access, parking, visibility or amenity issues</p> <p>Percentage of businesses where mitigation measures were implemented as agreed</p> <p>Details of mitigation measures implemented</p> <p>Business feedback on effectiveness of mitigation measures</p> <p>Number of repeat complaints received from businesses relating to vehicle and pedestrian access, parking, visibility and amenity</p> <p>Lessons learnt</p>
<p><b>Agreed measures to minimise noise and vibration impacts on noise and vibration sensitive businesses.</b></p>	<p>Agreed mitigations implemented, including agreed respite, work methods, proactive engagement and ongoing communication.</p> <p>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.</p> <p>The objective is for zero referrals to Sydney Metro over a six month</p>	<p>Consultation with businesses on noise and vibration impacts and mitigation measures documented in Consultation Manager.</p> <p>Documenting affected businesses, impacts and mitigation measures in site specific CNVIS reports.</p> <p>Feedback on effectiveness of mitigation measures (documented in Consultation Manager).</p> <p>Records of businesses referred to Sydney Metro for additional assessment / treatment.</p> <p>Records in Consultation Manager database on noise and vibration complaints from businesses.</p>	<p>Number of businesses with agreed mitigation measures to address noise and vibration impacts</p> <p>Summary of non standard mitigation measures implemented</p> <p>Number of referrals to Sydney Metro</p> <p>Number of repeat complaints from noise sensitive receivers relating to noise and vibration impacts</p> <p>Lessons learnt</p>



	timeframe during standard construction.		
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## 7.7 Crisis communications

Systems Connect will ensure crisis communications procedures are aligned with Sydney Metro City and Southwest Crisis Communications Management Plan, and Systems Connect Joint Venture Companies Crisis Communications Management Plans.

These detailed procedures developed for incidents and crises include flow charts which provide for early notification of any incident and crisis to the Senior Stakeholder Engagement Manager and Sydney Metro.

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

Specific communication protocols will be implemented as required for key stakeholders, including the operators of SMTF North and Tallawong Station to ensure they receive timely notification and updates on incidents or emergency work that may affect their operations.

## 8. Enquiries and complaints management

All contact with community / stakeholders is an opportunity to gain insight into their perceptions of Systems Connect's work and performance. Complaints provide an important opportunity to act on measures to avoid or minimise an issue escalating. Appendix C provides an overview of Systems Connect's Complaints Management Procedure.

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

- receiving complaints and enquiries
- classifying complaints
- responding to complaints and enquiries
- complaint escalation
- complaint mediation
- recording complaints
- reporting.

### 8.1 Complaint management principles

Systems Connect's approach to enquiries and complaints management is consistent with the requirements in the Sydney Metro Construction Complaints Management System and the Australian Standard for Complaints Handling. This complaint management protocol is guided by following principles:

#### Visibility

- Information about how and where to complain will be publicised
- All public materials will direct stakeholders wishing to make a complaint to use the Sydney Metro 1800 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 will be made available if required. Complaints can be made by phone, email, post or in person at the Community Information Centre.

#### Responsiveness

- Receipt of each complaint is acknowledged to the complainant immediately. The complainants will be treated courteously and kept informed of the progress of their complaint through the complaint handling process.
- Systems Connect's responsibilities for complaint handling include the following:
- Investigate and determine the source of a complaint immediately when received during construction hours, including an immediate 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.

#### Objectivity

- Each complainant will be addressed in an equitable, objective and unbiased manner through the complaint handling process.

#### Confidentiality

- Personal identifiable information concerning the complainant will be protected from disclosures, unless the customer or complainant expressly consents to its disclosure.
- Stakeholder's contact information along with their complaint record will be 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.

## 8.2 Minimising complaints

Prior to new Systems Connect work packages commencing, integrated site teams will participate in activity reviews to identify community impacts and develop preventative solutions or processes to limit impacts on project neighbours.

Additionally, the Systems Connect Stakeholder Manager will anticipate the construction impact extent and will be positioned to get ahead of complaints. They will escalate complaints as necessary for internal review and prompt action.

## 8.3 Avoiding complaint reoccurrence

Systems Connect will take all reasonable measures to prevent the complaint reoccurrence. The Environment Manager will take the lead in reviewing the causes of environmental complaints and act to avoid their reoccurrence.

Systems Connect project inductions will emphasise the responsibility of every employee and subcontractors to minimise their work's on community and stakeholders, while adhering to safety and environment management controls.

Complaints received will be discussed at Systems Connect's daily prestart meetings, along with the remedial actions required.

## 8.4 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.

## 8.5 Complaint receipt

Community enquiries and complaints will generally be received via:

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

The 24 hour telephone number and email address are maintained by Sydney Metro who will notify Systems Connect's stakeholder engagement team of all contact specific to Systems Connect's work for investigation and response in accordance with required response timeframes. 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 Sydney Metro records contact details and information about the nature and location of the complaint. Calls about the SMTF will be directed to the Systems Connect stakeholder engagement team.

## 8.6 Response management process and responsibility

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

Members of the Systems Connect stakeholder engagement team will be on a 24/7 on call roster to respond to enquiries and complaints.

The SMTF North Systems Connect Stakeholder Manager will manage ongoing communication with the complainant until they are satisfied with actions taken to resolve the complaint.

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

### 8.6.1 Environment Representative

An independent Environment Representative has been nominated by Transport for NSW for Sydney Metro and approved by the Secretary. Sydney Metro will be the main point of contact for the Environment Representative. Systems Connect will provide a daily report to Sydney Metro that notes any complaints made relating to Systems Connect work.

### 8.6.2 Community Complaints Mediator

An independent Community Complaints Mediator (CCM) has been engaged by Transport for NSW for Sydney Metro and approved by the Secretary. The CCM's role is to address complaints, once all internal escalation processes have been exhausted, and the complainant is still not satisfied with the response provided. 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 Appendix C. Complaints and Enquiries Management Strategy.

Complaint and enquiry handling responsibilities will be as outlined in Table 18 below.

Table 13: Complaint handling responsibilities

Complaint type	Responsibility
Complaint about construction activities during business hours	Stakeholder+ Manager
Complaint about construction activities after business hours	Rostered stakeholder engagement team member
Project wide complaint	Senior Stakeholder Engagement Manager
Complaint about Sydney Metro work unrelated to Systems Connect Line-wide Work	Systems Connect to notify Sydney Metro immediately
Complaints unrelated to Sydney Metro	Systems Connect or Sydney Metro to refer to relevant contact person, if known.

### 8.7 Contact response timeframes

All enquiries and complaints will be responded to in accordance with the Project Approval and the requirements of Systems Connect's project contract deed outlined in Table 19 below:

Table 14: Contact response times

Category	Response timeframe for contact and complaints
<b>Response times for contact made during construction hours</b>	
Enquiries – telephone or in person	At least a verbal response within two 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 two hours during business hours Outside of business hours, within two hours of the start of the next business day
Complaints – telephone or in person	Commence investigation upon receipt, verbal response within two hours on the action being undertaken to investigate and resolve complaint, unless agreed otherwise with enquirer

Category	Response timeframe for contact and complaints
Complaints – emails	Verbal response within two hours if phone number is provided; written response within four hours during construction hours
Complaints – written, letter or fax, received within construction hours	Written response within one business day or verbal response within two 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 two hours of the start of the next business day
Complaints via email	Automated response to confirm receipt and written response within four hours next business day.
Complaints – written, letter or fax received within construction hours	Written response within one business day or verbal response within two hours if phone number provided

## 8.8 Record keeping – enquiries and complaints

Systems Connect will provide feedback to requests for information from Sydney Metro or the Community Complaints Mediator relating to responses to complaints within two hours of receiving the request.

All enquiries and complaints will be recorded in Consultation Manager database within 24 hours. A daily contact report will be provided to Sydney Metro and the Environmental Representative on the days that complaints are received.

## 8.9 Complaint escalation

Complaints should be escalated when:

- The complaint cannot be resolved using the procedure outlined in Appendix C, or within a timeframe agreed by the complainant.
- The nature of the complaint falls into one of the following categories:
  - An activity generates three complaints within a 24 hour period from separate complainants
  - Any construction site receives three different complaints within a 24 hour period
  - A single complainant reports three or more complaints within a three day period
  - A complainant threatens to escalate their issue to a government or media representatives
  - The complaint was avoidable
  - The complaint relates to a compliance matter.

Complaints will be first escalated to the Sydney Metro's designated complaints handling management representative.

## 8.10 Community Complaints Mediator role

If the complaints handling management representative for the project is unable to resolve the complaint related to the Systems Connect SMTF work, and as per Critical State Significant Infrastructure approval requirements, it will be escalated to the Project's independent Community Complaints Mediator (CCM). The role of the CCM is to:

- Provide an independent party to help resolve complaints
- Make recommendations to Sydney Metro to satisfactorily resolve complaints between the complainant, Sydney Metro and Systems Connect
- Make recommendations about individual complaint resolution

- Ensure recommendations have been implemented by the project team once they have been approved
- Keep a record of all complaints referred to the CCM 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.

The CCM will not act before Sydney Metro has provided an initial response to a complaint and will not consider issues such as property acquisition where other dispute processes are provided for, or clear Sydney Metro government policy and resolution processes are available, or matters which are not within the scope of the Systems Connect project.

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

## 9. Innovative programs, processes and methodologies

### 9.1 Innovative programs, processes and methodologies

Developing innovative processes and methodologies to support Sydney Metro's engagement with schools, seniors, environmental groups, sporting groups, young people, businesses and other community groups is an iterative process. It is being further developed as Systems Connect's understanding of Sydney Metro's current methods and any perceived gaps are obtained.

System Connect has implemented a Continual Improvement Working Group (CIWG) to encourage innovative solutions development, including engagement methodologies and processes. The CIWG facilitates the ideas generation and documentation from the broader project team. Examples of innovative programs, processes and methodologies which may support Sydney Metro's broader engagement activities include:

- Reducing traffic congestion at worksites through car pooling mobile phone apps and providing end of trip facilities to encourage the workforce to use public and active transport.
- Using Wi-Fi tracking technologies to monitor all deliveries including approved route use.
- Developing partnerships with, or supporting, two not for profit organisations who provide beneficial services to the homeless community.
- Investigating and implementing a supply chain financing solution which will enable increased participation of small and medium sized enterprises, including local and aboriginal businesses, in the supply chain.

Systems Connect's Senior Stakeholder Engagement Manager will provide updates to Sydney Metro about the innovations and improvements status under consideration. This will focus on innovative programs, processes and methodologies to support Sydney Metro's engagement with and support to local communities, engagement with schools, seniors, environmental groups, sporting groups, young people, businesses and other community groups.

Biannual updates of this CCS SMTF will include information on innovative processes and methodologies.



## APPENDIX A. Business management

In preparing this Strategy a consolidated review of the Sydney Metro Northwest Consultation Manager database and site inspections was done to determine the stakeholder mix in the vicinity of the SMTF.

Metro Trains Sydney is the only business currently affected by SMTF expansion work. Systems Connect has regular project progress and communication meetings with Metro Trains Sydney to establish the requirements for how Systems Connect will work with Metro Trains Sydney.

There are no other identified businesses within 200 metres of the location of the SMTF or on the local roads which will be used as access routes to and from the SMTF.

Systems Connect will monitor the local area and consult with Blacktown City Council and other project stakeholders to identify new businesses which may commence trading during the delivery phase. Should a new or a previously unidentified business be identified, Systems Connect will develop a business management plan ensuring that construction impacts are minimised and specific measures are put in place to mitigate impacts on the business.

The business management strategy (if required) will document key issues relating to business impacts. It will include:

- Analysis of the potential impacts on the business and a description of specific mitigation measures which will be put in place to manage impacts.
- A commercial character summary 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 Stakeholder Engagement Managers, and specific measures to assist small business owners adversely impacted by construction
  - other matters raised in consultation with affected business
- Consultation forums linked to the consultation strategy for the project
- Roles and responsibility definitions relating to control and monitoring business disturbances
- Written notifications confirming in advance, construction work dates and timing, maps and diagrams to illustrate the information and for easy identification of the measures to be implemented to minimise impacts
- When required, noise, dust and vibration monitoring, auditing, and reporting procedures
- Procedure for reviewing performance and implementing corrective actions
- Complaints handling process description.

Systems Connect's communication approach emphasises face to face communication and the communication frequency will be matched to Systems Connect work impact level.

Each business owner will be provided with opportunities to discuss the work program and provide feedback on the measures proposed to manage impacts on their operations.

In recognition that each business will have its own stakeholders, Systems Connect will provide advance notice to businesses so they may prepare and adapt to the upcoming changes, discuss contingency plans and consider feedback. Any safety concerns such as impacts on evacuation plans and hydrant locations will be discussed with building managers, and with NSW Fire and Rescue where appropriate.

Blacktown City Council, business chamber and any relevant tourism groups will be consulted on the Systems Connect approach as their support is essential.

## APPENDIX B: Compliance reference tables

This Appendix addresses the approval requirements according to the Staging Report requirements of Condition of Approval (CoA) B9 of the Sydney Metro Trains Facility North (SMTF) planning approval, specifically the requirements of the following:

- Planning Approvals SSI 5931 (Table 22)
- Revised Environmental Mitigation Measures (Table 23)
- Sydney Metro Construction Environment Management Framework (Table 24)
- Sydney Metro City & Southwest Line-wide Work Contract No: 600 Scope of Work and Technical Criteria. Schedule C1, Appendix F2 and F5 (Table 25).

### Planning approval requirements

Table 20 below outlines the relevant Planning Approval Requirements SSI 5931 Rapid Transit Rail Facility (now known as Sydney Metro Trains Facility) and where these requirements are addressed in this document.

Table 15: Relevant planning approval requirements SSI 5931 Rapid Transit Rail Facility (now known as the Sydney Metro Trains Facility)

Reference	Requirements	Refer to plan or element
<b>Community information, consultation and involvement</b>		
D1	A Stakeholder and Community Involvement Plan (now referred to as the Community Communications Strategy SMTF) shall be prepared and implemented to provide mechanisms to facilitate communication between the Proponent (and its contractor(s)), the Environmental Representative (condition E32), the relevant Council and community stakeholders (particularly adjoining landowners) on the construction environmental management of the SSI and detailed design elements of the SSI. The (Plan) Strategy shall include, but not be limited to:	This Strategy (now referred to as the Community Communications Strategy SMTF)
(a)	Identification of community and business stakeholders to be consulted as part of the Strategy, including affected and adjoining landowners	Section 6.2
(b)	Procedures and mechanisms for the regular distribution of information to community and business stakeholders	Section 7.2
(c)	The formation of community / business based forums that focus on key environmental management issues for the SSI. The Strategy shall provide details on the structure, scope, objective and frequency of the community based forums	Section 7.5
(d)	Procedures and mechanisms through which community and business stakeholders can discuss or provide feedback to the proponent and/or Environmental Representative in relation to the environmental management and delivery of the SSI	Section 7.1 7.5 and Appendix C

Reference	Requirements	Refer to plan or element
(e)	Procedures and mechanisms through which the Proponent can respond to enquiries or feedback from community and business stakeholders in relation to the environmental management of the SSI	Section 7.1 and 7.5 and 8.
(f)	Procedures and mechanisms that would be implemented to resolve issues / disputes that may arise between parties on matters relating to environmental management and the delivery of the SSI. This may include the use of an appropriately qualified and experienced mediator.	Section 8 Appendix C
	Issues that shall be addressed through the Strategy include (but not necessarily limited to) stormwater and flooding, visual amenity, construction traffic and access arrangements, noise and vibration, impacts to local businesses, land uses, community facilities and other construction generated impacts. The Proponent shall maintain and implement the (Plan) Strategy throughout construction of the SSI. The (Plan) Strategy shall be approved by the Director General prior to the commencement of construction, or as otherwise agreed by the Director General.	Section 5
<b>Complaints and enquiries procedure</b>		
D2	Prior to the commencement of construction, or as otherwise agreed by the Director General, the Proponent shall ensure that the following are available for community enquiries and complaints for the duration of construction:	
(a)	a 24 hour telephone number(s) on which complaints and enquiries about the SSI may be registered	Section 8.1
(b)	a postal address to which written complaints and enquires may be sent	Section 8.1
(c)	an email address to which electronic complaints and enquiries may be transmitted; and	Section 8.1
(d)	a mediation Systems for complaints unable to be resolved	Section 8.9
D2	The telephone number, the postal address and the email address shall be published in newspaper(s) circulating in the local area prior to the commencement of construction. This information shall also be provided on the website (or dedicated pages) required by this approval.	Section 7.1
D3	<p>Prior to the commencement of construction, or as otherwise agreed by the Director General, the Proponent shall prepare and implement a Construction Complaints Management Systems consistent with Customer Satisfaction Guidelines for complaints handling in organisations – ISO 10002:2004, MOD (formerly AS 4269: Complaints Handling) and maintain the Systems for the duration of construction and up to 12 months following completion of the SSI.</p> <p>Information on all complaints received, including the means by which they were addressed and whether resolution was reached, with or without mediation, shall be maintained in a complaints register and included in the construction compliance reports required by this approval. The information contained within the Systems shall be made available to the Director General on request.</p>	Section 8 Appendix C
<b>Provision of electronic information</b>		
D4	Prior to the commencement of construction, or as otherwise agreed by the Director General, the Proponent shall establish and maintain a new website, or dedicated pages within an existing website, for the provision of electronic information associated with the SSI, for the duration of construction and for	Section 7.4

Reference	Requirements	Refer to plan or element
	12 months following completion of the SSI. The Proponent shall, subject to confidentiality, publish and maintain up-to- date information on the website or dedicated pages including, but not necessarily limited to:	
(a)	information on the current implementation status of the SSI;	Section 7.4
(b)	a copy of the documents referred to under condition 81 of this approval, and any documentation supporting modifications to this approval that may be granted from time to time;	Section 7.4
c)	a copy of this approval and any future modification to this approval;	Section 7.4
(d)	a copy of each relevant environmental approval, licence or permit required and obtained in relation to the SSI;	Section 7.4
(e)	a copy of each current strategy, plan, program or other document required under this approval;	Section 7.4
(f)	the outcomes of compliance tracking in accordance with condition D5 of this approval; and	Section 7.4
(g)	details of contact point(s) to which community complaints and enquiries may be directed, including a telephone number, a postal address and an email address.	Section 7.4
<b>Utilities and services</b>		
C20	Utilities, services and other infrastructure potentially affected by construction and operation shall be identified prior to construction effecting the item, to determine requirements for access to, diversion, protection, and/or support. Consultation with the relevant owner and/or provider of services that are likely to be affected by the SSI shall be undertaken to make suitable arrangements for access to, diversion, protection, and/or support of the affected infrastructure as required. The cost of any such arrangements shall be borne by the Proponent, unless otherwise agreed by the utility or service provider. The Proponent shall ensure that disruption to any service is minimised and shall be responsible for advising local residents and businesses affected prior to any planned disruption of service.	Section 7.2
<b>Construction noise and vibration</b>		
E11	The Proponent shall identify and consult with potentially affected community, religious, educational institutions and vibration sensitive businesses and critical working areas (such as theatres, laboratories and operating theatres) and where feasible and reasonable ensure that noise generating construction work in the vicinity of the receivers are not timetabled during sensitive periods, unless appropriate other arrangements are made.	Section 5.5.1
E12	During construction, Proponents of other construction work in the vicinity of the SSI shall be consulted, and reasonable steps taken to coordinate work to minimise impacts on, and maximise respite for affected sensitive receivers.	Section 5.5.1

Reference	Requirements	Refer to plan or element
<b>Property and business impacts</b>		
E18	Access to private property shall be maintained during construction unless otherwise agreed with the property owner in advance. A landowner's access that is physically affected by the SSI shall be reinstated to at least an equivalent standard, in consultation with the property owner.	Section 5.5.2
E19	Any damage caused to property as a result of the SSI shall be rectified or the property owner compensated, within a reasonable timeframe, with the costs borne by the Proponent. This condition is not intended to limit any claims that the property owner may have against the Proponent.	Section 5.5.2

## Revised environmental mitigation measures

Table 21 below outlines the relevant revised environmental mitigation measures for SMTF based on Section 4 of the SMTF Submissions Report and points out where these requirements are addressed in this document.

Table 16: Compliance with revised environmental mitigation measures

Revised environmental mitigation measures		Document reference
<b>Local business, land use and community facilities (operation and construction)</b>		
LC2	Consultation would continue with the community throughout the project planning and construction phases to ensure that community members have adequate information about the project, the timing and scope of activities in their local area and impacts on their local facilities and recreational areas. Area specific Place Managers have been allocated to undertake this ongoing consultation.	Section 6.3
LB2	The project has specialist Place Managers to act as a single, identifiable and direct point of contact for local residents, business people and community groups with the project during construction. Place Managers would work closely with all affected local businesses to help ensure timely responses to queries	Section 3.1
<b>Traffic and transport (construction)</b>		
T2	The public would be notified of proposed traffic changes by newspaper, radio, project web site and other forms of community liaison.	Section 5.2
T12	The Traffic and Transport Liaison Group established for the NWRL (now known as Northwest Metro) would consider individual events and any other special event needs and, make reasonable and feasible short-term adjustment to the construction phase activities and / or review and update detailed TMPs.	Section 5.2

Revised environmental mitigation measures		Document reference
<b>Noise and vibration (construction)</b>		
NV1	Noise and vibration mitigation measures described in the NWRL Construction Noise and Vibration Strategy would be implemented.	Section 5.5.1
<b>Visual amenity (construction)</b>		
V4	Regular maintenance of site hoarding and perimeter site areas would be undertaken, including the prompt removal of graffiti.	Section 5.5.6
V5	Visual mitigation would be implemented as soon as feasible and reasonable, and remain for the duration of the construction period.	Section 5.5.6
<b>Visual amenity (operations)</b>		
OpV2	Cut off and directed lighting would be used to ensure glare and light spill on surrounding existing and future residents are minimised.	Section 5.5.6
OpV2	The colour and materials of service facility buildings would be selected to blend into adjacent bushland setting.	Section 5.5.6
OpV10	<p>High quality landscape and urban treatments would be used in and around the RTRF? (I believe this facility is now known as the SMTF) including:</p> <ul style="list-style-type: none"> <li>- Landscaping around detention ponds.</li> <li>- Landscaping along the Tallawong Road frontage.</li> <li>- Tree planting along the southern embankment.</li> <li>- Landscaping and tree planting along the Hambledon Road frontage to form a green buffer to retaining walls.</li> <li>- Retaining walls to be coloured in a muted natural tone or use natural materials (such as stones).</li> <li>- Buildings to consider use of a muted natural tone with landscaping to their northern elevations.</li> <li>- Integrated landscaping and security fencing.</li> <li>- Landscaping and tree planting along the northern frontage to form a green buffer to retaining walls</li> </ul>	Section 5.5.6

## Sydney Metro construction environment management framework - stakeholder and community involvement

Table 22 below outlines the stakeholder and community involvement provisions of the Sydney Metro Construction Environment Management Framework and points out where these requirements are addressed in this document.

Table 17: Compliance with Sydney Metro's construction environment management framework stakeholder and community involvement

Construction Environment Management Framework stakeholder and community involvement		
Reference	Requirements	Refer to plan or 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 work.	This Strategy
4.1 (b)	<ul style="list-style-type: none"> <li>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:</li> <li>Significant milestones</li> <li>Design changes</li> <li>Changes to traffic conditions and access arrangements for road users and the affected public</li> <li>Construction operations which will have a direct impact on stakeholders and the community including noisy work, interruptions to utility services or construction work outside of normal work hours.</li> </ul>	This Strategy
4.2 (a)	A Community Communications Strategy will be developed by each Sydney Metro Principal Contractor.	This Strategy



## Construction Environment Management Framework stakeholder and community involvement

4.2 (b)	<p>Community Communications Strategy</p> <p>Key elements of the Community Communications Strategy, which will be implemented at appropriate times in the construction process, will include:</p> <ul style="list-style-type: none"> <li>i. Notification (including targeted letterbox drops and email) of any work that may disturb local residents and businesses (such as noisy activities and night work) at least seven days prior to those work commencing</li> <li>ii. Notification (including targeted letterbox drops and email) of work that may affect transport (such as road closures, changes to pedestrian routes and changes to bus stops)</li> <li>iii. Traffic alerts (via email) to all key traffic and transport stakeholders advising of any changes to access and local traffic arrangements (at least seven days prior to significant events)</li> <li>iv. Print and radio advertisements regarding major traffic changes</li> <li>v. 24-hour toll free community project information phone line</li> <li>vi. Complaints management process</li> <li>vii. Community information sessions, as required</li> <li>viii. Regular updates to the Sydney Metro website (sydneymetro.info), including uploading of all relevant documents, and contact details for the stakeholder and community relations team</li> <li>ix. Provision of information to the Sydney Metro Community Information Centre including community newsletters, information brochures and fact sheets and interactive web based activities</li> <li>x. Clear signage at the construction sites</li> <li>xi Regular newspaper advertisements in local and metropolitan papers</li> <li>xii. Regular inter-agency group meetings</li> <li>xiii. Community, business and stakeholder satisfaction surveys and feedback forms</li> <li>xiv. Translator and interpreter services</li> <li>xv. The Principal Contractor's stakeholder and community relations team will liaise with the Sydney Metro Project Communications team as the point of contact for the community.</li> </ul>	<p>Section 7.2</p> <p>Section 7.3</p> <p>Section 8 Section 7.5 Section 7.4</p> <p>Section 3.2.3</p> <p>Section 7.5 Section 7.2 Section 3.2.3 Section 7.6 Section 7.8 Section 7.2 Section 7.3 Section 3.2.3</p>
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Construction Environment Management Framework stakeholder and community involvement		
4.3 (a)	<p>Complaint Handling</p> <p>Community liaison and complaints handling will be undertaken in accordance with the Construction Complaints Management System and will include:</p> <ul style="list-style-type: none"> <li>i. Principal Contractors will deal with complaints in a responsive manner so that stakeholders' concerns are managed effectively and promptly</li> <li>ii. A verbal response will be provided to the complainant as soon as possible and within a maximum of two hours from the time of the complaint (unless the complainant requests otherwise). A detailed written response will then be provided, if required, to the complainant within one week.</li> </ul>	Section 8
4.4 (a)	<p>Urban Design of Temporary Work</p> <p>Principal Contractors will ensure as a minimum:</p> <p>Temporary construction work 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 work in high visibility locations</p> <p>Project information to raise awareness on benefits, explain the proposed work 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 5.5.6
4.4 (b)	The design of all temporary work will require Sydney Metro approval in relation to urban design and visual impacts.	Section 7.6
4.4 (c)	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	Section 7.6
4.4 (d)	The principles of Crime Prevention Through Environmental Design will be applied to all work, including temporary work, that have a public interface	Section 4.1
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 7.2 and 7.5

## Construction Environment Management Framework stakeholder and community involvement

4.5 (b)	<p>Construction work 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 work</li><li>ii. Ensure businesses are kept informed of the project and consulted in advance of major work 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</li><li>iv. Ensure that business stakeholder enquiries and complaints regarding the project are managed and resolved effectively.</li></ul>	Section 5.3 and Appendix A: Business Management Strategy
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## 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</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</li> <li>ix. Procedure for community consultation and liaison.</li> </ul>	Appendix A: Business Management Strategy
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## APPENDIX C Complaints and enquiries management procedure

Figure 5: CCS SMTF complaints and enquiries management procedure

