



Community Communications Strategy

Sydney Metro - Western Sydney Airport Surface and Civil Alignment Works Package Southern Project Region – Sub-Plan

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| Version: | 04 |
| Review date: | 28/03/2024 |
| Document Number | SMWSASCA-CPU-1NL-NL000-CY-PLN-000003 |

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Table 1: Definitions

| Term | Description |
|-----------------|---|
| CCS | Community Communications Strategy |
| CEMP | Construction Environmental Management Plan |
| CHMP | Construction Heritage Management Plan |
| CICG | Communications Interface Coordination Group |
| CIP | Cumulative Impacts Plan |
| CNVMP | Construction Noise and Vibration Management Plan |
| CoA | Condition of Approval |
| CPBUI JV | CPB Contractors United Infrastructure Joint Venture |
| CPM | Community Place Manager |
| CSSI | Critical State Significant Infrastructure |
| CTMP | Construction Traffic Management Plan |
| DPHI | Department of Planning, Housing and Infrastructure |
| EPA | NSW Environment Protection Authority |
| EPL | Environmental Protection License |
| LGA | Local Government Area |
| OCCS | Overarching Community Communications Strategy |
| OOH | Out-of-hours |
| Project | Sydney Metro – Western Sydney Airport |
| REF | Review of Environmental Factors |
| RFT | Request for Tender |
| RID | Rail Integration Deed |
| SBT | Station Boxes and Tunnelling works |
| SCAW | Surface and Civil Alignment Works |
| SCEM | Stakeholder and Community Engagement Manager |
| SLT | Senior Leadership Team |
| STEM | Science, Technology, Engineering and Mathematics |
| SSTOM | Stations, Systems, Trains, Operations and Maintenance works |
| TCG | Traffic Coordination Group |
| TfNSW | Transport for New South Wales |
| TTLG | Traffic and Transport Liaison Group |
| WCAG | Web Content Accessibility Guidelines |
| WPCA | Western Parkland City Authority |
| WSI | Western Sydney International |

Strategy overview

1.1 Purpose

This Community Communications Sub-Plan (Southern Project Region) describes CPB Contractors United Infrastructure Joint Venture's (CPBUI JV's) communication and engagement approach for the Sydney Metro – Western Sydney Airport Surface and Civil Alignment Works (SCAW) for the southern project region.

As a sub-plan to the CPBUI JV Community Communications Strategy (CCS), it is designed to minimise the impacts of construction, engage the community, and provide a high level of satisfaction in meeting the northern project region community's expectations. It identifies location-specific stakeholders, how these stakeholders will be informed about and involved in construction activities, key environmental concerns and mitigation measures, and ways to provide or discuss feedback. This sub-plan adheres to the Overarching Community Communication Strategy (OCCS) and the Construction Complaints Management System (CCMS) policies and procedures.

1.2 Objectives

The objective of this sub-plan is to outline how CPBUI JV will meet its community communication objectives for the southern project region, which includes:

- Identifying community members and stakeholders along with their concerns and interests
- Building strong relationships with the local community, establishing effective two-way communication with community members and stakeholders, and encouraging their interest in the SCAW project work
- Maximising the community's understanding of the nature and timing of construction activities and the mitigation methods used to reduce these impacts
- Collaborating with construction planning to identify and manage potential issues and reduce the impact on the community, and to respond to community feedback
- Collaborating on communication to minimise cumulative impacts as a result of increased activities in the area. Stakeholders undertaking other work include Station Boxes and Tunnelling contractor for Sydney Metro - Western Sydney Airport, Liverpool City Council, Penrith City Council, Transport for NSW, local businesses, interface contractors and other stakeholders who are working in the area.

Figure 1: Southern Project Region Map - alignment south of the Warragamba Pipelines



This area is south of the Warragamba Pipelines. The main target area is shown in the blue box and includes residents and businesses in the Luddenham area, plus the Twin Creeks Golf and Country Club housing estate, as well as Badgerys Creek to the Western Sydney Airport site.

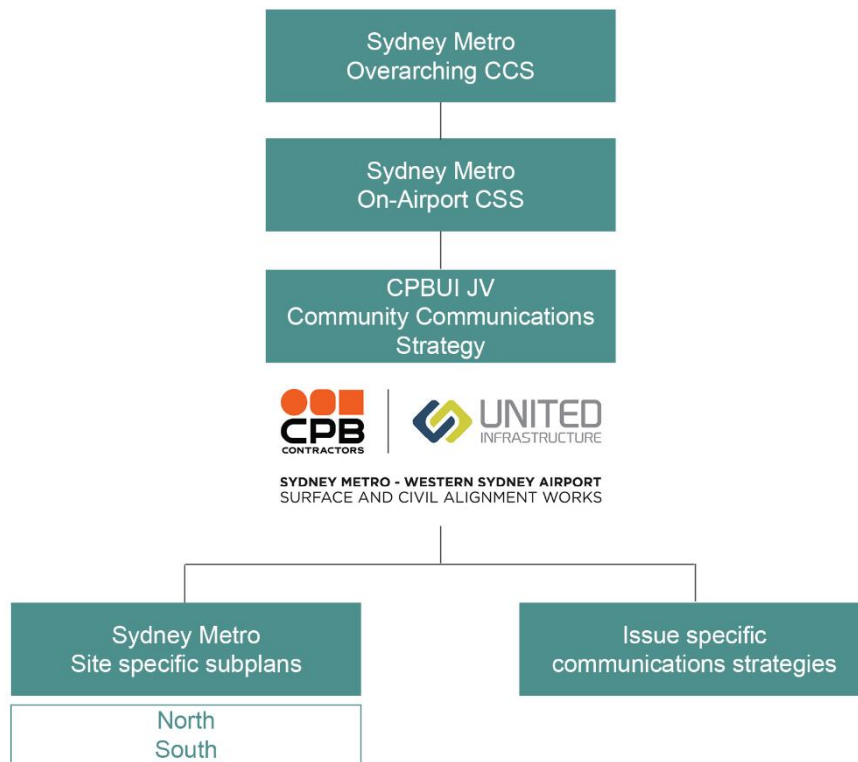
Areas north of the pipelines are in Orchard Hills and are subject to the Northern Project Region sub-plan.

Contact is not limited to the immediate area and CPBUI JV aims to reach as many stakeholders as possible. 1.3 Interface with other plans

1.3 Interface with other plans

This is a sub-plan to the CPBUI JV Community Communications Strategy. It is part of a package of plans that together outline how stakeholder and community engagement on the SCAW project will be managed to ensure an integrated approach to meeting contract requirements.

Figure 2: How this sub-plan fits into the wider Communications Plans for SM-WSA, SCAW



1.4 Plan authorisation and distribution

The Stakeholder and Community Engagement Manager (SCEM) is responsible for the distribution of this sub-plan. It will be introduced in site inductions to all staff and subcontractors working in the southern project region, all personnel will perform their duties in line with its requirements. A controlled copy of this sub-plan will be available to the public on the CPBUI JV website.

1.5 Further development

This sub-plan will be reviewed at a minimum of every six months to ensure that it remains relevant for the delivery of the SCAW project, and how it is tailored towards the southern project region’s community and stakeholders. It may also be updated to reflect changes to legislation, Sydney Metro’s directions, or the CPBUI JV’s operating procedures.

Surface and Civil Alignment Works – Southern Project Region Sub-Plan

2.1 Luddenham and Badgerys Creek locality

The SCAW Project will generally be undertaken within rural and semi-rural environments with some work on Western Sydney Airport Land. For the purpose of this sub-plan, the project has defined the southern region as being from the intersection of the project alignment and the Warragamba Pipelines south, to the end of the project boundary on Western Sydney International Airport land. Though there are minimal stakeholders within a kilometre of the project boundaries, due to the greenfields nature of the project alignment, it will be essential to be proactive with wider community engagement to minimise and manage potential complaints regarding traffic, noise, dust, and graffiti.

The southern project region focuses on the suburbs of Badgerys Creek and Luddenham containing areas for earthworks, the M12 bridge, site compounds, and the viaduct construction.

An analysis of the Badgerys Creek suburb utilising Census data from 2016 showed the following details relevant to this sub-plan:

- Population of 225
- 3 Indigenous people
- 35% born outside of Australia, similar to the State and National averages
- 10% of the population born in China
- 37% of dwellings have a non-English language spoken, much greater than the State and National average of 22%
- 5% of the dwellings have no internet access

An analysis of the Luddenham suburb utilising Census data from 2016 showed the following details relevant to this sub-plan:

- Population of 1828
- 32 Indigenous people
- 21% born outside of Australia, significantly less than the State and National averages of 35%
- 2% of the population born in Italy, with 1% born in England and Malta respectively
- 26% of dwellings have a non-English language spoken, similar to the State average
- 10% of the dwellings have no internet access

There are no obvious small businesses in this area. Most are medium to large landholders, including property developers who have made speculative purchases. Any business activities are mostly agricultural in nature. There is one large business – Luddenham Raceway – which is south of the M12 Motorway alignment and on Luddenham Road. SCAW will need to be mindful of traffic on Luddenham Road to ensure construction activities do not impede access or departure from that property.

There are no schools or religious institutions in the immediate vicinity of the SCAW alignment.

The southern streets of the Twin Creeks estate are within 750 metres of the rail alignment. This area currently experiences a low background noise level due to the semi-rural quality of the area. As such, this community may experience temporary high noise levels during

construction. However, as the majority of construction hours are 7am to 6pm Monday to Friday (and 8am to 1pm Saturday), it's possible that most residents will be at work and not be impacted by the construction works. This will be confirmed with doorknocking activity.

The Twin Creeks and broader community will be updated on SCAW project work. SCAW will ensure the community is updated via communications activities including letterbox drops, door knocking, email updates, and will be invited to attend Virtual Room displays.

During the SCAW construction, there may also be increases to traffic noise near Luddenham Road, Luddenham. Generally, the SCAW Project will be undertaken within rural and semi-rural environments.

CPBUI JV will work with the community with empathy and provide direct and carefully crafted communication. The issues faced by the local residents will be addressed in a sensitive and timely manner, in accordance with the IAP2 principles.

2.2 Work phases, activities, and indicative timing

SCAW construction for the Southern Region is above ground at the Warragamba Pipelines viaduct through to approximately 200 metres south of Elizabeth Drive, Badgerys Creek. Construction vehicle access will be off Elizabeth Drive and Luddenham Road. The Project's site compound will be located at Elizabeth Drive, Badgerys Creek.

The standard construction hours for the Sydney Metro - Western Sydney Airport project are Monday to Friday 7am to 6pm and Saturday 8am to 1pm.

Work activities that may be carried out outside the standard construction hours include utility works, general earthworks, construction during road possessions, spoil haulage, segment deliveries and crane lifts. Stakeholders will be notified should any of these or other construction works are undertaken outside the standard work hours.

Table 2 below details the main project activities for SCAW and indicative timings. These are subject to change.

Table 2: Main project activities and indicative timing for the southern project region.

| Project Phase | Main Activities | Indicative timing |
|---------------------------|---|--------------------|
| Detailed design | <ul style="list-style-type: none"> • Site compound layout • Geotechnical and site investigations • Utility investigations • Environmental investigations | Q2 2022 to Q4 2022 |
| Site Establishment | <ul style="list-style-type: none"> • Installation of environmental controls and site fencing • Installation of noise blankets where appropriate and in consultation with the Environment Manager • Utility service protection • Establishment of site compound and site access road • Manage haulage roads | Q4 2022 to Q1 2023 |
| Earthworks | <ul style="list-style-type: none"> • 6.9 kilometres total, 3.8 kilometres for the southern region of the project • Planted out with native grass to prevent erosion • Vegetation clearing • Installation of environmental controls | Q1 2023 to Q1 2024 |

| | | |
|--------------------------------|--|--------------------|
| | <ul style="list-style-type: none"> • Stripping, stockpiling and safe management of topsoil • Embankment and cutting construction, including the improvement layers/treatments, structural fill zones and capping layers • Import and reuse of safe fill material • Placing, compacting and finishing of rail alignment sub-base and base layers • Dewatering and backfilling farm dams that are located within the alignment only • Preparation of areas to build the bridges and viaducts | |
| Viaduct Construction | <ul style="list-style-type: none"> • A 2.4-kilometre viaduct at Luddenham to cross above the Warragamba Pipelines, across Luddenham Road and Cosgroves Creek and include the site of the new Luddenham Metro Station • Special construction methods will safeguard the Warragamba Pipelines | Q1 2023 to Q4 2024 |
| M12 Bridge Construction | <ul style="list-style-type: none"> • Constructing two bridges totalling 205 metres • Bridge piling construction into rock underbed • Earthworks to prevent erosion around the bridge • M12 road construction | Q4 2022 to Q2 2024 |

The CPBUI JV Approach

3.1 Stakeholder and Community Engagement Policy

CPBUI JV understands the disruptive nature that construction can bring to communities. Our Stakeholder and Community Engagement Policy ensures that all the Project's Conditions of Approval requirements are met and that we deliver what we commit to stakeholders. The CCS outlines how CPBUI JV will meet its obligations concerning the Project's Conditions of Approval and in accordance with Sydney Metro's requirements and standards.

CPBUI JV is committed to stakeholder and community engagement best practice using IAP2 principles to benchmark against the project's values.

3.2 Building relationships through transparency and tailored, open communications

CPBUI JV recognises that construction of the SCAW project is potentially disruptive and that the community and stakeholders may have questions or concerns about work near them or the project. The CPBUI JV Stakeholder and Community Engagement team will engage early with community members and stakeholders to build strong relationships based on open communication, integrity, and a genuine commitment to keep them informed and minimise negative impacts on our neighbours. Utilising the tools described in Section 6, CPBUI JV will have a dedicated Place Manager who will build on the extensive consultation already undertaken by Sydney Metro's Place Managers to continue to collaborate with Sydney Metro and develop relationships with the various stakeholders in the area.

3.3 Working with vulnerable and marginalised groups

Sydney Metro recognises that a range of community members may be vulnerable and marginalised groups in relation to disabilities and health, age, employment, and housing status, among other issues.

The following processes, communication tools and approaches would be used to improve accessibility and outreach with vulnerable and marginalised groups:

Engage with relevant support organisations to keep vulnerable and marginalised groups informed of work occurring.

Engage with communities through a range of plain English in person and digital communication methods to ensure inclusivity and accessibility.

Staff responsible for engaging people with vulnerable and marginalised people or groups ensure inclusive and accessible community engagement, tailoring communication as required.

3.4 Working with people living with a disability

Sydney Metro will adopt the following approaches when engaging with people living with a disability.

Recognise the important role that carers play in the lives of people living with a disability and providing the opportunity to involve a support person in conversations with the project, if necessary.

Community members can also request communication adjustments such as audio, large text or translations to assist in meeting their needs.

Working with stakeholders to make other reasonable adjustments as needed.

3.5 Integrated approach to minimising impact to stakeholders

The key to CPBUI JV's success is the approach to having an integrated site team of safety, construction, community, approvals, environment, sustainability, traffic, and other specialists, to plan construction activities and avoid and minimise impacts, including:

- Planning the layout of each site compound and the truck haulage access to minimise noise and local traffic impacts
- Detailed planning truck and haulage routes and developing a comprehensive Construction Traffic Management Plan (CTMP) as required section 2.11 of the project's General Specifications
- Implementing measures to ensure vulnerable road users are protected particularly near the site entrances
- Modelling of all construction activities by noise specialists to recommend the optimum measures for noise mitigation such as selection of plant, size, and location of noise blankets. See the [Noise and Vibration Management Plan](#), for noise mitigation methods.

3.6 Leaving a legacy

CPBUI JV will collaborate with Sydney Metro to further identify community benefit initiatives in the southern project region that will assist in proactive and positive engagement with the community while construction is occurring, and beyond, to leave a lasting positive legacy.

The project is required to achieve at least ten community-based initiatives that will leave a positive legacy for the community. The CPBUI JV Community and Sustainability teams will collaborate with Sydney Metro to achieve these outcomes as per the Community Benefits Implementation Plan.

3.7 Relevant Plans and Policies

All Sydney Metro communication materials will adhere to Web Content Accessibility Guidelines (WCAG 2.0).

Sydney Metro adheres to the principals and objectives outlined in the following plans and policies:

- Department of Communities & Justice [Protocol for Homelessness](#) within all community communication strategies.
- The [NSW Government Disability Inclusion Action Plan 2020-2025](#)

The [Transport for NSW Stretch Reconciliation Action Plan \(RAP\)](#) and the [Aboriginal Participation Strategy](#)

The Department of Planning and Environment [Social Impact Assessment Guideline](#)

- The [Transport for NSW Multicultural Plan 2021-2023](#)

Stakeholders

The Environmental Impact Statement (EIS) submissions reflected that the community generally recognises the benefits of increased access to public transport and connectivity provided by Sydney Metro – Western Sydney Airport. However, there are concerns about construction and how it will be managed to minimise impacts on nearby residents, businesses, community organisations and facilities.

A key expectation is that the community will be provided with ongoing opportunities to be engaged to assist them in understanding:

- The nature, timing and impact of the project's activities
- How the impacts of noise and additional vehicle traffic during construction will be addressed
- Heritage concerns especially for any unexpected finds
- Sustainability measures.

4.1 Adjacent community

SCAW has identified approximately 1400 stakeholders in the southern region – this is the number on the email distribution list. These are a mix of residents and some local businesses (see 4.3 Local Businesses). This number will likely increase as more doorknocking is undertaken or as more people move to the area.

Residents within a are located along Luddenham Road, Elizabeth Drive and in the Twin Creeks Golf and Country Club. SCAW representatives will door knock these residents from time-to-time to engage and provide information where appropriate. Most of these residents are located between 500m to 1km away from the works however they can still be affected by issues such as noise and truck movements, so it is important that they be engaged early on in the project and their needs and interests listened to when planning the works.

4.2 Community Interest Groups

Where appropriate and in consultation with Sydney Metro, CPBUI JV will engage with special interest groups should the need arise. We are aware of groups that have been formed in response to the Western Sydney Airport.

Engagement may consist of informally meeting with group chairpersons or presenting at a meeting. Groups will also be included on the SM-WSA, SCAW mailing lists should they give consent.

4.3 Local businesses

CPBUI JV has identified local businesses which adjoin or are close to the project alignment. These businesses will be contacted and their particular needs addressed on a case-by-case basis.

For example, there are two large property developer businesses as well as the University of Sydney that hold large parcels of land. CPBUI JV construction team will work closely with them to accommodate their specific requirements including property access.

Table 3: Key Southern Project Region stakeholder issues, interests, and mitigation

| Category | Issues | Indicative environmental mitigation | Communication and consultation mitigation | Stakeholder interests |
|---------------|--|--|---|---|
| Safety | <ul style="list-style-type: none"> Safety of road users and pedestrians particularly near site entrance and exit points | <ul style="list-style-type: none"> Implementing vehicle management plans, traffic controllers, signage, and notifications | <ul style="list-style-type: none"> Requiring all workers and subcontractors to undergo an induction Providing signage and notifications | <p>Residential:</p> <ul style="list-style-type: none"> There is no expectation of safety concerns. CPBUI JV will utilise careful mitigation to avoid safety concerns for road users, public transport users, and pedestrians. <p>Commercial:</p> <ul style="list-style-type: none"> There is no expectation of safety concerns. CPBUI JV will utilise careful mitigation to avoid safety concerns for road users, public transport users, and pedestrians. |
| Access | <ul style="list-style-type: none"> Maintaining access to buildings, public facilities, and public transport | <ul style="list-style-type: none"> Providing traffic control and assistance when required | <ul style="list-style-type: none"> Signage and notifications Carrying out local access plan consultations to ensure access issues are included in construction staging and planning | <p>Residential:</p> <ul style="list-style-type: none"> There is no expectation that access will be impacted. CPBUI JV will ensure that access will be maintained unless by agreement with the resident. The community will be appropriately notified of any changes to access. <p>Commercial:</p> <ul style="list-style-type: none"> There is no expectation that access will be impacted. CPBUI JV will ensure that access will be maintained unless by agreement with the resident. Businesses will be appropriately notified of any changes to access. |

| Category | Issues | Indicative environmental mitigation | Communication and consultation mitigation | Stakeholder interests |
|--|---|---|---|---|
| Traffic and parking | <ul style="list-style-type: none"> • Diversion of traffic around construction sites • Increased construction traffic including deliveries using local streets | <ul style="list-style-type: none"> • Implementing the relevant site specific CTMP • All staff to park at the Elizabeth Drive, Badgerys Creek site compound | <ul style="list-style-type: none"> • Communicating changes to transport operators • Providing timely notifications to the local community | <p>Residential:</p> <ul style="list-style-type: none"> • There is no expectation that access will be impacted. CPBUI JV will ensure that access will be maintained unless by agreement with the resident. The community will be appropriately notified of any changes to access. <p>Commercial:</p> <ul style="list-style-type: none"> • There is no expectation that access will be impacted. CPBUI JV will ensure that access will be maintained unless by agreement with the resident. Businesses will be appropriately notified of any changes to access. |
| Natural disaster e.g. bushfire or flood | <ul style="list-style-type: none"> • Safety risk to the project and nearby stakeholders | <ul style="list-style-type: none"> • Environment team to collaborate with the construction team when the project is at a weather risk due to either extreme rainfall or temperatures | <ul style="list-style-type: none"> • Crisis Communications Management Plan to address the project response in the event of a crisis such as a bushfire or flood | <p>Residential:</p> <ul style="list-style-type: none"> • Assist public service agencies informing all nearby residents if a natural disaster is occurring that could impact them. <p>Commercial:</p> <ul style="list-style-type: none"> • Assist public service agencies informing all nearby businesses if a natural disaster is occurring that could impact them. |
| Livestock | <ul style="list-style-type: none"> • Safety risk for onsite project team • Construction disturbing and scaring livestock | <ul style="list-style-type: none"> • On the ground and phone call communication with residents • Close gates as soon as all plant | <ul style="list-style-type: none"> • Engagement with property owners to assist the project team to work around nearby livestock • Transparency on when the project team will work near a resident's livestock | <p>Residential:</p> <ul style="list-style-type: none"> • There is no residential impact. <p>Commercial:</p> <ul style="list-style-type: none"> • All businesses running cattle or horses will be appropriately communicated with. |

| Category | Issues | Indicative environmental mitigation | Communication and consultation mitigation | Stakeholder interests |
|---------------------------|---|---|--|--|
| | <ul style="list-style-type: none"> Cattle and horse crossing | <ul style="list-style-type: none"> and staff are inside project boundary Crossing provided by the project if given 48 hours' notice | | |
| Security and crime | <ul style="list-style-type: none"> Graffiti on site shadecloth, fences, and viaducts Concern over increase in crime during construction | <ul style="list-style-type: none"> Application of crime prevention through environmental design principles to site shadecloth design Onsite security | <ul style="list-style-type: none"> Community notification concerning graffiti removal | <p>Residential:</p> <ul style="list-style-type: none"> Impact of graffiti or increased crime is minimal to none, due to the distance to other properties and streets. <p>Commercial:</p> <ul style="list-style-type: none"> Impact of graffiti or increased crime is minimal to none, due to the distance to other properties and streets. |
| Visual impacts | <ul style="list-style-type: none"> Plant and equipment visible through shadecloth Temporary overshadowing | <ul style="list-style-type: none"> Developing a specification for the design and colour of enclosures and shadecloth, where possible and in consultation with Sydney Metro to ensure branding guidelines are met | <ul style="list-style-type: none"> Community notification on visual mitigation | <p>Residential:</p> <ul style="list-style-type: none"> Plant equipment may be visible to the community during construction such as cranes however this is unavoidable and will last for a short period of time. CPBUI JV will improve visual impacts through design elements on enclosures and shadecloth in consultation with impacted residents where relevant. <p>Commercial:</p> <ul style="list-style-type: none"> Plant equipment may be visible to the business community at times though the number of properties is small. CPBUI JV will improve visual impacts through design elements on enclosures and shadecloth in |

| Category | Issues | Indicative environmental mitigation | Communication and consultation mitigation | Stakeholder interests |
|-----------------------------|--|---|--|--|
| | | | | consultation with impacted businesses where relevant. |
| Air borne noise | <ul style="list-style-type: none"> Use of equipment such as piling rigs, excavators, hammers, and vacuum trucks Traffic noise including deliveries and spoil haulage No spoil off site | <ul style="list-style-type: none"> Mitigation measures Undertaking construction noise monitoring to verify impacts | <ul style="list-style-type: none"> Providing ongoing notification of work, including explanation of on-site mitigation measures being displayed | <p>Residential:</p> <ul style="list-style-type: none"> There is an expectation of minimal noise and vibration impact. <p>Commercial:</p> <ul style="list-style-type: none"> There is an expectation of minimal noise and vibration impact. |
| Dust and air quality | <ul style="list-style-type: none"> Dust potentially generated by construction | <ul style="list-style-type: none"> Air Quality and Dust Management Procedure Dust monitoring and modification of activities if required | <ul style="list-style-type: none"> Providing notifications explaining mitigation measures including acoustic facilities | <p>Residential:</p> <ul style="list-style-type: none"> Minimal dust or impact to air quality, in line with EPA requirements. <p>Commercial:</p> <ul style="list-style-type: none"> Minimal dust or impact to air quality, in line with EPA requirements. |
| Business impacts | <ul style="list-style-type: none"> Potential impacts to businesses adjacent to the site, including noise, dust, vibration, access, deliveries, waste management and traffic volumes | <ul style="list-style-type: none"> Encouraging support of local businesses in the area Signage around construction sites to provide visibility for businesses | <ul style="list-style-type: none"> Consulting and surveying affected businesses as required to outline mitigation measures and develop tailored solutions | <p>Commercial:</p> <ul style="list-style-type: none"> General construction impacts expected including noise, traffic interruptions, construction traffic and impacts to parking, garbage collection and pedestrian access. |

| Category | Issues | Indicative environmental mitigation | Communication and consultation mitigation | Stakeholder interests |
|---------------------------|---|---|--|--|
| Service disruption | <ul style="list-style-type: none"> • Disruption (planned or unplanned) to utilities and services | <ul style="list-style-type: none"> • Construction planning to minimise the extent of disruption | <ul style="list-style-type: none"> • Providing notifications, including emergency work notifications if required | <p>Residential:</p> <ul style="list-style-type: none"> • No expected disruptions to service. <p>Commercial:</p> <ul style="list-style-type: none"> • No expected disruptions to service. |
| Cumulative impacts | <ul style="list-style-type: none"> • Concern over the extent and duration of work associated with entire project • Concern over impacts of any surrounding construction activities • Confusion over which project is impacting the community | <ul style="list-style-type: none"> • Details of mitigation measures identified in the Construction Environmental Management Plan and Sub-Plans | <ul style="list-style-type: none"> • Engaging with interface contractors and Sydney Metro through regular communication and meetings, including Communications Interface Coordination Group (CICG) meetings and Traffic and Transport Liaison Group (TTLG) • Increased community engagement to provide transparency regarding SCAW construction activities | <p>Residential:</p> <ul style="list-style-type: none"> • Cumulative impact of SCAW, SBT, WSA, M12, and other project work to be managed by project collaboration and regular meetings. <p>Commercial:</p> <ul style="list-style-type: none"> • Cumulative impact of SCAW, SBT, WSA, M12, and other project work to be managed by project collaboration and regular meetings. |

Stakeholder and Community Engagement team

CPBUI JV Stakeholder and Community Engagement team structure is provided in section 2.1 of the CCS. The key roles for the southern project region are set out below in Table 4.

Table 4. Key project roles

| Role | Responsibilities |
|---|--|
| Stakeholder and Community Engagement Manager | <ul style="list-style-type: none"> • Provide leadership and support to the Place Manager, particularly in the delivery of this sub-plan, developing community relations projects, overseeing complaints and issues management, and managing stakeholder and community relationships. |
| Community Place Manager | <ul style="list-style-type: none"> • Accountable for community and stakeholder relationships, advice and engagement associated with the northern project region • Work with the other members of the project management team to identify upcoming issues and ensure timely, two-way communication, particularly with those directly affected by construction activities • Maintain records of stakeholder contacts and reports in Sydney Metro's Consultation Manager database, ensuring compliant complaints management in line with the Environment Protection License (EPL) and the project's Conditions of Approval • Prepare notifications and construction updates • Undertake face-to-face engagement with community members, businesses, and stakeholders • Arrange site-based information sessions, site visits and local inductions on community and stakeholder issues • Support open day planning • Fortnightly community engagement meetings with Sydney Metro • Provide a minimum 6 weeks look-ahead to Sydney Metro on a weekly basis • Update Sydney Metro with all communications and community engagement activities • Collaborate closely with the environment team in implementing worker inductions and managing engagement on environmental issues. |
| Other community team members | <ul style="list-style-type: none"> • The Public Affairs and Events Manager and Communications Coordinator will provide support to the southern project region construction team. |
| CPBUI JV project team specialists | <ul style="list-style-type: none"> • Members of the CPBUI JV environment, safety, and traffic management teams will provide specialist support to the stakeholder and community engagement team. |

Systems and tools

CPBUI JV will use the communication tools and consultation forums detailed below to inform and engage with community members and stakeholders.

6.1 Contact information, enquiry, and complaint process

CPBUI JV will provide contact information to the public including the project's 24 hours community information line 1800 717 703; email address sydneymetrowsa@transport.nsw.gov.au; Sydney Metro Connect app, and Sydney Metro website, sydneymetro.info. Additionally, the Sydney Metro address will be provided as: Sydney Metro – Western Sydney Airport, PO BOX K659, Haymarket NSW 1240. Contact information will be displayed on-site signage and details provided on all written and electronic communication.

Stakeholder detail drives will be conducted to encourage stakeholders to sign up to receive regular electronic updates, though the CPBUI JV adapt in using a person-centred approach to tailor the communications approach around the concerns and needs of the stakeholder. CPBUI JV will provide information about the Sydney Metro Connect app and encourage stakeholder sign-up to enable immediate access to push notifications and progress updates. The CPBUI JV Stakeholder and Community Engagement team will be available to receive enquiries and complaints 24/7. The project's enquiry and complaints process, including reporting protocols and escalation to resolve disputes, is detailed in section 11 of the CCS.

6.2 Regular information and notifications

CPBUI JV will provide regular information and notifications to keep the southern project region community and stakeholders informed about the project, including:

- Quarterly construction update newsletters letterbox-dropped to all properties within 500m of the southern project region
- Community notifications will be distributed on a monthly basis detailing the work for the upcoming month
- Significant new construction activities will incur an additional notification to highlight work
- Emergency work notifications will be distributed to nearby properties within two hours of the work commencing
- Traffic-related signage will be installed and/or displayed seven days in advance to advise stakeholders of road detours
- Local advertising prior to any information sessions or traffic changes
- Use the Sydney Metro Connect app to provide notifications to registered stakeholders
- Fact sheets to explain activities that may gain interest and intrigue whilst providing environmental mitigation measures
- Regular animation and video storytelling updates.

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

- Working hours
- Noise, dust, or vibration impacts,
- Personal concerns for stakeholders such as distance to the work

- Proposed work outside of the project's approval conditions.
- Notification to stakeholder is a consultation.

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

- Place Urban Design and Corridor Landscape Plan (PUDCLP)
- Extended out-of-hours work
- Out-of-hours work requiring community consultation.

6.3 Consultation forums

CPBUI JV will utilise a range of forums to engage with the southern project region community and stakeholders including:

- Meetings (virtual and/or in person) with groups and individuals, including the local school community and business representatives, to discuss project work and tailor mitigation measures
- Door knocking activities to discuss project activities, potential impacts, and proposed mitigation measures with residents, businesses, and other stakeholders as necessary and permitted under Government health orders
- Briefings and ongoing consultation with businesses
- Regular interface meetings with Liverpool and Penrith City Councils in conjunction with Sydney Metro to provide progress updates and collaborate on their information distribution network to provide project information more widely in the community.

6.4 Site visits, displays, and open days

CPBUI JV will involve the southern project region community and stakeholders in the SCAW works and the broader project by providing:

- Site visits and open days every six months
- Virtual information sessions showing construction progress
- Information displays at local events in conjunction with Sydney Metro
- Media events to celebrate key milestones and potential opportunities for the local community to view these events either on-site or via an online platform
- Viewing platforms for stakeholders to observe the project
- The Milestone Implementation Plan has been included in the Community Communications Strategy at Appendix D
- QR codes providing a direct link to progress videos.