

Community Communications Sub-Plan (Airport Business Park and Airport Terminal)

Sydney Metro – Western Sydney Airport, Station Boxes and Tunnelling Works

Project number	WSA-200-SBT
Document number	SMWSASBT-CPG-1NL-NL000-CG-PLN-000002
Revision date	7 July 2023
Revision	02

Document approval

Rev	Date	Prepared by	Reviewed by	Remarks	Approved by
0	09/06/22	[REDACTED]	[REDACTED]		[REDACTED]
01	24/10/22	[REDACTED]	[REDACTED]	Six-month review	[REDACTED]
02	7/7/2023	[REDACTED]	[REDACTED]	Six-month review	[REDACTED]
Signature:		[REDACTED]	[REDACTED]		[REDACTED]

Details of Revision Amendments

Document Control

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

Amendments

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

Revision Details

Revision	Details
A	Issue for client review
B	Client's comments addressed
C	Final Client's comments addressed
0	Final Client's comments addressed
01	Issued following six-month review
02	Client's comments addressed and issued following six-month review

Alignment with Sydney Metro's values

Value	Approach
 <p>SAFETY & WELLBEING</p>	<ul style="list-style-type: none"> Implementing measures to ensure vulnerable road users, including pedestrians, school children and cyclists are protected, particularly near the airport sites' entrances Installing a range of environmental management controls at the airport sites to minimise impacts on the surrounding community Promoting the safety and wellbeing of the community by addressing concerns about potential impacts from construction activities, especially in relation to tunnelling underneath their homes Implementing protocols to ensure the safety of visitors, photographers/videographers and members of the media during site visits Coordinating with WSA Co on their safety value, to ensure a consistency in approach.
 <p>COLLABORATION</p>	<ul style="list-style-type: none"> Collaborating with Sydney Metro to develop effective communication tools to proactively tailor information and solutions to specifically manage the airport sites community issues during construction Working closely with Sydney Metro, WSA Co, TfNSW (M12), Liverpool City Council, Liverpool Chamber of Commerce & Industry, government agencies, transport operators, event organisers, other nearby projects and interface contractors to minimise cumulative impacts on the community CPBG will also collaborate with WPCA as required, though Sydney Metro will lead this collaboration.
 <p>INTEGRITY</p>	<ul style="list-style-type: none"> Being honest and transparent about the extent of potential impacts associated with our activities, as well as the efforts we will take to minimise impacts Emphasising CPBG's commitment to do what we say we are going to do, when we say we are going to do it Forging lasting community and stakeholder relationships based on shared desired outcomes of trust and flexible solutions
 <p>INNOVATION</p>	<ul style="list-style-type: none"> Developing and implementing new concepts for communication to deliver tailored and targeted messages to our airport sites audiences Delivering information flexibly through the new Sydney Metro app via a scan of a QR code provided on all public communication material. This will give the user immediate access to the latest project updates and any urgent information Adapting virtual information session technology used by previous projects and using this to assist people who are no longer able or prepared to meet in person Using a TBM tracker to show progress of the TBMs using real-time location data provided by the project team.
 <p>EXCELLENCE</p>	<ul style="list-style-type: none"> Updating the skills mix requirements for stakeholder and community engagement team members to better reflect engagement requirements and out-of-hours stakeholder and community management requirements Leaving a positive legacy beyond construction by investing in the local airport sites community through fundraising and community-focused initiatives.
 <p>ACHIEVEMENT</p>	<ul style="list-style-type: none"> Through the application of this Sub-Plan and the Overarching Community Communications Strategy, satisfying the expectations of stakeholders, keeping them informed and taking them on the journey of Sydney Metro to increase appreciation and knowledge of construction and engineering progress and thereby recruit engineers of the future.

Definitions

Term	Description
CCS	Community Communications Strategy
CEMP	Construction Environmental Management Plan
CHMP	Construction Heritage Management Plan
CICG	Communication Interface Coordination Group
CIP	Cumulative Impacts Plan
CM	Communications Manager
CNVMP	Construction Noise and Vibration Management Plan
CoA	Condition of Approval
CPBG	CPB Contractors Ghella Joint Venture
CSSI	Critical State Significant Infrastructure
CTMP	Construction Traffic Management Plan
DPE	Department of Planning and Environment
EPA	NSW Environment Protection Authority
EPL	Environment Protection Licence
IAP2	International Association for Public Participation
LGA	Local Government Area
OCCS	Overarching Community Communications Strategy
OOH	Out-of-hours
PCS	Property condition survey
PM	Place Manager
Project	Sydney Metro – Western Sydney Airport
REF	Review of Environmental Factors
RFT	Request for Tender
RID	Rail Integration Deed
SBT works	Station Boxes and Tunnelling works
SCAW	Surface and Civil Alignment works
SLT	Senior Leadership Team
STEM	Science, Technology, English and Mathematics
TBM	Tunnel boring machine
TCG	Traffic Coordination Group
TfNSW	Transport for New South Wales

Term	Description
TTLG	Traffic and Transport Liaison Group
WCAG	Web Content Accessibility Guidelines
WSI	Western Sydney International
WPCA	Western Parkland City Authority
WSA Co	Western Sydney Airport Company (Entity constructing Western Sydney International (Nancy-Bird Walton) Airport)
WSI	Western Sydney International

Table of contents

1. Introduction.....	7
1.1. Purpose.....	7
1.2. Objectives.....	7
1.3. Interface with other plans.....	7
1.4. Plan authorisation and distribution.....	8
1.5. Further development.....	8
2. Airport Business Park and Airport Terminal Stations.....	9
2.1. The Airport Business Park and Airport Terminal locality.....	9
2.2. Airport Business Park and Airport Terminal Station’s work phases, activities and indicative timing.....	12
3. The CPBG approach.....	14
3.1. Stakeholder and Community Engagement Policy.....	14
3.2. Building Relationships through transparency and tailored, open communications.....	14
3.3. Integrated approach to avoiding and minimising impacts.....	14
3.4. Leaving a legacy.....	15
4. Stakeholders.....	16
5. Stakeholder and community engagement team.....	20
6. Systems and tools.....	21
6.1. Contact information, enquiry and complaint processes.....	21
6.2. Regular information and notifications.....	22
6.3. Consultation forums.....	22
6.4. Site visits, displays and open days.....	23

Table of tables

Table 1: Airport Business Park Station construction activities and indicative timing.....	12
Table 2: Airport Terminal Station construction activities and indicative timing.....	13
Table 3: Key Airport Business Park and Airport Terminal Stations stakeholder issues, interests and mitigation.....	17
Table 4: Key roles for Airport Business Park and Airport Terminal Station sites.....	19
Table 5: Enquiry/complaint types and response times.....	21

Table of figures

Figure 1: Interface with the CCS and other plans.....	8
Figure 2: Indicative site layout and land use for Airport Business Park Station SBT works.....	10
Figure 3: Indicative site layout and land use for Airport Terminal Station SBT works.....	12

1. Introduction

1.1. Purpose

This Community Communications sub-plan (Airport Business Park and Airport Terminal) describes CPB Contractors Ghella Joint Venture's (CPBG) communication and engagement approach for the Sydney Metro – Western Sydney Airport, Station Boxes and Tunnelling Works (SBT works) on the Western Sydney International (Nancy-Bird Walton) Airport site.

As a sub-plan to the 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 community's expectations at this major construction site. It identifies site-specific stakeholders, how these stakeholders will be informed about construction activities, key environmental issues and mitigation measures, and ways to provide or discuss feedback.

1.2. Objectives

The objective of this sub-plan is to outline how CPBG will meet its community communication objectives for the Airport Business Park and Airport Terminal metro sites, which includes:

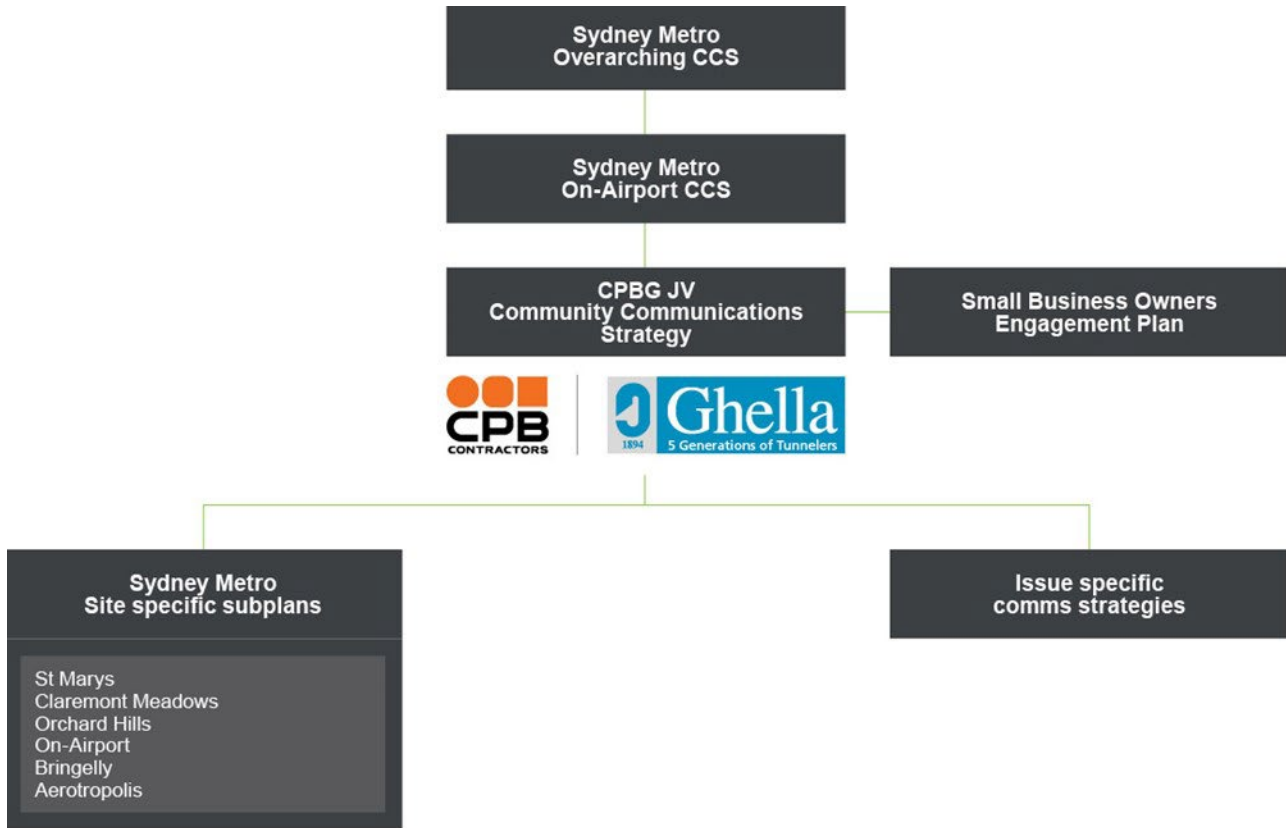
- Identifying Airport Business Park and Airport Terminal stakeholders and community members and their concerns and interests
- Building strong relationships with the local communities, establishing effective two-way communication with community members, and encouraging their involvement in the SBT works
- Maximising the community's understanding of the timing and potential impacts of construction activities and the measures used to reduce these impacts
- Identifying issues for construction planning to reduce the impact on the community, where possible and to respond to community feedback
- Collaborating on communication to minimise cumulative impacts as a result of increased construction activities in the area. Stakeholders undertaking other works include other contractors as part of the Sydney Metro – Western Sydney Airport project, Liverpool City Council, Western Sydney Airport, Transport for NSW, Sydney Water, Endeavour Energy, local businesses, and other interface contractors undertaking work in the area.

1.3. Interface with other plans

As shown in Figure 1, this is a sub-plan to the CPBG Community Communications Strategy.

It is part of a suite of plans that together outline how stakeholder and community engagement on the SBT works will be managed to ensure an integrated approach to meeting contract requirements.

Figure 1: Interface with the CCS and other plans



All works will also adhere to The Airport Plan, the Rail Integration Deed (RID) and Federal Government management plans and approvals for Western Sydney International (Nancy-Bird Walton) Airport.

1.4. Plan authorisation and distribution

The Communications Manager (CM) is responsible for the distribution of this sub-plan. It will be introduced in site inductions to all staff and subcontractors working at the Airport Business Park and Airport Terminal metro sites, all personnel will perform their duties in line with its requirements. A controlled copy of this document will be maintained on SharePoint. An accessible copy of this sub-plan will be available to the public on the CPBG 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 SBT works. It may be updated to reflect changes to legislation, Sydney Metro’s directions, or the CPBG’s operating procedures.

2. Airport Business Park and Airport Terminal Stations

2.1. The Airport Business Park and Airport Terminal locality

There are two metro stations on the Western Sydney International Airport site, including the Airport Business Park Station and the Airport Terminal Station.

The Airport Business Park Station will service a major new employment and services hub within the Western Economic Corridor. The metro station will act as a key interchange for customers working in the precinct, servicing a walkable and high-amenity place with strong public transport connectivity. The metro station will also be designed to allow for future widening across the corridor to create a high amenity public domain as the Airport Business Park grows. The station entrance will be via the concourse connected to a new local road.

The Airport Terminal Station will act as an efficient customer access to the new Western Sydney International Airport. The new metro station will maintain flexibility to allow for future airport expansion towards the eastern side of the site. Station entry will be towards the western end of the station via a connection to the airport terminal.

These stations are located in Badgerys Creek, a rural to semi-rural area. Badgerys Creek is located approximately 41 kilometres west of the Sydney CBD, in the local government area of the City of Liverpool. It is part of the Greater Western Sydney region and is adjacent to Kemps Creek and the Blue Mountains. North of the sites is a landfill depot, and to the southeast there is land owned by Telstra. Previously, there was a public school, church and cemeteries located in the area, however they have been decommissioned to clear the way for the new airport.

In 2021, the Census recorded 168 people in Badgerys Creek. 51.2% of these people were born in Australia and 39.9% of them spoke only English at home.

Badgerys Creek currently has a low background noise level due to the semi-rural nature of the area. Although there are not many residential stakeholders in close proximity to the Airport Business Park and Airport Terminal metro sites, there are some properties along Elizabeth Drive who may be impacted by noise, dust, increased traffic volumes and traffic conditions from construction activities. Any issues experienced by these residents will be addressed in a sensitive and timely manner, in accordance with IAP2 principles.

The Airport Business Park and Airport Terminal Stations site layouts and land use are illustrated in Figure 2 and Figure 3.

Figure 2: Indicative site layout and land use for the Airport Business Park Station SBT works

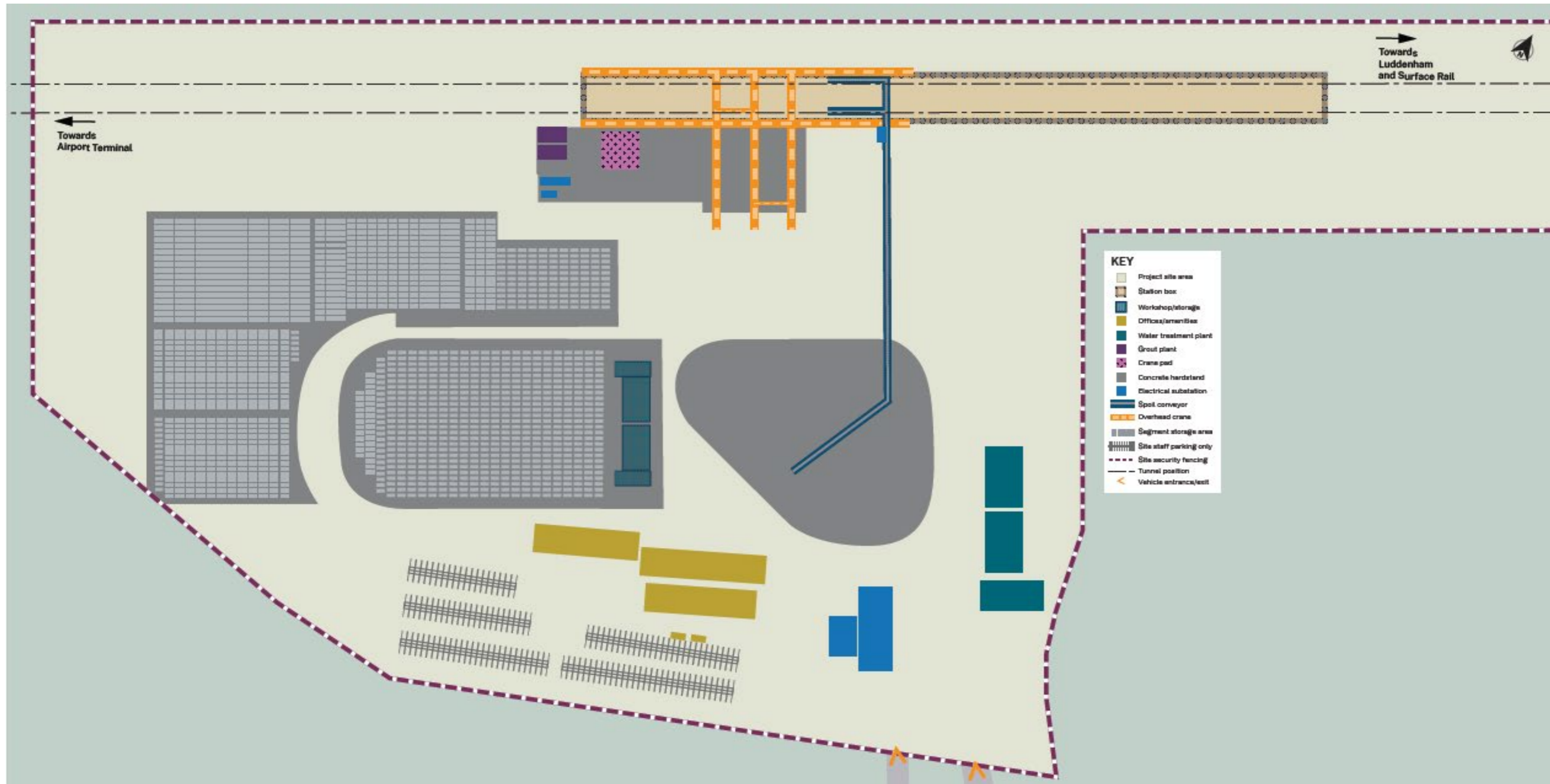
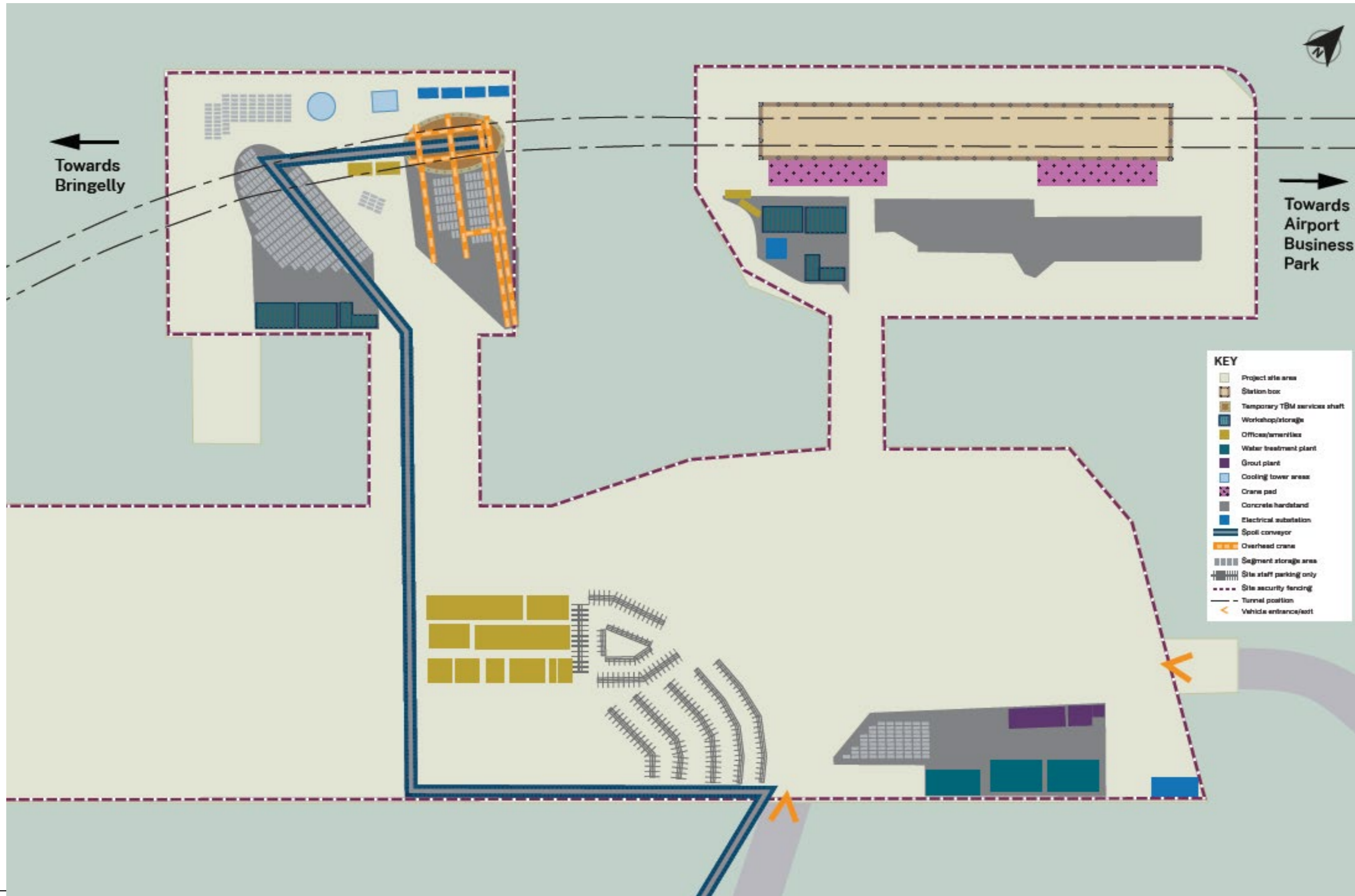


Figure 3: Indicative site layout and land use for the Airport Terminal Station SBT works



2.2. Airport Business Park and Airport Terminal Station’s work phases, activities and indicative timing

The Airport Business Park Station will be a surface station with an island platform located in a shallow cutting, with access to the station from the south via a pedestrian bridge connecting to the future street network of the business park.

Key construction activities for the Airport Business Park metro site are:

- Construction of rail alignment including a transition from surface to in-cutting and the portal dive structure
- TBM tunnelling and launch from the portal dive structure
- Construction of an access road to the station from Badgerys Creek Road
- Construction of the station and tunnel ventilation, as well as equipment building, structures, finishes and fit-out.

The Airport Terminal Station will be a cut-and-cover station with an island platform.

Key construction activities include:

- Station box excavation
- TBM maintenance and relaunch
- TBM operations and support including spoil handling
- Construction of the station structures, finishes, and fit-out.

Surface works will generally be undertaken during standard construction hours of Monday to Friday 7am to 6pm and Saturday 8am to 1pm. Activities that may be carried out outside the standard construction hours include utility works, tunnelling, tunnel fit-out, spoil haulage, segment deliveries, TBM deliveries and supporting activities, work determined to comply with the relevant noise management level (NML) at the nearest sensitive receiver, emergency situations where it is required to avoid the loss of lives and property and/or to prevent environmental harm, testing, commissioning and delivery of oversized materials as required by NSW Police or other authorities for safety reasons.

A Detailed Noise and Vibration Impact Statement (DNVIS) has been completed to identify sensitive receivers, and the relevant mitigation measures required to manage impacts to the community.

Validation noise monitoring is done periodically throughout the day/night to ensure noise modelling is accurate.

The main SBT construction activities at the Airport Business Park and Airport Terminal metro sites and indicative timing are shown in Table 1 and Table 2.

Table 1: Airport Business Park Station construction activities and indicative timing

Project Phase	Main Activities	Indicative timing
Piling and excavation of station box	<ul style="list-style-type: none"> • Piling for station box. Bored piling will be used to reduce impacts • Capping beam to be poured around station box. Anchor to be bolted inside station box and shotcreted • Haulage of material to spoil site 	Q3 2022 to Q3 2023

Project Phase	Main Activities	Indicative timing
	<ul style="list-style-type: none"> Excavation of station box 	
TBM launch	<ul style="list-style-type: none"> TBM set up including reticulation and facilities TBM assembly and launch 	Q4 2022 to Q4 2023

Table 2: Airport Terminal Station construction activities and indicative timing

Project Phase	Main Activities	Indicative timing
Piling and excavation of station box Temporary shaft build	<ul style="list-style-type: none"> Piling for station box. Bored piling will be used to reduce impacts Capping beam to be poured around station box. Anchor to be bolted inside station box and shotcreted Haulage of material to spoil site Temporary shaft piling and excavation Temporary shaft base concrete pours Excavation of station box 	Q3 2022 to Q2 2023
TBM launch	<ul style="list-style-type: none"> TBM breakthrough Tunnel fit out and backend works 	Q3 2023 to Q2 2024

3. The CPBG approach

3.1. Stakeholder and Community Engagement Policy

CPBG understands the disruption construction brings to communities. Our Stakeholder and Community Engagement Policy ensures all the Project's Conditions of Approval requirements are met and we deliver what we say we will to stakeholders. The CCS outlines how CPBG will meet its obligations in relation to the Project's Condition of Approval and in accordance with Sydney Metro's Overarching Community Communications Strategy (OCCS), requirements and standards.

CPBG is committed to stakeholder and community engagement best practice using IAP2 principles to benchmark against.

3.2. Building Relationships through transparency and tailored, open communications

CPBG recognises that construction is potentially disruptive and that the community and stakeholders may have concerns about the SBT works and the project as a whole. The Airport Business Park and Airport Terminal metro site teams will engage early with stakeholders and community members to build strong relationships based on open communication and a genuine commitment to keep them informed and minimise negative impacts. Using the tools described in Section 6, CPBG will have a dedicated Place Manager (PM) for the site. This role will build on the extensive consultation already undertaken by Sydney Metro's Place Managers, to continue to collaborate and develop relationships with the various stakeholders in the area.

Sydney Metro will continue to engage with the community in relation to the work of other contractors and to undertake the detailed design for the operational phase of the project.

3.3. Integrated approach to avoiding and minimising impacts

A key component of CPBG's approach is having an integrated site team of safety, construction, community, approvals, environment, sustainability, traffic and other specialists, to plan construction activities to avoid and minimise impacts. This includes:

- The site layout was planned to minimise noise and local traffic impacts
- Carefully planning truck and haulage routes and development of a comprehensive Construction Traffic Management Plan (CTMP)
- Implementing measures to ensure vulnerable road users are protected, particularly near the site entrances.
- Modelling of construction activities by noise and vibration specialists to recommend the optimum suite of reasonable and feasible noise and vibration mitigation measures, such as selection of plant, size and location of noise hoardings and respite measures. See Construction Noise and Vibration Management Plan (CNVMP) for noise and vibration mitigation measures
- Selecting and timing construction methods, where practicable, that allow for works with high noise impacts to be undertaken in standard construction hours. All out-of-hours works will be subject to Sydney Metro's Out of hours work protocol and the Federal Government environmental approvals for work on the airport site, with the community notified well in advance

3.3.1. Interface coordination

Under the leadership of Sydney Metro, CPBG is committed to interfacing collaboratively with all stakeholders and authorities to ensure the successful delivery of the SBT works while minimising

impacts to the environment and community. As per the Community Communications Strategy, CPBG will adopt a robust and dynamic liaison process to minimise cumulative impacts, working in partnership with Sydney Metro and in consultation with other Western Sydney projects in the vicinity of the SBT works. This includes working closely with key stakeholders in the area, such as Western Parkland City Authority (WPCA) and Western Sydney Airport. CPBG recognise that Sydney Metro will lead collaboration with WPCA to maintain an integrated approach. The CPBG team will collaborate with Sydney Metro and WPCA, as required for community notification requirements.

CPBG will engage with interface contractors and Sydney Metro through regular communication and meetings, including the Communication Interface Coordination Group (CICG) facilitated by Sydney Metro. Participating in these meetings to coordinate communication and engagement activities will present the community with a cohesive approach to engagement activities, newsletters and notifications. Where formal interface agreements are in place, communications and community engagement will be an agenda item for monthly (or as agreed) interface meetings.

3.4. Leaving a legacy

CPBG will collaborate with Sydney Metro to further identify community benefit initiatives around the metro sites in Badgerys Creek that will assist in proactive and positive engagement with the community while construction is occurring, and beyond, to leave a lasting positive legacy.

One of the most significant opportunities in the local and surrounding area exists within the education sector, from primary school through to TAFE and university, to deliver career inspiration, job training and work opportunities for the Greater Western Sydney community.

4. Stakeholders

Based on submissions to the Environmental Impact Statement (EIS), the community generally recognises the benefits of increased access to public transport and connectivity provided by the broader Sydney Metro – Western Sydney Airport project. 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 construction activities
- How the impacts of noise, vibration, and to the local traffic network during construction will be addressed
- Engagement during COVID-19 or other pandemic-related restrictions
- Sustainability measures
- Specific concerns about vulnerable members of the community, particularly the elderly and school children.

Project-wide stakeholders are identified in the CCS in Annexure B. Stakeholders with a particular interest in the Airport Business Park and Airport Terminal Stations SBT works include:

- Property owners and residents around the Airport site
- Local business owners and operators around the Airport site
- WSA Co
- Government agencies including Department of Premier and Cabinet, TfNSW and specifically M12, Department of Planning and Environment (DPE), Western Parkland City Authority (WPCA), Liverpool City Council, Federal Dept of Infrastructure
- Traditional owners of the land
- Utility authorities including Sydney Water, Endeavour Energy, Ausgrid, Jemena and telecommunications providers
- Traffic and transport operators
- Local schools including Bringelly Public School, Holy Family Catholic Primary School, Luddenham Public School and Badgerys Creek Public School
- The broader community interested in the delivery of Sydney Metro services and the Western Sydney International Airport, including property developers and associated businesses.

Key stakeholder issues for the Airport Business Park and Airport Terminal Stations SBT works and mitigation measures are summarised in Table 2.

Table 3: Key Airport Business Park and Airport Terminal metro sites stakeholder issues and mitigation measures

Category	Issues	Indicative environmental mitigation	Communication and consultation mitigation
Cumulative impacts	<ul style="list-style-type: none"> Concern over the extent and duration of works associated with the entire Sydney Metro – Western Sydney project Concern with construction impacts from all the works to build and facilitate the new airport including WSA Co, M12, SCAW, SBT, TfNSW road upgrades, utility suppliers 	<ul style="list-style-type: none"> Details of mitigation measures identified in the Construction Environmental Management Plan (CEMP), Sub-Plans and approved Cumulative Impacts Plan 	<ul style="list-style-type: none"> Engaging with interface contractors and Sydney Metro through regular communication and meetings, including Communication Interface Coordination Group (CICG) and CIP quarterly reviews When potential cumulative impacts are identified, working collaborating to implement the processes and protocols outlined in the approved Western Sydney Airport CIP Compliance reporting Where possible, issuing joint communications that are cognisant of the overlapping construction impacts.
Property damage	<ul style="list-style-type: none"> Concern over potential for property damage 	<ul style="list-style-type: none"> Pre and post property condition surveys carried out for eligible properties by experienced consultants Independent Property Impact Assessment Panel 	<ul style="list-style-type: none"> Notification letters Fact sheet on condition survey process
Safety	<ul style="list-style-type: none"> Safety of road users, particularly near site entrance/exit points 	<ul style="list-style-type: none"> Implementing CTMP, using traffic controllers, signage and notifications 	<ul style="list-style-type: none"> Requiring all workers and subcontractors to undergo a project and site induction
Access	<ul style="list-style-type: none"> Maintaining access to buildings and public facilities 	<ul style="list-style-type: none"> Providing traffic control and assistance when required 	<ul style="list-style-type: none"> Displaying signage and providing notifications
Traffic	<ul style="list-style-type: none"> Increased construction traffic including spoil trucks and deliveries 	<ul style="list-style-type: none"> Implementing the relevant site specific CTMP 	<ul style="list-style-type: none"> Communicating changes to transport operators Providing timely notifications and newsletters to the local community
Security and crime	<ul style="list-style-type: none"> Graffiti on site hoardings and fences Concern over increase in crime during construction 	<ul style="list-style-type: none"> Application of Crime Prevention through Environmental Design principles to site fencing design 24/7 site security Ongoing site maintenance and promptly removing graffiti 	<ul style="list-style-type: none"> Community notification concerning graffiti removal requirements

Category	Issues	Indicative environmental mitigation	Communication and consultation mitigation
Visual Impacts	<ul style="list-style-type: none"> Plant and equipment visible over fencing Construction lighting and security 	<ul style="list-style-type: none"> Developing a specification for branded shade cloth on construction fencing in consultation with Sydney Metro 	<ul style="list-style-type: none"> Community notification on visual mitigation
Air borne noise and vibration	<ul style="list-style-type: none"> Use of equipment such as bored piling rigs, excavators, hammers, vibratory rollers and vacuum trucks Traffic noise including deliveries and spoil haulage 	<ul style="list-style-type: none"> Details of mitigation measures identified in the Detailed Noise and Vibration Management Plan Undertaking construction noise monitoring to verify impacts 	<ul style="list-style-type: none"> Providing ongoing notification of works, including explanation of on-site mitigation measures being implemented Consulting with affected residents about respite periods for out of hours works
Ground borne noise and vibration	<ul style="list-style-type: none"> Ground borne noise experienced in buildings as a result of excavation and mined tunnelling TBM progress from Airport Business Park through to the south of the Airport site 	<ul style="list-style-type: none"> Undertaking construction noise monitoring to verify impacts 	<ul style="list-style-type: none"> Alternative respite offers will be set out in the Tunnelling Communication Sub-Plan
Dust and air quality	<ul style="list-style-type: none"> Dust potentially generated by construction activities including demolition, excavation and spoil removal 	<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 and newsletters explaining mitigation measures including acoustic facilities
Business impacts	<ul style="list-style-type: none"> Potential impacts to businesses adjacent to the site, including noise and vibration, dust, access, deliveries, waste management Concern over loss of earnings 	<ul style="list-style-type: none"> Encouraging support of local businesses in the area Signage around construction sites to provide visibility for adjacent businesses 	<ul style="list-style-type: none"> Consulting and surveying affected businesses as required to outline mitigation measures and develop tailored solutions
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 extent of disruption 	<ul style="list-style-type: none"> Providing notifications, including emergency works notifications if required

5. Stakeholder and community engagement team

CPBG stakeholder and community engagement team structure is provided in section 2.1 of the CCS. The key roles for the Airport Business Park and Airport Terminal Station sites are set out below in Table 3.

Table 4: Key roles for Airport Business Park and Airport Terminal Station sites

Role	Responsibilities
Communications Manager	<ul style="list-style-type: none"> • Lead the creation of a consultative and proactive culture that ensures proactive communication • Develop and implement this CCS for SBT • Oversee site specific communications and complaints management • Oversee media and events management • Oversee communications reporting • Ensure ISC requirements are met • Manage CoA and EPL compliance • Manage relationships with key stakeholders and interfacing contractors' project communications teams.
Public Affairs and Events Manager	<ul style="list-style-type: none"> • Lead the communications and events team • Collaborate with Sydney Metro on photography and events • Produce high quality digital resources, website, social media, display, print, electronic and broadcast material • Manage photography, filming, animations and public information specifications • Manage the media milestone and event plan and all site visits • Provide media and issues management support to Sydney Metro.
Senior Communications and Stakeholder Advisor	<ul style="list-style-type: none"> • Support the Communications Manager in key stakeholder engagement responsibilities • Draft external and internal communications content in support of the Public Affairs and Events Manager • Assist the Communications Manager to implement community benefit initiatives • Support the Public Affairs and Events Manager through drafting media content and media liaison • Co-ordinate updates to the CCS for SBT • Undertake external stakeholder engagement and presentations • Assist in OOH works coordination and complaint management
Place Managers	<ul style="list-style-type: none"> • Accountable for stakeholder and community relationships, advice and engagement associated with their nominated construction site(s) • Identify stakeholder and community issues and recommend strategies to respond, prevent complaints and minimise impacts • Complete records of stakeholder contacts and reports, ensuring compliant complaints management in line with the EPL and CoA and Sydney Metro's Construction Complaints Management System • Prepare community notifications and construction updates • Undertake face-to-face consultation with stakeholders and community members, including tunnelling consultation where relevant • Arrange site-based information sessions, site visits and local inductions on community and stakeholder issues and support open day planning • Be available for community events and contact by Sydney Metro, the community and other stakeholders to answer questions and manage complaints, as well as to meet with community stakeholders on request • Develop and oversee implementation of community benefit initiatives

Role	Responsibilities
	<ul style="list-style-type: none"> • Delivery of site-specific sub-plans.
Public Affairs and Events Advisor	<ul style="list-style-type: none"> • Prepare photography and filming specifications • Arrange access for Sydney Metro site visits, photography and filming • Manage and arrange progress photography, filming and time-lapse • Arrange open days and events, pre-visits and detailed run-sheets • Ensure talent releases and safety approvals are obtained • File approved digital assets.
Graphic Designer	<ul style="list-style-type: none"> • Follow Sydney Metro branding guidelines in the development of documents, video and other public communication materials • Prepare publications, videos, presentations, maps for notifications and advertisements.
Communications Coordinator	<ul style="list-style-type: none"> • Prepare meeting agendas and minutes, maintain records and coordinate reports • Arrange community mitigation measures • Oversee the complaint management system and reports.

6. Systems and tools

CPBG will use the communication tools and consultation forums described below to inform and engage stakeholders and community members.

6.1. Contact information, enquiry and complaint processes

CPBG will provide contact information to the public including the project’s community information line 1800 171 703 and email address sydneymetrowsa@transport.nsw.gov.au, Sydney Metro website and Sydney Metro app. Contact information will be shown on site signage and details provided in all written and electronic communication.

Email registration drives will be conducted to encourage stakeholders to sign up to receive regular electronic updates. Similarly, CPBG will run a QR code and Sydney Metro app registration drive to encourage stakeholders to sign up for push notifications and progress updates.

CPBG’s team will be available to receive enquiries and complaints 24/7. The enquiry and complaints process, including reporting protocols and escalation to resolve disputes, is detailed in section 11 of the CCS.

The procedure for enquiries and complaints is contained in the Sydney Metro’s OCCS and the Sydney Metro Construction Complaints Management System (August 2020). All complaints will be closed out in the agreed timeframe and measures to address the complaint will be aimed at avoiding recurrence of the issue. CPBG will comply with all Sydney Metro requirements in resolving any escalated complaints.

Table 5: Enquiry/complaint types and response times

Enquiry and complaint type	Response time
General enquiries received by phone or in person	<ul style="list-style-type: none"> At least a verbal response within two hours unless the enquirer agrees otherwise.
Written enquiries (letters, emails and online comments)	<ul style="list-style-type: none"> Written response within 24 hours (one business day) of receipt of the letter/email/online comment.
Social media enquiries received from Sydney Metro	<ul style="list-style-type: none"> Within two hours of receiving the enquiry (or within two hours of the start of the next business day if the enquiry is received OOH).
Record details of each enquiry in the Consultation Manager database	<ul style="list-style-type: none"> Within 48 hours of receiving the enquiry.
Record details of each complaint and how it was managed in the Consultation Manager database	<ul style="list-style-type: none"> Within 24 hours of receiving the complaint.
Complaints – received by telephone or face-to-face	<ul style="list-style-type: none"> Initiate investigation upon receipt of complaint Verbal update on the actions being taken to investigate and resolve the complaint provided within two hours of the initial contact unless the complainant agrees otherwise.
Complaints – received by email, letter or fax	<ul style="list-style-type: none"> Respond by email within 24 hours of receiving the email or verbally within two hours if a telephone number is provided or available on Consultation Manager, or as otherwise agreed with the complainant Send automated response to confirm receipt of OOH complaint and explain response. Respond by email within the first four hours of the next business day.

Enquiry and complaint type	Response time
Complaints report to the CPBG Construction Manager, Tunnelling Managers, Project Managers and Senior Leadership Team, and to the EPA, Sydney Metro, Environmental Representative and DPE	<ul style="list-style-type: none"> Report provided daily for all complaints received for the 24 hours to midday on business days Complaints received from 12.00pm on Friday to 12.00pm on Monday will be reported at 2.00pm on Monday Complaints received on a public holiday will be reported on the next business day Note: these timeframes will be updated to comply with the EPLs to be obtained by the CPBG.
Requests for information from Sydney Metro about complaint responses	<ul style="list-style-type: none"> Within two hours of request.

6.2. Regular information and notifications

CPBG will provide regular information and notifications to keep the Airport Business Park and Airport Terminal community and stakeholders informed about the works, including:

- Quarterly construction update newsletter to all properties within 500 metres of the site
- Notification letters letterbox dropped and/or emailed at least seven days in advance of new construction activities, out-of-hours work or updates if work details change. Emergency work notifications will be distributed to nearby properties within two hours of the works commencing
- Traffic-related signage will be installed or displayed seven days in advance, to advise the local community of changes including detours and changes to footpaths or bus stops
- Advertising before major traffic changes and information sessions
- Sydney Metro app to push notifications out to registered stakeholders
- Fact sheet to explain the activities at the Airport Business Park and Airport Terminal Station sites and environmental mitigation measures including noise and vibration, contamination and protecting heritage
- Regular video storytelling and animation updates at various milestones.

6.3. Consultation forums

CPBG will use a range of forums to engage with the Airport Business Park and Airport Terminal community and stakeholders, including:

- Face-to-face sessions may be held if government health orders permit group gatherings. Maps, photos and other materials will be provided, and expert CPBG staff, including the dedicated Airport Business Park and Airport Terminal Place Manager, construction and environment teams will present information and answer questions. Invitations will be issued via newsletters, notifications, the Sydney Metro app and QR code
- Meetings (virtual and/or in person) with individuals and groups, including the local school community and business representatives, to discuss works and tailor mitigation measures
- Door-knock meetings to discuss potential impacts and proposed mitigation measures with residents, businesses and other stakeholders as necessary and where possible under government health orders

- Regular interface meetings with Liverpool City Council in conjunction with Sydney Metro to provide progress updates and tap into their information distribution network to provide information more widely in the community.

6.4. Site visits, displays and open days

CPBG will involve the Airport Business Park and Airport Terminal communities and stakeholders in the SBT works and the broader project by providing:

- Ten community site visits and open days will be coordinated across the seven WSA-SBT sites, including at least one opportunity for the public to see the Airport site
- Virtual information sessions showing construction progress
- Information displays at local events in conjunction with Sydney Metro and WSA Co
- Media events to mark key milestones and potential opportunities for the local community to view these activities on site or via a large screen video