

# Community Communications Sub-Plan (St Marys)

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

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## Document approval

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## 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 comments addressed
00	Final client comments addressed
01	Minor amendment
02	Client comments addressed
03	Issued following six-month review

## Alignment with Sydney Metro's values

Value	Approach
 <p>SAFETY &amp; WELLBEING</p>	<ul style="list-style-type: none"> <li>Implementing measures to ensure vulnerable road users, including pedestrians, school children and cyclists are protected, particularly near the St Marys site entrances</li> <li>Installing a range of environmental management controls at the St Marys site to minimise impacts on the surrounding community</li> <li>Promoting the safety and wellbeing of the community by addressing concerns about potential impacts from construction activities, especially concerning tunnelling underneath their homes</li> <li>Implementing protocols to ensure the safety of visitors, photographers/videographers and members of the media during site visits.</li> </ul>
 <p>COLLABORATION</p>	<ul style="list-style-type: none"> <li>Collaborating with Sydney Metro to develop effective communication tools to proactively tailor information and solutions to specifically manage the St Marys community issues during construction</li> <li>Working closely with Sydney Metro, Penrith City Council, Penrith Valley Chamber of Commerce, government agencies, transport operators, event organisers, the St Marys Town Centre Board, 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.</li> </ul>
 <p>INTEGRITY</p>	<ul style="list-style-type: none"> <li>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</li> <li>Emphasising CPBG's commitment to do what we say we are going to do, when we say we are going to do it</li> <li>Forging lasting community and stakeholder relationships based on shared desired outcomes of trust and flexible solutions.</li> </ul>
 <p>INNOVATION</p>	<ul style="list-style-type: none"> <li>Developing and implementing new concepts for communication to deliver tailored and targeted messages to our St Marys audiences</li> <li>Delivering information flexibly through the new Sydney Metro app via scan of a QR code provided on all public communication material. This will give the user immediate access to the latest updates and any urgent information</li> <li>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</li> <li>Using a TBM tracker to show progress of the TBMs using real-time location data provided by the project team.</li> </ul>
 <p>EXCELLENCE</p>	<ul style="list-style-type: none"> <li>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</li> <li>Leaving a positive legacy beyond construction by investing in the local St Marys community through fundraising and community-focused initiatives</li> </ul>
 <p>ACHIEVEMENT</p>	<ul style="list-style-type: none"> <li>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.</li> </ul>

## 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	Environmental 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
WPCA	Western Parkland City Authority
WSI	Western Sydney International

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# 1. Introduction

## 1.1. Purpose

This Community Communications Sub-Plan (St Marys) 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) at the St Marys site.

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

Additionally, this sub-plan will identify vulnerable stakeholders and detail our strategy for communicating and engaging with these stakeholders, as well as our mitigation measures to prevent undue impacts towards these vulnerable groups.

## 1.2. Objectives

The objective of this sub-plan is to outline how CPBG will meet its community communication objectives for the St Marys site, which includes:

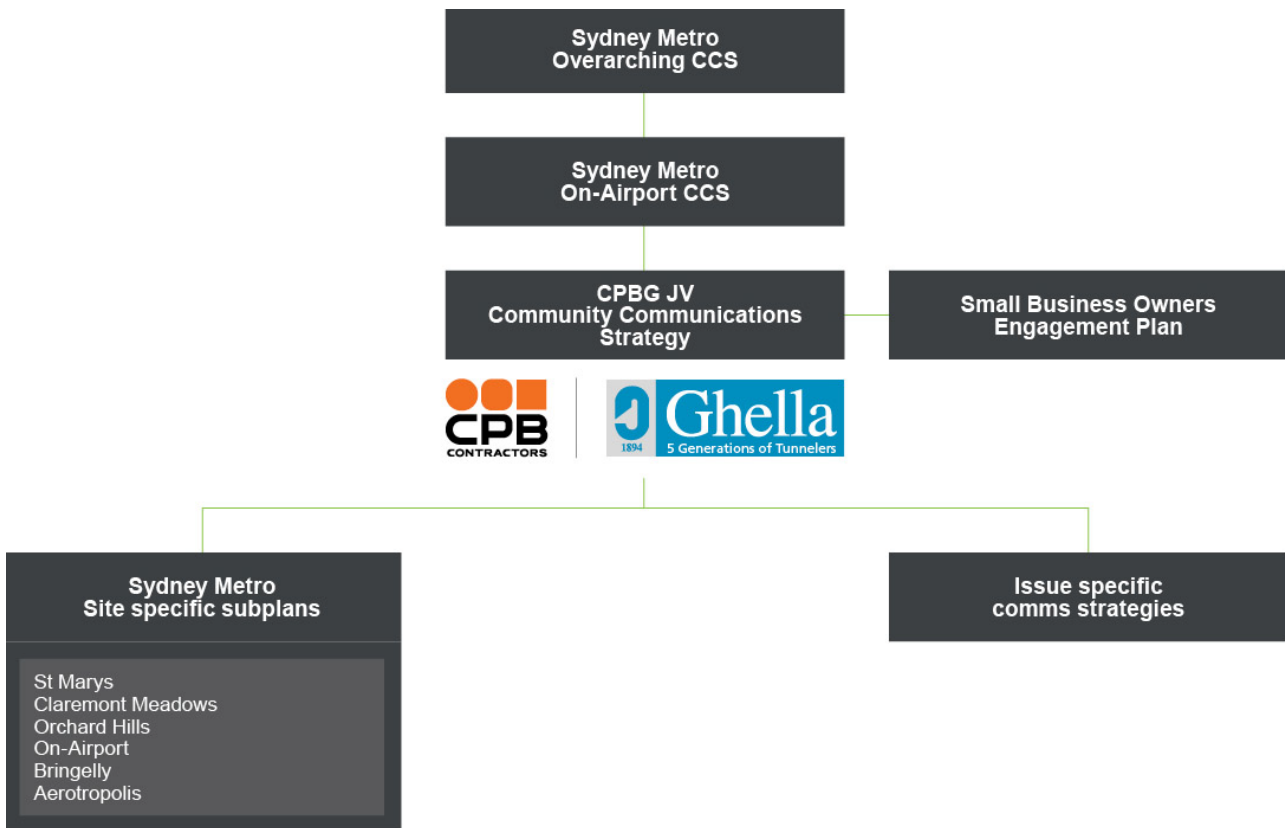
- Identifying St Marys stakeholders and community members and their concerns and interests
- Building strong relationships with the local community, establishing effective two-way communication with community members, and encouraging their involvement in the SBT works
- Maximising the community's understanding 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
- Identifying vulnerable stakeholders to manage displacement and undue impacts
- 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, Penrith City Council, Transport for NSW, local businesses, interface contractors and others that are 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



### 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 St Marys metro station site, 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 also be updated to reflect changes to legislation, Sydney Metro’s directions, or the CPBG’s operating procedures.



## 2. St Marys metro station

### 2.1. The St Marys locality

While the construction of the SBT works will generally be undertaken within rural and semi-rural environments and on Airport Land, the St Marys site is the exception. This site is within an established town centre, located adjacent to the existing Sydney Trains St Marys Station and within a medium to a high-density urban environment. As such, CPBG must effectively minimise and manage potential disruption, including concerning traffic, transport, parking, noise and vibration management.

According to the 2021 Census, St Marys population consists of 13,256 people, with most of the community having been born in Australia. Most of the community only speak English at home, however there are some other community languages used in the area, including Arabic and Tagalong.

The existing site environment has several heritage listed items, particularly the heritage-listed goods shed and jib crane. The eastern end of the station box also requires proactive archaeological investigation and potentially salvage works concerning a former timber mill.

The area adjacent to the station is surrounded by local businesses, high-density residential properties, and industrial land uses. Further afield, the area is parkland, open space and low-density residential areas.

There are six primary schools and six high schools in the vicinity. St Marys metro station locality and land use are illustrated in Figure 2. Figure 3 illustrates the indicative site layout for the St Marys metro station SBT works.

Figure 2: Indicative site footprint and land use for the St Marys metro station SBT works

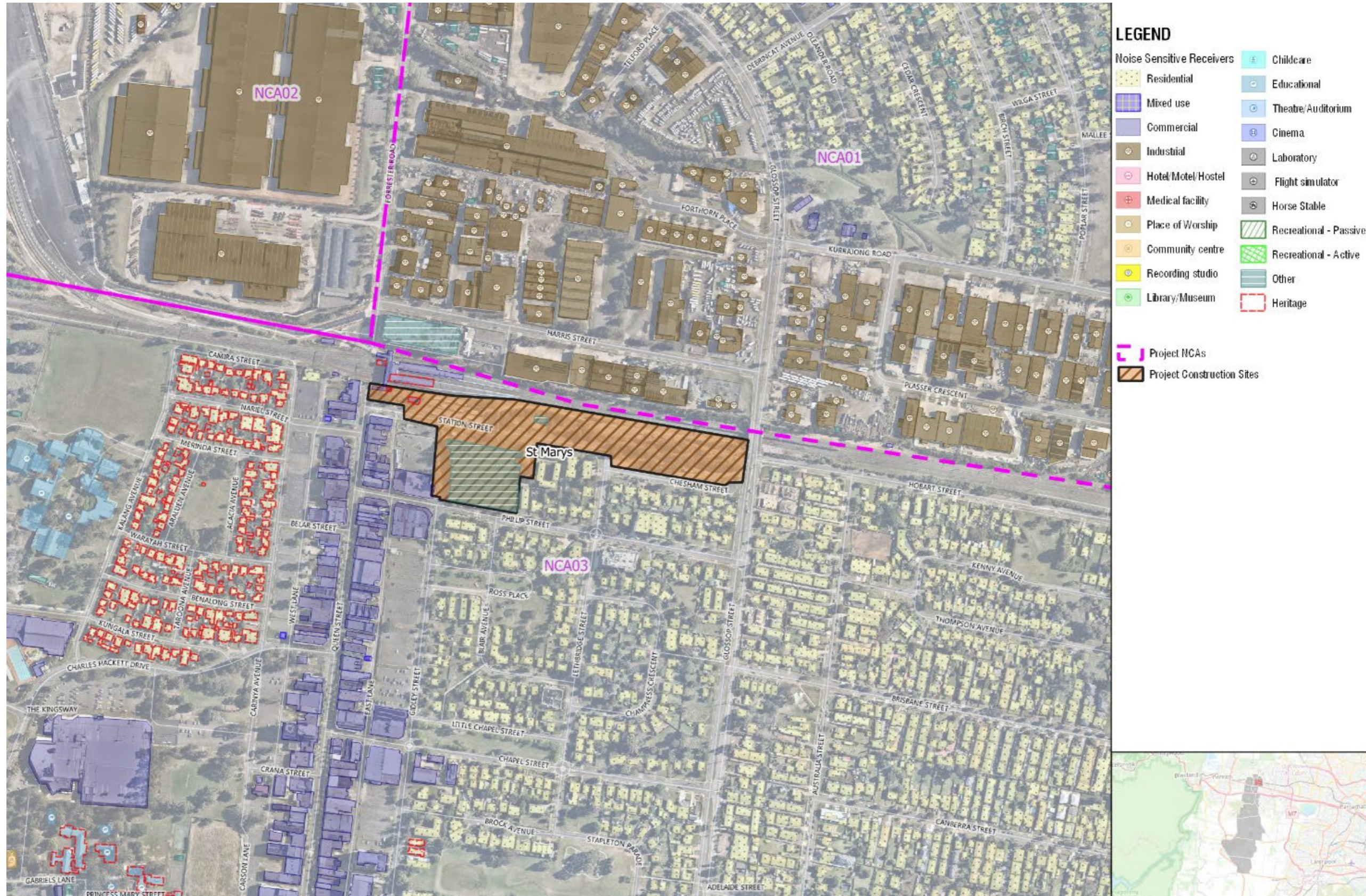
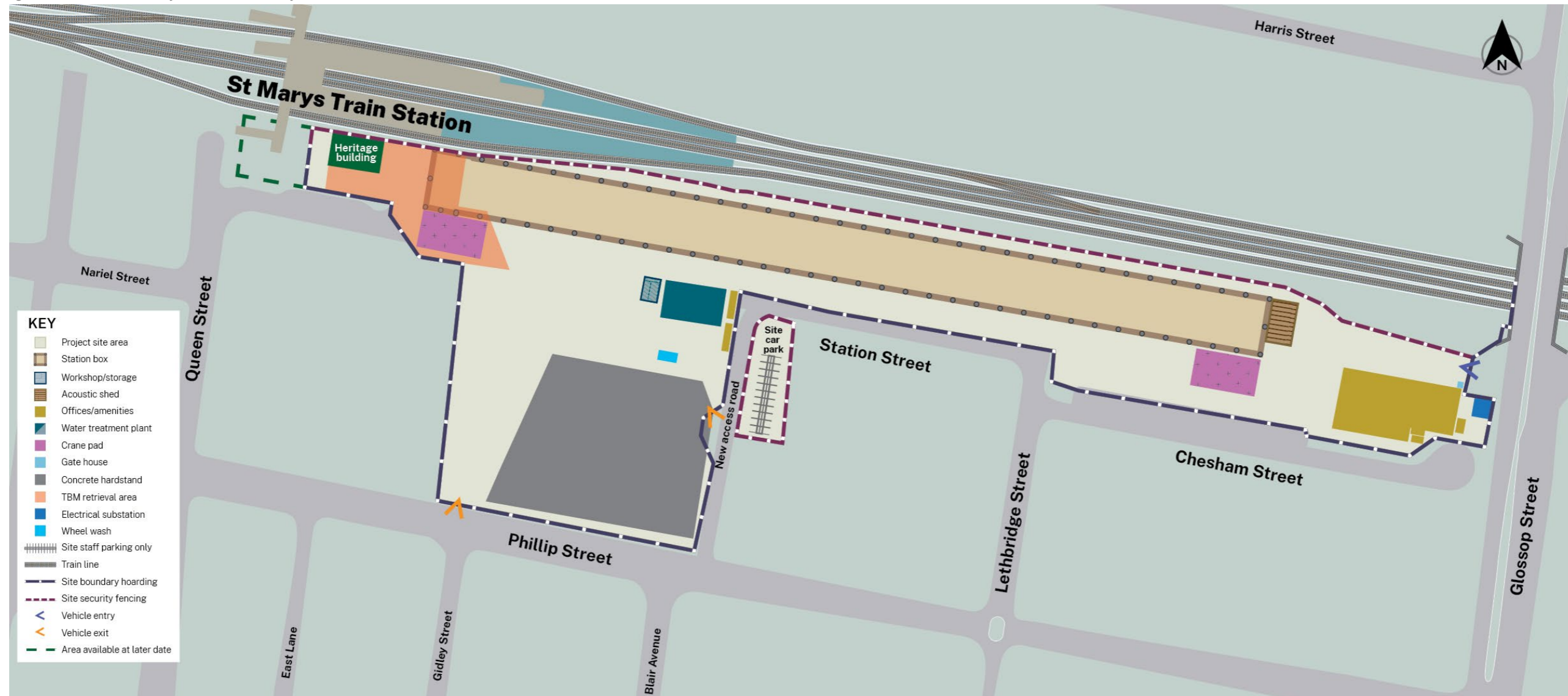


Figure 3: Indicative site layout for the St Marys metro station SBT works



## 2.2. St Marys metro station work phases, activities and indicative timing

The St Marys metro station site will be on the area of land previously occupied by the Station Plaza shopping centre, bus interchange and the Sydney Trains Incident Management Centre. The site is bordered by Glossop Street, Station Street, Chesham Street, and Phillip Street.

The station box construction is 18.5m deep, 353m long and 22m wide, which is the length of over 4 Airbus A380s. Excavation of the station box will remove 143,300 cubic metres of spoil equivalent to 57 Olympic-sized swimming pools.

Surface works will generally be undertaken during standard construction hours of Monday to Friday 7am to 6pm and Saturday 8am to 1pm. Tunnelling and surface support works will occur 24 hours a day, seven days a week.

The main SBT construction activities at the St Marys metro station and indicative timing are shown in Table 1.

Table 1: St Marys metro station construction activities and indicative timing

Project Phase	Main Activities	Indicative timing
Piling and excavation of station box	<ul style="list-style-type: none"> <li>Maintain existing monitoring system on Sydney Trains assets</li> <li>258 piles up to 25m deep are required. Bored piling will be used to reduce impacts</li> <li>Capping beam to be poured around station box. Anchor to be bolted inside station box and shotcrete</li> <li>Excavation of station box in 8 stages</li> <li>Spoil will be stockpiled on site and removed by truck and dog with one truck every 5-6 minutes during peak excavation, slowing to one truck every 30 minutes</li> </ul>	Q3 2022 to Q3 2023
Mined tunnel construction	<ul style="list-style-type: none"> <li>Maintain existing monitoring system on Sydney Trains assets</li> <li>129m of stub tunnel to be excavated by road header</li> <li>Stub tunnels to be permanently lined with concrete and waterproofing</li> </ul>	Q1 2023 to Q4 2023
TBM retrieval at St Marys	<ul style="list-style-type: none"> <li>Maintain existing monitoring system on Sydney Trains assets</li> <li>Re-establishment of CPBG on St Marys site 1 week prior to first break through, including erection of tower crane</li> <li>TBM breakthrough</li> <li>TBM dismantling and removal from site</li> </ul>	Q1 2024

## 3. The CPBG approach

### 3.1. Stakeholder and Community Engagement Policy

CPBG 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 say we will to stakeholders. The CCS outlines how CPBG will meet its obligations concerning the Project's Conditions of Approval and in accordance with Sydney Metro's 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 St Marys metro station site team 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 7, 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 with Sydney Metro 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 the 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 St Marys site layout and truck haulage access was planned to minimise noise and local traffic impacts
- Truck and haulage routes were carefully planned to develop a comprehensive Construction Traffic Management Plan (CTMP). See General Specification Requirement 2.11 Traffic Management which includes the initial CTMP and a Traffic Management sub-plan for St Marys
- Implementing measures to ensure vulnerable road users, including pedestrians and school children are protected, particularly near the site entrances and at public transport interchanges
- Modelling of all 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 the 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 NSW Environment Protection Authority approval under the Environmental Protection Licence (EPL) 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 in St Marys 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 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. Vulnerable Stakeholders

### 4.1. Prevalence of vulnerable stakeholders in St Marys

A portion of the St Marys community experience homelessness or require the use of emergency shelter. The 2021 census found the unemployment rate was 6.6 per cent, significantly higher than the national 3.4 per cent rate. Unemployment is a critical factor that may lead to homelessness. The COVID-19 pandemic exacerbated these issues, with CoreLogic reporting that the rent index in St Marys rose by 2.21 per cent in price, with Penrith rising 1.24 per cent. During this time, St Marys was among the hardest hit suburbs for rental price increases in the state. Alongside these statistics, there are multiple homeless services in the area, including Christ Mission Possible and Wentworth Community Housing.

Domestic and Family violence is also experienced by some St Marys' community members. The facility Mary's House Services provides relief and refuge to survivors in the local community. There is a Nepean Domestic Violence Network (NDVN) Domestic Violence Help Card that the local St Mary's Police Station distribute and promote.

### 4.2. Protocol for engaging with vulnerable stakeholders

If vulnerable stakeholders indicate they require assistance, project team members will contact appropriate services themselves; or provide information on available services to the stakeholder.

#### **Protocol for engaging stakeholders experiencing domestic or family violence**

Our protocol adopts the principles of the *It Stops Here: Safer Pathway (Safer Pathway)* and accompanying resources developed as part of the NSW Government's Domestic and Family Violence Framework for Reform (DFV Reforms).

Domestic and family violence is defined as including any behaviour in a domestic relationship, which is violent, threatening, coercive or controlling and causing a person to fear for their own or someone else's safety. It is usually manifested as part of a pattern of controlling or coercive behaviour. The behaviours that may constitute domestic and family violence include:

- physical violence including physical assault or abuse
- sexual assault and other sexually abusive or coercive behaviour
- emotional or psychological abuse including verbal abuse and threats of violence
- economic abuse, for example denying a person reasonable financial autonomy or financial support
- stalking, for example harassment, intimidation or coercion of the other person's family to cause fear or ongoing harassment, including through the use of electronic communication or social media
- kidnapping or deprivation of liberty, as well as unreasonably preventing the other person from making or keeping connections with her or his family or kin, friends, faith or culture
- damage to property irrespective of whether the victim owns the property
- causing injury or death to an animal irrespective of whether the victim owns the animal.

Through construction and engagement activities, the CPBG Community team and wider project team (including contractors) may gain insights into stakeholders' personal lives. The team will be reminded they should not approach a stakeholder regarding domestic and family violence unless:

- the stakeholder requests assistance

- the stakeholder appears to be distressed or in need of assistance.

If the stakeholder(s) has requested assistance, or appears that they are in need of assistance, the team member or contractor can provide the contact details for services listed in table 4.

### Protocol for engaging homeless stakeholders

Our protocol adopts the following principles from the Protocol for Homeless People in Public Places (May 2013):

A homeless person is not to be approached unless:

- they request assistance
- they appear to be distressed or in need of assistance
- an official seeks to engage with the person for information exchange or provision of a service
- their behaviour threatens their safety or the safety and security of people around them
- their behaviour is likely to result in damage to property or have a negative impact on natural and cultural conservation of environment, including cultural heritage, water pollution and fire risks
- they are sheltering in circumstances that place their or others' health and safety at risk (for example, staying in derelict buildings, high risk areas)
- they are a child who appears to be under the age of 16
- they are a young person who appears to be 16 to 17 years old who may be at risk of significant harm.

The above protocol is based on the following principles:

- Homeless people have the same entitlement as any member of the public to:
  - be in public places, at the same time respecting the right of local communities to live in a safe and peaceful environment
  - participate in public activities or events, and
  - carry with them and store their belongings
- Organisations that work in areas where their responsibilities are likely to bring them into contact with homeless people will receive sufficient information to enable them to assist homeless people if required, or help homeless people contact appropriate services
- Homeless people have diverse backgrounds and needs. The below points should be considered in any response:
  - Cultural sensitivity and respect should be applied when engaging with Aboriginal homeless people and those from different cultural, linguistic or religious backgrounds
  - Many homeless people have complex needs such as mental health and/or drug and alcohol issues, or cognitive impairment. These issues may result in behaviour that is seen to be antisocial



- Homeless people may have experienced other issues that affect their needs. For example, they may have experienced domestic violence or left custody or statutory care, or they may be asylum seeking refugees with no contacts in the community
- This protocol does not override existing laws, statutory requirements or regulations. It does not reduce the powers of organisations or their authority to enforce specific laws and regulations
- Homeless people have the same access to a right of reply and appeals/complaints mechanisms as all members of the public.

CPBG will ensure this messaging is provided to all site personnel and sub-contractors at the site inductions and reminders will be regularly given at toolbox talks.

### 4.3. Our approach for managing vulnerable stakeholders

All interactions with vulnerable stakeholders should be respectful, empathetic, and courteous. Project staff and contractors will be advised of this approach in the project induction and at the start of each shift.

CPBG's engagement approach for vulnerable stakeholders includes:

- CPBG and Sydney Metro can discuss needs, issues, and approaches made by vulnerable stakeholders at the CICG meeting. CPBG and Sydney Metro can also mitigate against external infrastructure impacts on vulnerable stakeholders
- During construction, some pedestrian access, footpaths, public spaces and roads may have restricted access, be temporarily closed, or be affected by construction impacts such as noise and vibration. If a vulnerable stakeholder is blocking access to work areas, the project team and/or CPBG contractor can ask them to move on
- If it is not an active area and someone refuses to comply with a request to move, the project team and/or CPBG contractor should first attempt to contact a homeless or domestic violence outreach worker to assist with the relocation of the stakeholder(s) before contacting the police
- If someone refuses to comply with a request to move, the Police can be called to provide assistance
- For all non-urgent matters, the Manager on Duty will contact the 24-hour Sydney Metro Line 1800 717 703. In an emergency, emergency services will be called for assistance
- The project team may verbally interact with a homeless person, if and when required as above, but will not have any physical contact with them
- If a homeless person accesses a worksite, the project team should immediately stop work, down tools, and request the person leave the work area. The project team should then advise the Duty Manager or Police, and request further assistance if required.

## 5. 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, to the local traffic network, and the loss of parking during construction will be addressed
- Heritage concerns specifically the protection of the historic St Marys goods shed and jib crane
- 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 St Marys metro station SBT works include:

- Property owners, residents, strata and building managers
- Local business owners and operators
- Government agencies
- Traditional owners of the land
- Utility authorities
- Traffic and transport organisations
- Transport operators including haulage and public transport operators
- Local schools (six primary schools and six high schools)
- The broader community interested in the delivery of Sydney Metro services to St Marys.

Key stakeholder issues for the St Marys metro station SBT works and mitigation measures are summarised in Table 2.

Table 2: Key St Marys metro station SBT works stakeholder issues and mitigation measures

Category	Issues	Indicative environmental mitigation	Communication and consultation mitigation
<b>Property damage</b>	<ul style="list-style-type: none"> <li>Concern over potential for property damage</li> </ul>	<ul style="list-style-type: none"> <li>Pre and post property condition surveys (PCS) carried out for eligible properties by experienced consultants</li> <li>Independent Property Impact Assessment Panel</li> </ul>	<ul style="list-style-type: none"> <li>Notification letters</li> <li>Fact sheet on condition survey process</li> </ul>
<b>Safety</b>	<ul style="list-style-type: none"> <li>Safety of road users, pedestrians and bus station passengers, particularly near site entrance/exit points</li> </ul>	<ul style="list-style-type: none"> <li>Implementing CTMP, using traffic controllers, signage and notifications</li> </ul>	<ul style="list-style-type: none"> <li>Requiring all workers and subcontractors to undergo a project and site induction</li> <li>Displaying signage and providing notifications</li> </ul>
<b>Access</b>	<ul style="list-style-type: none"> <li>Maintaining access to buildings, public facilities, public transport and local roads</li> </ul>	<ul style="list-style-type: none"> <li>Providing traffic control and assistance when required</li> </ul>	<ul style="list-style-type: none"> <li>Maintaining access at all times. When access is affected, appropriately notifying impacted stakeholders of changes</li> <li>Displaying signage and providing notifications</li> </ul>

Category	Issues	Indicative environmental mitigation	Communication and consultation mitigation
			<ul style="list-style-type: none"> <li>Conducting local access plan consultations to ensure access issues are included in construction staging and planning</li> </ul>
<b>Traffic and parking</b>	<ul style="list-style-type: none"> <li>Diversion of traffic and pedestrians around construction site</li> <li>Changes and removal of parking</li> <li>Changes to public transport access during construction</li> <li>Increased construction traffic including spoil trucks and deliveries</li> </ul>	<ul style="list-style-type: none"> <li>Implementing the relevant site specific CTMP</li> <li>Onsite parking and promoting alternative transport options for the contractor team to reduce worker parking on local streets</li> <li>A construction worker parking strategy</li> </ul>	<ul style="list-style-type: none"> <li>Communicating changes to transport operators</li> <li>Providing timely notifications and newsletters to the local community</li> </ul>
<b>Security and crime</b>	<ul style="list-style-type: none"> <li>Graffiti on site hoardings and fences</li> <li>Concern over increase in crime during construction</li> </ul>	<ul style="list-style-type: none"> <li>Application of Crime Prevention through Environmental Design principles to site hoarding design</li> <li>24/7 site security</li> <li>Ongoing site maintenance and promptly removing graffiti</li> </ul>	<ul style="list-style-type: none"> <li>Community notification concerning graffiti removal requirements</li> </ul>
<b>Visual Impacts</b>	<ul style="list-style-type: none"> <li>Plant and equipment visible over hoardings</li> <li>Temporary overshadowing</li> <li>Construction lighting and security</li> </ul>	<ul style="list-style-type: none"> <li>Developing a specification for branded shade cloth and hoarding in consultation with Sydney Metro</li> </ul>	<ul style="list-style-type: none"> <li>Community notification on visual mitigation</li> </ul>

Category	Issues	Indicative environmental mitigation	Communication and consultation mitigation
<b>Air borne noise and vibration</b>	<ul style="list-style-type: none"> <li>• Use of equipment such as bored piling rigs, excavators, hammers, vibratory rollers and vacuum trucks</li> <li>• Traffic noise including deliveries and spoil haulage</li> </ul>	<ul style="list-style-type: none"> <li>• Details of mitigation measures identified in the Detailed Noise and Vibration Management Plan</li> <li>• Undertaking construction noise monitoring to verify impacts</li> </ul>	<ul style="list-style-type: none"> <li>• Providing ongoing notification of works, including explanation of on-site mitigation measures being implemented including acoustic facilities</li> <li>• Consulting with impacted residents about respite periods for out of hours works</li> </ul>
<b>Ground borne noise and vibration</b>	<ul style="list-style-type: none"> <li>• Ground borne noise experienced in buildings as a result of excavation and mined tunnelling</li> <li>• TBM progress from Orchard Hills tracking under St Marys</li> </ul>	<ul style="list-style-type: none"> <li>• Undertaking construction noise monitoring to verify impacts</li> <li>• Monitoring on train corridor near site for vibration</li> </ul>	<ul style="list-style-type: none"> <li>• Respite offers will be set out in the Tunnelling Communications sub-plan</li> </ul>
<b>Dust and air quality</b>	<ul style="list-style-type: none"> <li>• Dust potentially generated by construction activities including demolition, excavation and spoil removal</li> </ul>	<ul style="list-style-type: none"> <li>• Air Quality and Dust Management Procedure</li> <li>• Dust monitoring and modification of activities if required</li> </ul>	<ul style="list-style-type: none"> <li>• Providing notifications and newsletters explaining mitigation measures including dust suppression</li> </ul>
<b>Business impacts</b>	<ul style="list-style-type: none"> <li>• Potential impacts to businesses adjacent to the site, including noise and</li> </ul>	<ul style="list-style-type: none"> <li>• Encouraging support of local businesses in the area</li> </ul>	<ul style="list-style-type: none"> <li>• Consulting and surveying affected businesses as required to outline mitigation measures and develop tailored solutions</li> </ul>

Category	Issues	Indicative environmental mitigation	Communication and consultation mitigation
	<p>vibration, dust, access, deliveries, waste management</p> <ul style="list-style-type: none"> <li>Concern over loss of earnings</li> </ul>	<ul style="list-style-type: none"> <li>Signage around construction sites to provide visibility for adjacent businesses</li> </ul>	<ul style="list-style-type: none"> <li>Development of the Small Business Owners Engagement Plan to define engagement with local businesses</li> <li>Implementing a local small business promotion program as a Community Benefit Initiative</li> </ul>
<b>Service disruption</b>	<ul style="list-style-type: none"> <li>Disruption (planned or unplanned) to utilities and services</li> </ul>	<ul style="list-style-type: none"> <li>Construction planning to minimise the extent of disruption</li> </ul>	<ul style="list-style-type: none"> <li>Providing notifications, including emergency works notifications if required</li> </ul>
<b>Cumulative impacts</b>	<ul style="list-style-type: none"> <li>Concern over the extent and duration of works associated with the entire Sydney Metro – Western Sydney Airport project</li> <li>Concern over impacts of any surrounding construction activities</li> </ul>	<ul style="list-style-type: none"> <li>Details of mitigation measures identified in the Construction Environmental Management Plan (CEMP) and Sub-Plans</li> </ul>	<ul style="list-style-type: none"> <li>Engaging with interface contractors and Sydney Metro through regular communication and meetings, including Communication Interface Coordination Group (CICG) meetings</li> </ul>

## 6. 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 St Marys metro station site are set out below in Table 4.

Table 3: Key roles for St Marys metro station

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

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



## 7. Systems and tools

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

### 7.1. Contact information, enquiry and complaint processes

CPBG will provide contact information to the public including the project's community information line open 24 hours 1800 717 703, and email address [sydneymetroswa@transport.nsw.gov.au](mailto:sydneymetroswa@transport.nsw.gov.au), Sydney Metro website and Sydney Metro app. Contact information will be displayed 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, the CPBG will run a 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 4: Enquiry/complaint types and response times

Enquiry and complaint type	Response time
<b>General enquiries received by phone or in person</b>	<ul style="list-style-type: none"> <li>At least a verbal response within two hours unless the enquirer agrees otherwise.</li> </ul>
<b>Written enquiries (letters, emails and online comments)</b>	<ul style="list-style-type: none"> <li>Written response within 24 hours (one business day) of receipt of the letter/email/online comment.</li> </ul>
<b>Social media enquiries received from Sydney Metro</b>	<ul style="list-style-type: none"> <li>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).</li> </ul>
<b>Record details of each enquiry in the Consultation Manager database</b>	<ul style="list-style-type: none"> <li>Within 48 hours of receiving the enquiry.</li> </ul>
<b>Record details of each complaint and how it was managed in the Consultation Manager database</b>	<ul style="list-style-type: none"> <li>Within 24 hours of receiving the complaint.</li> </ul>
<b>Complaints – received by telephone or face-to-face</b>	<ul style="list-style-type: none"> <li>Initiate investigation upon receipt of complaint</li> <li>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.</li> </ul>
<b>Complaints – received by email, letter or fax</b>	<ul style="list-style-type: none"> <li>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</li> <li>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.</li> </ul>
<b>Complaints report to the CPBG Construction Manager,</b>	<ul style="list-style-type: none"> <li>Report provided daily for all complaints received for the 24 hours to midday on business days</li> </ul>

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

## 7.2. Regular information and notifications

CPBG will provide regular information and notifications to keep the St Marys community and stakeholders informed about the works, including:

- Quarterly newsletter to properties within 500m of the site
- Bi-monthly construction update to properties within 200 metres of works
- 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
- Use the Sydney Metro app to push notifications out to registered stakeholders
- Fact sheets to explain the activities at the St Marys metro station site and environmental mitigation measures for noise and vibration impacts, safe removal of hazardous material and protecting heritage
- Regular video storytelling and animation updates at various milestones.

## 7.3. Consultation forums

CPBG will use a range of forums to engage with the St Marys 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 Place Manager, construction and environment teams will present information and answer questions. Invitations will be issued via newsletter, notification, and the Sydney Metro app
- Meetings and briefings (virtual and/or in-person) with individuals and groups, including the local school community and business representatives, to discuss works and tailor mitigation measures
- Doorknock 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 Penrith City Council in conjunction with Sydney Metro to provide progress updates and utilise their information distribution network to provide information more widely in the community.

## 7.4. Site visits, displays and open days

CPBG will involve the St Marys community and stakeholders in the SBT works and the broader project by providing:

- CPBG will host ten community site visits and open days across the SBT sites on the Sydney Metro – Western Sydney Airport project, including at least one opportunity for the public to see the St Marys metro station site
- Where open days are not feasible, CPBG will endeavour to provide video tours, accessible online. Information displays at local events in conjunction with Sydney Metro
- 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