

# Community Communications Sub-Plan (Tunnelling Communications Strategy)

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

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## Document approval

Rev	Date	Prepared by	Reviewed by	Remarks	Approved by
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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
00	Approved version

## 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 site entrances</li> <li>Installing a range of environmental management controls at the 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 in relation to 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 community issues during construction</li> <li>Working closely with Sydney Metro, Penrith City Council, Liverpool City Council, 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 and WSA Co as required, though Sydney Metro will lead this collaboration. This interaction will be consistent with the requirements of the Cumulative Impacts Plan (CIP).</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 audiences</li> <li>Delivering information flexibly through the new Sydney Metro app when available. A daily scan of the QR code or app will provide the user with immediate access to the latest project 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 technology to inform the community about tunnelling progress</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 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-SBT	Community Communications Strategy – Station Boxes and Tunnelling Works
CEMP	Construction Environmental Management Plan
CICG	Communication Interface Coordination Group
CNVIS	Construction Noise and Vibration Impact Statement
CPBG	CPB Contractors Ghella Joint Venture
EIS	Environmental Impact Statement
EPA	NSW Environment Protection Authority
EPL	Environment Protection Licence
IAP2	International Association for Public Participation
PAEM	Public Affairs and Events Manager
PM	Place Manager
Project Planning Approval	Critical State Significant Infrastructure (CSSI) Sydney Metro Western Sydney Airport Project Infrastructure Approval dated 23 July 2021 (Application no. CSSI 10051)
Project	Sydney Metro – Western Sydney Airport
SBT	Station Boxes and Tunnelling
Spoil	All material generated by excavation into the ground, including the excavation of dives, station boxes, shafts and tunnels
TBM	Tunnel boring machine
Tunnel segments	Precast concrete segments used to line the tunnels. As the tunnel boring machines excavate a section of tunnel, they install six segments onto the walls to form a concrete ring.
WCAG 2.0	Web Content Accessibility Guidelines
WSA Co	Western Sydney Airport Company (Entity constructing Western Sydney International (Nancy-Bird Walton) Airport)

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# 1. Introduction

## 1.1. Purpose

This Tunnelling Communications Strategy describes CPB Contractors Ghella Joint Venture's (CPBG) communication and engagement approach for all tunnel boring machine (TBM) tunnelling works. It is a sub-plan to the Community Communications Strategy – Station Boxes and Tunnelling works (CCS-SBT) (SMWSASBT-CPG-1NL-NL000-CY-PLN-000002). It outlines the:

- Communication strategy to support the stages of the tunnelling program
- Mitigation measures to minimise sleep disturbance and other impacts of tunnelling
- Approach to property condition surveys
- Process for responding to enquiries and complaints throughout the tunnelling works.

Other sub-plans have been prepared for each construction site. A separate Small Business Owners Engagement Plan (SMWSASBT-CPG-1NL-NL000-CG-PLN-000001-A-S3) has been prepared to manage impacts on businesses at St Marys. This sub-plan identifies site-specific stakeholders, how they will be informed about construction activities, key environmental issues, and ways to discuss or provide feedback on how they are being managed.

## 1.2. Objectives

CPBG's stakeholder and community objectives for the tunnelling works include:

- Identifying stakeholders potentially affected by the tunnelling and associated activities
- Establishing strong relationships with stakeholders, residents and businesses along the tunnel alignment to facilitate two-way communication and involvement in the SBT works
- Maximising understanding of the timing and potential impacts of tunnelling and the measures to reduce these impacts
- Identifying issues for consideration in tunnelling planning to reduce the impact on the community where possible, and to respond to community feedback
- Collaborating in communications to minimise impacts, including cumulative impacts of increased construction activities along the alignment.

## 1.3. Interface with other plans

This sub-plan is part of a suite of plans designed to address communication for a range of stakeholders. The CCS-SBT and the specific sub-plans for each of the six surface sites along the 9.8-kilometre tunnel alignment are designed to work in conjunction with this sub-plan. They are structured as shown in Figure 1.

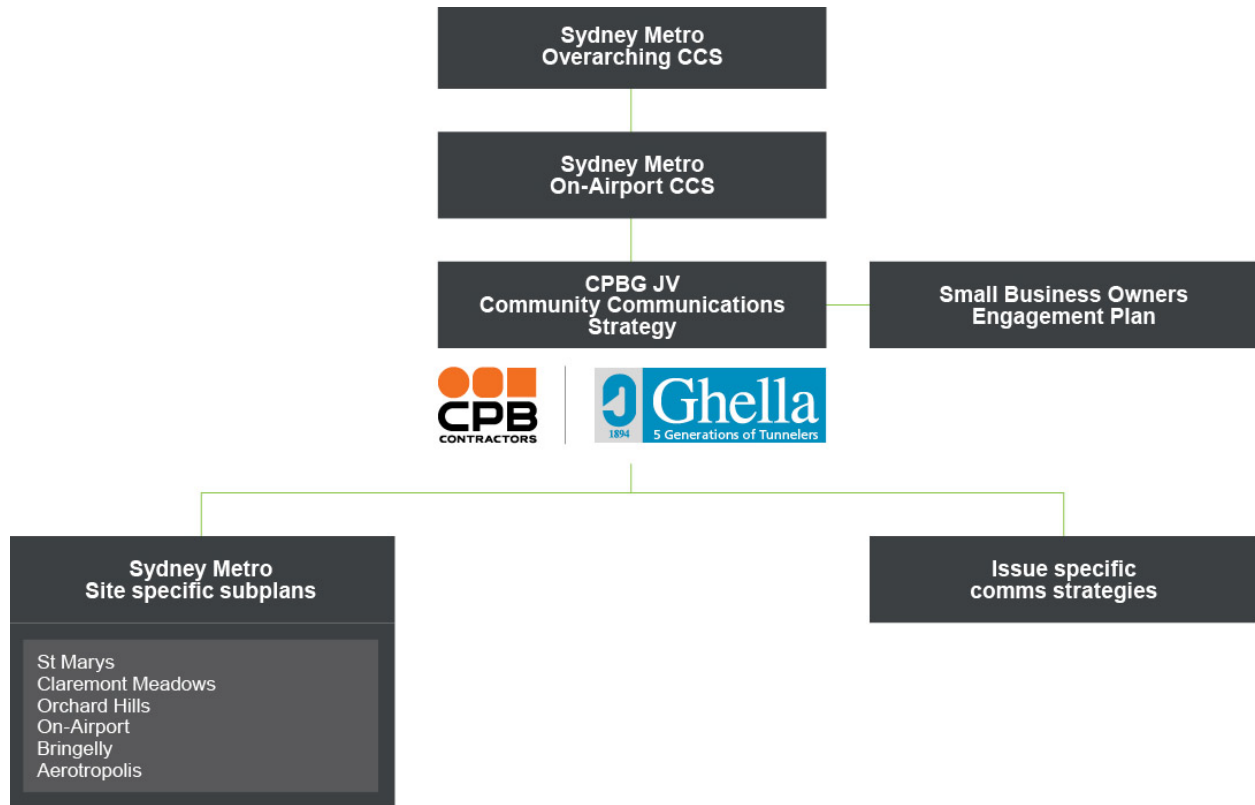


Figure 1: Interface with the CCS-SBT and other plans

## 1.4. Plan authorisation and distribution

The Communications Manager is responsible for the distribution of the Tunnelling Communications Strategy. It will be introduced in site inductions to all staff and subcontractors working at TBM tunnelling sites and all personnel will perform their duties in line with its requirements. The controlled copy of this document will be maintained on CPBG’s SharePoint. An accessible copy of this sub-plan will be available to the public on the CPB Contractors website [CPB Contractors - Sydney Metro - Western Sydney Airport, Station Boxes and Tunnelling Works](#).

## 1.5. Further development

The sub-plan will be reviewed at a minimum of every six months to ensure that it remains relevant to the delivery of the SBT works. It may also be updated to reflect changes to legislation, Sydney Metro’s directions or CPBG’s operating procedures.

## 2. TBM tunnelling activities

### 2.1. Background and CPBG scope

Sydney Metro is Australia's largest public transport project. It will transform Western Sydney, delivering more trains and faster services for customers across the network.

The new tunnels will be built to service the commercial heart of the Western Sydney Airport and surrounds. The tunnels have been designed to act as a major transport interchange, providing important connectivity to the future new central business district of the Western Parkland City. This will enable development of a city centre precinct, contribute to the high-amenity public space, and will support easy and safe interchange with a potential future Southwest Rail Link Extension, East West Rail Link, and rapid and local bus services.

CPBG has been contracted to deliver the Sydney Metro – Western Sydney Airport, Station Boxes and Tunnelling works. The SBT works alignment is shown in Figure 2. The SBT works scope includes design and construction of:

- Twin 9.8-kilometre rail tunnels from St Marys to Orchard Hills and from Airport Business Park to Aerotropolis
- Excavation and civil works for five new metro railway stations at St Marys, Orchard Hills, Airport Business Park, Airport Terminal and Aerotropolis
- Two dive structures to allow trains to enter and exit tunnels at Orchard Hills and Airport Business Park
- Cross passages between the twin tunnels, spaced approximately 240 metres apart
- Operation of a temporary precast facility in Brisbane to manufacture the concrete tunnel lining segments.



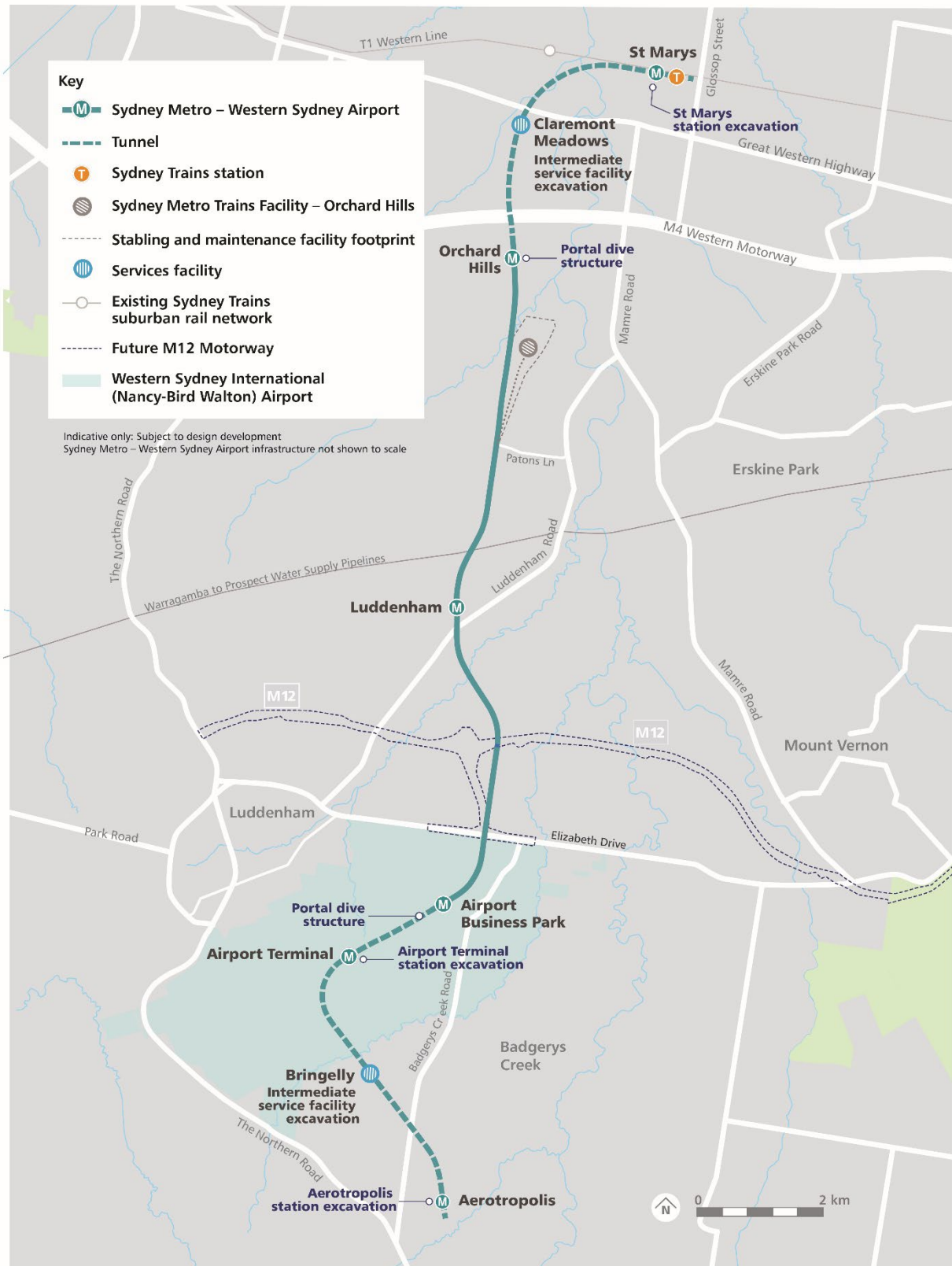


Figure 2: SBT Works and tunnel alignment

## 2.2. Tunnelling activities and indicative timing

Construction of the twin 9.8-kilometre running tunnels will include the following activities:

- Two TBMs will be launched from the Orchard Hills dive site about one month apart and tunnel towards St Marys where they will be retrieved
- Two TBMs will be launched from the Airport Business Park dive site about one month apart and will tunnel towards Aerotropolis where they will be retrieved
- Tunnel lining segments made at the precast facility in Brisbane will be delivered on trucks to the TBM tunnelling support sites at Orchard Hills and Airport Business Park
- Cross passages will be excavated and lined between the running tunnels approximately every 240 metres along the alignment
- Spoil from tunnel and cross passage excavation will be transported away from sites for reuse on development sites
- A concrete invert installed in the full length of the running tunnels
- Tunnelling works, including spoil haulage, will be a 24-hour a day, seven days a week operation, except between the hours of 10pm and 7am at Orchard Hills.

The tunnel alignment is shown in Figure 2. Tunnelling will occur concurrently in different sections of tunnels. Cross passages will be constructed as soon as possible after TBMs have moved through an area.

Table 1 outlines the key activities and environmental mitigations for each construction phase.

More details on the mitigation measures are contained in the CEMP.

Table 1: Tunnelling activities, environmental mitigations, and indicative timing.

Project phase	Main construction activities and mitigation measures	Indicative timing
Pre-tunnelling design and monitoring works	<ul style="list-style-type: none"> <li>• Geotechnical investigations and installation of monitoring equipment</li> </ul>	Q2 2022 to Q2 2023
Property condition surveys	<ul style="list-style-type: none"> <li>• Pre-condition surveys offered and carried out for eligible properties progressively, in advance of tunnelling. Reports provided to owners at least one month before tunnelling in their area.</li> <li>• Post-condition surveys offered within 21 days of construction completion.</li> </ul>	Q2 2022 to Q4 2022 Q3 2023 to Q3 2024
Delivery of tunnel segments	<ul style="list-style-type: none"> <li>• Delivery of precast tunnel segments from Wagner facility in Brisbane to Orchard Hills and Airport sites.</li> </ul>	Q1 2023 to Q3 2024
Start of TBM tunnelling	<ul style="list-style-type: none"> <li>• Launch of TBMs from Orchard Hills and Airport Business Park</li> </ul>	Q2 2023 to Q3 2023
Cross passage construction	<ul style="list-style-type: none"> <li>• Cross passage construction begins soon after both TBMs have moved through an area. Construction is by small remote-controlled excavators. Timing of works will coincide with the Detailed Noise and Vibration Impact Statement (DNVIS), which takes account of surrounding land use at specific cross passage locations.</li> </ul>	Q3 2023 to Q3 2024
Retrieval of TBMs	<ul style="list-style-type: none"> <li>• TBMs complete tunnelling and are retrieved at St Marys and Aerotropolis</li> </ul>	Q1 2024 to Q2 2024

Project phase	Main construction activities and mitigation measures	Indicative timing
Installation of tunnel invert	<ul style="list-style-type: none"> <li>Concrete deliveries at surface sites. Underground works will have no impact on the surface.</li> </ul>	Q4 2023 to Q4 2024

## 2.3. Key issues

Key issues for TBM tunnelling work to construct the running tunnels are summarised in Table 2. Comprehensive environmental management plans have been developed to mitigate the impact of construction works. These plans will be available on the CPB website before construction.

Table 2: Stakeholder and community issues related to TBM tunnelling.

Key issues	Description	Mitigation measures
Noise and vibration	<ul style="list-style-type: none"> <li>Regenerated noise and vibration from tunnelling that is experienced in structures above ground.</li> </ul>	<ul style="list-style-type: none"> <li>Notifications and doorknocks</li> <li>Newsletters and emails</li> <li>Fact sheets</li> <li>Information sessions</li> <li>24/7 community information line</li> <li>Dedicated Place Manager</li> </ul>
Operational noise	<ul style="list-style-type: none"> <li>Although unrelated to tunnelling, stakeholders may become concerned about future potential for operational noise during the operations of the Metro.</li> </ul>	<ul style="list-style-type: none"> <li>Information sessions attended by Sydney Metro staff</li> <li>Refer specific operational questions to Sydney Metro staff</li> </ul>
Spoil removal	<ul style="list-style-type: none"> <li>24-hour heavy vehicle movements to transport spoil away from tunnelling sites, except between the hours of 10pm and 7am at Orchard Hills</li> <li>Impact on surrounding road network.</li> </ul>	<ul style="list-style-type: none"> <li>Notifications</li> <li>Newsletters</li> <li>Emails</li> <li>24/7 community information line</li> <li>Dedicated Place Manager</li> </ul>
Truck movements	<ul style="list-style-type: none"> <li>24-hour heavy vehicle movements for TBM (oversized) and segment deliveries only, except between the hours of 10pm and 7am at Orchard Hills</li> <li>Impact on surrounding road network.</li> </ul>	<ul style="list-style-type: none"> <li>Notifications</li> <li>Traffic alert (if required)</li> <li>Emails</li> <li>24/7 community information line</li> <li>Dedicated Place Manager</li> </ul>
Business impacts	<ul style="list-style-type: none"> <li>Potential impacts to businesses along the tunnel alignment due to noise and vibration.</li> </ul>	<ul style="list-style-type: none"> <li>Doorknocks and one-on-one briefings, meetings</li> <li>Notifications, newsletters, emails and fact sheets</li> <li>Information sessions</li> <li>24/7 community information line</li> <li>Dedicated Place Manager</li> </ul>
Property impacts	<ul style="list-style-type: none"> <li>Concern about disruption to utilities or services</li> <li>Property damage.</li> </ul>	<ul style="list-style-type: none"> <li>Doorknocks</li> <li>Notifications</li> <li>Emails</li> <li>Fact sheets</li> <li>Property condition surveys for eligible owners, before and after tunnelling</li> </ul>

Key issues	Description	Mitigation measures
		<ul style="list-style-type: none"> <li>• 24/7 community information line</li> <li>• Dedicated Place Manager</li> </ul>
Concurrent works	<ul style="list-style-type: none"> <li>• TBMs will usually launch about one month apart, but it is possible they will travel through some areas at the same time.</li> </ul>	<ul style="list-style-type: none"> <li>• Doorknocks</li> <li>• Notifications, newsletters and emails</li> <li>• 24/7 community information line</li> <li>• Dedicated Place Manager</li> </ul>

### 3. The CPBG approach

#### 3.1. Stakeholder and Community Engagement Policy

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 CCS outlines how CPBG will meet its obligations in relation to the Project's Conditions of Approval and Sydney Metro's requirements and standards. It also ensures we deliver what we say we will to stakeholders.

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

#### 3.2. Building relationships through transparency and tailored, open communications

The Community 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.

CPBG's Place Managers will use the tools described in Section 6 to build on the extensive consultation already undertaken by Sydney Metro, 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 the detailed design for the operational phase of the project.

We will use a proactive three-stage approach to communication and respond to the needs of the communities along the tunnel alignment as shown in Figure 3. It provides:

- Comprehensive information and answers to expected questions and concerns
- Timely and regular information with reminders at specific intervals to ensure sufficient notice of tunnelling progress and the likely impacts, including how long they are expected to last
- Efficient response to enquiries and complaints and 24-hour support for impacted neighbours.

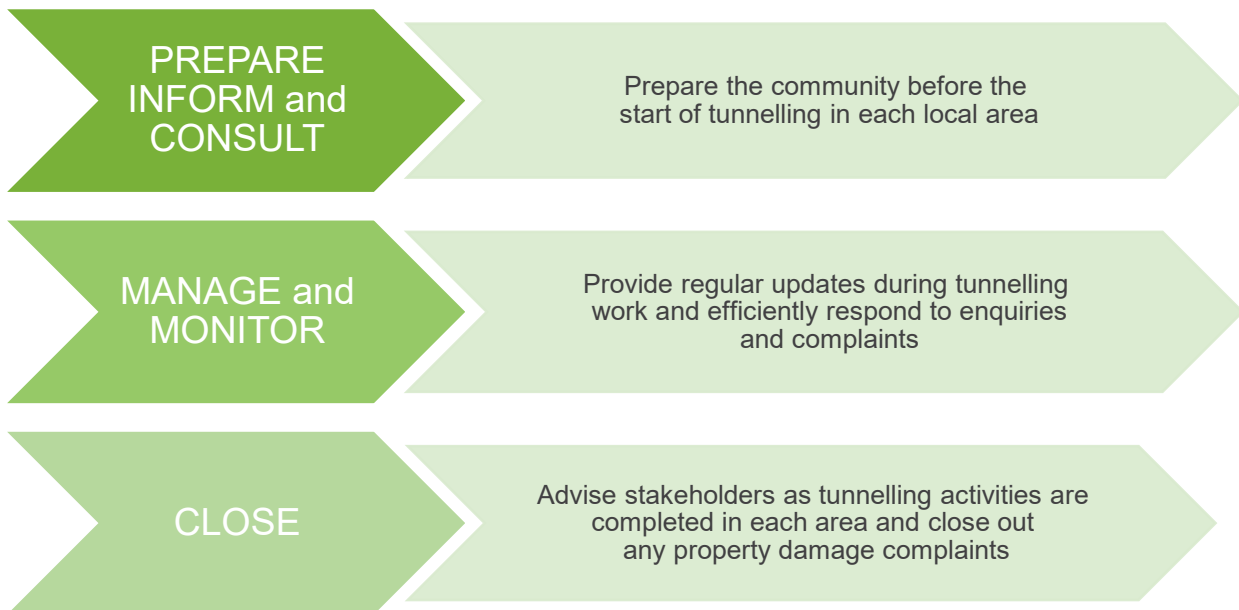


Figure 3: Proactive communication approach

### 3.3. Integrated approach to avoiding and minimising impacts

A key component of CBPG's approach is having integrated site teams of safety, construction, community, approvals, environmental, sustainability, traffic and other specialists, to plan construction activities to avoid and minimise impacts, including:

- Planning site layouts and truck haulage to minimise noise during 24-hour tunnelling operations and local traffic impacts
- Modelling of all tunnelling 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 (SMWSASBT-CPG-SWD-SW000-EN-PLN-202012) for additional details
- Encouraging site workers and tunnelling workforce to use public transport, where possible, to avoid pressure on local street parking
- Selecting and timing construction methods, where practicable, that allow for works with high noise impacts to be undertaken in standard construction hours. Tunnelling operations will occur 24-hours a day, seven days a week. All out-of-hours works, including oversized TBM deliveries, will be subject to EPA approval, Road Occupancy Licences and Transport for NSW requirements, and the community will be notified well in advance.

### 3.4. Leaving a legacy

CPBG will collaborate with Sydney Metro to identify community benefit initiatives across the alignment 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. We will seek to work with community groups and local schools to identify community priorities that may benefit from the involvement of our employees or other resources.

Our Workforce Development and Industry Participation Plan (SMWSASBT-CPG-SWD-SW000-HR-PLN-202244) describes programs, including employment of Aboriginal businesses and disadvantaged groups, mentoring, student work experience, apprenticeships and a pre-employment program.

## 4. Tunnel alignment stakeholders

Many stakeholders will potentially be directly impacted or have an interest in the tunnelling works. Project-wide stakeholders are identified in the CCS-SBT. These stakeholders include government agencies, utilities, authorities and traffic and transport organisations. Consultation with these groups is outlined in the CCS-SBT and other project plans.

Stakeholders along the tunnel alignment are listed in Table 3 together with issues raised in earlier consultation, including during the exhibition of the Environmental Impact Statement (EIS). Ongoing communication activities are designed to identify any potential issues and concerns and match the information needs of the stakeholders.

The stakeholder list and database will continually be reviewed and updated during the SBT works.

Table 3: Key stakeholders along the tunnel alignment

Specific stakeholders	Issues	Mitigation measures
<b>Local government</b>		
Penrith City and Liverpool City councils	Keeping councils and their communities engaged and informed about the project  Responding to enquiries received by councils	Regular engagement and briefings to discuss progress and upcoming activities
<b>Residents, businesses and other stakeholders in proximity to the tunnel alignment</b>		
Residents, businesses and other stakeholders within 60 metres of the tunnel alignment	Noise and vibration  Concern about property damage  24-hour tunnelling works	Face-to-face consultation before construction activities to notify of potential impacts  Mitigation measures for noise and vibration impacts, including respite offers such as sleep mask headphones  Community information sessions and displays for impacted residents to be briefed by CPBG teams and consulted on planned activities  Fact sheets about tunnelling, and managing trucks and dust from the project, provided to impacted stakeholders  Easy access to SBT works status reports on website, including a tunnel tracker showing progress of the four TBMs, with link included in project newsletters  Property condition surveys (where eligible) prior to and after tunnelling works.

Specific stakeholders	Issues	Mitigation measures
<b>Other stakeholders</b>		
Stakeholders with English as a second language	Accessibility to construction information	Access to translator services shown on all notifications
People with a disability	Accessibility to construction information	Website documents WCAG 2.0 compliant

## 5. Stakeholder and community engagement team

CPBG’s stakeholder and community engagement team structure is provided in section 2.1 of the CCS. Key roles in the Community Team are outlined in Table 5.

Table 4: Key roles in the Community Team

Role	Responsibilities
Communications Manager	<ul style="list-style-type: none"> <li>Provide functional leadership and support to the Place Managers, particularly in the delivery of this sub-plan, developing community relations projects, overseeing complaints and issues management, and managing stakeholder and community relationships</li> </ul>
Place Managers	<ul style="list-style-type: none"> <li>Accountable for stakeholder and community relationships, advice and engagement</li> <li>Work with other members of site management teams to identify upcoming issues and ensure timely, two-way communication, particularly with those directly affected by construction activities</li> <li>Complete records of stakeholder contacts and reports, ensuring compliant complaints management in line with the EPL and planning approvals</li> <li>Prepare notifications and construction updates</li> <li>Undertake face-to-face consultation with stakeholders, community members and businesses, including tunnelling consultation</li> <li>Arrange site-based information sessions, site visits and local inductions on community and stakeholder issues and support open day planning</li> <li>Collaborate closely with the environment team in implementing worker inductions and managing consultation on environmental issues</li> </ul>
Other community team members	<ul style="list-style-type: none"> <li>Public Affairs and Events Manager, Public Affairs and Events Coordinator, Graphic Designer and Communications Coordinator will support Place Managers as required</li> </ul>
CPBG’s project team specialists	<ul style="list-style-type: none"> <li>Members of CPBG’s safety, environment and traffic management teams will provide specialist support to the stakeholder and community engagement team</li> </ul>
Consultants	<ul style="list-style-type: none"> <li>Specialist consultants will be available to provide advice on noise and vibration, geotechnical and structural engineering, and contamination</li> <li>Experienced consultants will undertake pre- and post-construction property condition surveys to assess the condition of properties in defined zones.</li> </ul>

## 6. Systems and tools

CPBG will use communication tools, regular interface meetings, consultation forums and opportunities to observe progress of the works, to inform and engage stakeholders and community members. A detailed overview is provided in the CCS-SBT. The main tools we use are described below.

## 6.1. Contact information, enquiry and complaint processes

CPBG will provide contact information to the community and stakeholders to support our enquiry and complaint processes including the:

- Project's community information line 1800 171 703 and website contact information shown on site signage and hoarding banners. These details and the project's email address, [sydneymetrowsa@transport.nsw.gov.au](mailto:sydneymetrowsa@transport.nsw.gov.au), will be provided in all written communication, including notifications, newsletters and emails. A link to the Sydney Metro app will be included when available, providing the user with immediate access to the latest project updates and any urgent information
- Enquiry and 24/7 complaints process, including reporting protocols and escalation to resolve disputes (see CCS-SBT for details).

## 6.2. Regular information and notifications

CPBG will provide regular information and notifications to keep the community and stakeholders along the tunnel alignment informed about the SBT tunnelling work including:

- Tunnelling fact sheet distributed to all properties within 60 metres of the tunnel alignment in advance of the TBM tunnelling works
- Notification letters distributed seven days before TBMs are due to arrive near the stakeholder's property, with updates if details change
- Bi-monthly email updates sent to registered site-specific stakeholders informing them of construction progress and any key milestones or activities and environmental mitigation measures including noise and vibration
- Quarterly newsletters distributed to all properties within 500 metres of project work sites
- Real-time TBM tracker available online on Sydney Metro's website showing tunnelling progress along the alignment.

## 6.3. Consultation forums

CPBG will use a range of forums to engage with the community and stakeholders along the tunnel alignment, including:

- Community information sessions with maps, photos and other materials provided. Expert CPBG staff from construction and environment teams will provide information and answer questions. Invitations will be issued via email to project database, included in newsletters, notifications and advertised on the Sydney Metro app, when available.
- Meetings (virtual and/or in person) with individuals and groups 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
- Briefings and ongoing consultation with businesses
- Regular interface meetings with Penrith City Council and Liverpool 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.



## 6.4. Site visits, displays and open days

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

- Ten open days and community information sessions at sites, so visitors can view construction progress
- Virtual information sessions showing construction progress when required
- 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 activities on site or via a large screen video or live stream
- QR codes providing a direct link to quarterly update progress videos.

## 7. Collaboration with other projects

To minimise cumulative impacts, CPBG will participate in regular Communication Interface Coordination Group (CICG) meetings led by Sydney Metro. The forum allows for information exchange about forward planning and communication activities with representatives from other projects.

## 8. Implementation plan

The implementation plan in Table 5 outlines communication initiatives to be implemented during tunnelling activities tied to the program of works. This section of the sub-plan is designed to be flexible and work within the changing requirements of the SBT works delivery environment. Primary responsibility for the delivery of the implementation plan is with the Place Managers (PM) supported by the Public Affairs and Events Manager (PAEM).

Table 5: Implementation plan for tunnelling communications

Project phase	Activity	Communication actions	Stakeholders	Responsibility	Timing
Before tunnelling	Establish communication tools and processes	Tunnelling FAQs	External	PAEM and PM	Before start of works
		Upload this sub-plan to the CPB website	External	PAEM	Once approved
	Property condition surveys	Property condition survey letters and a copy of report provided to property owners	Property owners within a 50-metre radius of the worksites or 30 metres from the outer edge of the two tunnels	Property team	Before start of tunnelling works
	Communication about expected impacts	Tunnelling fact sheet	Residents/business operators within 60 metres of tunnel alignment	PM	Four weeks prior to tunnelling works
		Doorknock meetings/'Sorry I missed you' doorslip left behind	Residents/business operators within 60 metres of tunnel alignment	PM	Four weeks prior to tunnelling works (with tunnelling fact sheet)
		Letterbox notifications	Residents/business operators within 60 metres of tunnel alignment	PM	Seven days before each TBM arrives
		Doorknock meetings/'Sorry I missed you' doorslip left behind	Residents along the tunnel alignment, where ground-borne noise impacts are expected to exceed 34dBA (night-time 10pm–7am)	PM	Seven days before each TBM arrives (with letterbox notification)

Project phase	Activity	Communication actions	Stakeholders	Responsibility	Timing
		Proactive offer of respite/relocation letter	Residents identified in the tunnelling CNVIS who are potentially expected to experience 45dBA for more than two nights	PM	Seven days before each TBM arrives (with doorknock and letterbox notification)
		Enquiry and complaints process	External	PM	Duration of SBT works
		Website updates	External	PAEM	As required
		Community information sessions	Local communities along tunnel alignment	PM	Four each for both northern and southern alignment annually
		Tunnelling information provided for Sydney Metro community information sessions, including displays and animation	General public	PAEM	As required
During tunnelling	TBMs tunnelling under properties	Doorknock meetings	Residents/business operators within 60 metres of tunnel alignment	PM	As required
		Quarterly construction newsletter	Residents/business operators within 60 metres of tunnel alignment	PAEM	During tunnelling activities

Project phase	Activity	Communication actions	Stakeholders	Responsibility	Timing
		Online tunnel tracker (link provided in fact sheet and quarterly newsletter)	Residents/business operators within 60 metres of tunnel alignment	PAEM	During tunnelling activities
		Website updates	External	PAEM	As required
TBM breakthroughs and traverse	TBM breakthroughs and traverse	Media events	Media and general public	PAEM	With milestones
Construction of cross passages	Excavation of cross passages using hammers	Letterbox notifications	Residents/business operators located above cross passages	PM	Seven days before planned works
		Doorknock meetings/'Sorry I missed you' doorslip left behind	Residents/business operators located above cross passages	CPM	Seven days before planned works (with letterbox notification)
Tunnelling and cross passage completion	Post property condition surveys	Property condition survey letters and a copy of report provided to property owners	Property owners within a 50-metre radius of the worksites or 30 metres from the outer edge of the two tunnels	Property team	After construction completion
	Handover to next contractor	Letterbox notification	Residents within 200 metres of alignment	PM	Seven days before expected completion date