

# Community Communications Strategy

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

<b>Project number</b>	WSA-200-SBT
<b>Document number</b>	SMWSASBT-CPG-1NL-NL000-CY-PLN-000002
<b>Revision date</b>	02/01/2024
<b>Revision</b>	04

## Document approval

Rev	Date	Prepared by	Reviewed by	Remarks	Approved by
A	31/1/22				
Signature:					
B	4/4/22				
Signature:					
C	26/4/22				
Signature:					
0	20/5/22				



Rev	Date	Prepared by	Reviewed by	Remarks	Approved by
Signature:					
01	12/11/22				
Signature:					
02	12/4/23				
Signature:					
03	4/7/23				
Signature:					
04	2/1/24				
Signature:					

## 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
C	Client comments addressed
0	Final client comments addressed
01	Six-month review
02	Six-month review, ISC comments addressed
03	Client comments addressed
04	Six-month review

## Compliance

The table below notes where items required by the Sydney Metro Overarching Community Communications Strategy (OCCS) and General Specification are addressed in this plan.

### Requirements of the CCS

Requirement	Reference
Community Communications Strategy	This document
Monthly progress report	Section 12
Stakeholder and community engagement report	Section 8.1
Communication process for property condition surveys	Section 10.4
Communications process for property records register	Section 10.4
Communication process for access to private property	Section 10.6
Communication process for site investigations	Section 10.5
Commitment to general obligations including timeframes and notification	Section 9, Table 7
Roles and responsibilities including stakeholder and community engagement personnel	Section 2, Table 1
Information to the Principal's Representative	Section 2.3, Table 3
Communications Interface Coordination Group	Section 6.1
Community information sessions	Section 8.3
Public Communication Material	Section 9, Table 7
Marketing and Promotional Material	Section 9, Table 7
Site boundary hoarding, sheds, walls and fences	Section 3.1, Table 4; and Annexure A 2, see site establishment, site hoardings, and establishment
Branding and logos	Section 8.2
Community display material	Annexure A, see site establishment, site hoardings, and establishment
Animations	Section 9, Table 7
Community engagement database	Sections 10.1, Table 8
Enquiries and complaints management process	Section 10.1
Media and government relations process	Sections 10.9 and 10.10
Crisis and incident communication procedures	Section 10.7
Site visit and event requirements	Section 11.2
Photography and filming requirements	Section 11.1

Requirement	Reference
Site inductions and training	Section 9, Table 7
Values including alignment with Sydney Metro Values	Section 1.2
Approach to communication and stakeholder engagement	Section 1
Relationship of the CCS to other plans in the communication hierarchy and environmental management framework	Section 1
Objectives	Section 1.7
Site specific stakeholder scan	See Site-specific sub-plan
Communication approaches for key demographics including CALD as required	Annexure C
Site specific business scan	See Small Business Owners Engagement Plan
Process for identification of small businesses that may qualify under the small business owners engagement plan	See Small Business Owners Engagement Plan
Communication tools	Section 9
Site specific communication coordination plans (cumulative impacts)	See site-specific sub-plans

## 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
CNVMP	Construction Noise and Vibration Management Plan
CoA	Condition of Approval
CPBG	CPB Contractors Ghella Joint Venture
PM	Place Manager
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
ISCA	Infrastructure Sustainability Council of Australia
LGA	Local Government Area
OCCS	Overarching Community Communications Strategy
OOH	Out-of-hours
Project	Sydney Metro – Western Sydney Airport
REF	Review of Environmental Factors
RFT	Request for Tender
RID	Rail Integration Deed
SBT	Station Boxes and Tunnelling
SCAW	Surface and Civil Alignment Works
CM	Communications Manager
SLT	Senior Leadership Team
STEM	Science, Technology, English and Mathematics
SSTOM	Stations, Systems, Trains, Operations and Maintenance
PLM	Parklife Metro Consortium
TBM	Tunnel boring machine
TCG	Traffic Coordination Group

Term	Description
TfNSW	Transport for New South Wales
TTLG	Traffic and Transport Liaison Group
WCAG	Web Content Accessibility Guidelines
WPCA	Western Parkland City Authority
WSI	Western Sydney International Airport

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# 1. Strategy overview

## 1.1. Purpose

This Community Communications Strategy (CCS) for the Sydney Metro – Western Sydney Airport, Station Boxes and Tunnelling works (SBT) describes CPB Contractors Ghella Joint Venture's (CPBG) approach to managing communications for SBT and meeting community and stakeholder obligations.

This strategy sets new standards in communications and stakeholder relations by harnessing the unique opportunities and learnings gained from changing communications requirements on major projects across Sydney during the COVID-19 pandemic. The past three years have showed us that the construction industry and community quickly adapted to a digital world, and this has driven CPBG's approach to engaging with Greater Western Sydney for SBT.

The purpose of the CCS is to provide a high-level overview of how CPBG will manage and meet key communications and stakeholder relations requirements during construction, allowing for a seamless and efficient transition to the next works package.

The CCS has been updated following a six month review, reflecting learnings from the project.

## 1.2. Integrated, aligned and collaborative approach

CPBG uses a highly integrated, strategic and collaborative approach to communication and engagement and objective data analysis, drawing on experience and lessons learned on numerous major local and international infrastructure projects. CPBG's vision, *"Transforming Greater Western Sydney"*, is fully aligned with Sydney Metro's own vision of *"Transforming Sydney with a world-class metro."* CPBG looks forward to continuing its legacy with Sydney Metro and transforming Greater Western Sydney by extending the city's world-class metro to connect the Western Parkland City community and the new Western Sydney International (WSI) Airport.

CPBG's culture is aligned with the Sydney Metro values of safety and wellbeing, innovation, collaboration, integrity, excellence and achievement.

The SBT works is a large enabling package within a wider project scope. It traverses a diverse range of communities and stakeholders - from St Marys in the north through Orchard Hills and the new WSI airport site close to Bringelly and further south to the Aerotropolis. This diverse landscape and communities require a flexible and dynamic approach to communications.

CPBG aims to design out construction impacts as far as possible. We will use communication and engagement to build strong relationships and trust to identify and address any issues throughout the SBT works.

CPBG will leverage Sydney Metro's extensive research and knowledge of the region and focus on implementing proven strategies and initiatives. Through these portals the community can download tailored information and notifications relevant to them. CPBG is aware that what matters to the northern communities, especially the St Marys community, can differ to the needs of those at the southern end of the alignment, and will adapt content to suit the audience.

The opportunity to provide flexible information can be delivered via the QR code method or the Sydney Metro App. A scan of the code or app at bus stations, on the side of the construction site, or at local shops and businesses will provide locals with updates on progress, as well as potential disruption and management information such as road closures or pedestrian diversions.

Construction and progress milestones will be captured and documented via photography, video, time-lapse and drone footage. This will harness community excitement about engineering innovations occurring on their doorstep as well as demonstrate the rapid progress being made towards a transformed Sydney.

Providing safe access for media and public events will be a matter of pride for a delivery team that is keen to show off innovations, engineering excellence and achievements.

### 1.3. Working with stakeholders to deliver the future

The SBT works are critical for Sydney's future, providing the next link for vital new transport service to customers from St Marys to the WSI airport. Diverse stakeholders across the alignment include local communities, small businesses and commuters. All have clear expectations that the SBT works will consider their needs and that disruption will be minimised.

CPBG understands that the customer is at the heart of all decisions and operations for Sydney Metro. The communities and stakeholders surrounding construction sites are Sydney Metro's future customers. The relationships and reputation Sydney Metro has already established during the planning assessment phase will be reinforced during the delivery of SBT and will enhance stakeholders' long-term association with Sydney Metro.

Collaboration will be essential to minimise impacts. Close working relationships will minimise disruptions during construction and will also have an outcome and legacy that extends beyond construction to improve overall community wellbeing and sense of place.

### 1.4. IAP2 Spectrum

The project will attract interest from stakeholders across the alignment and Greater Sydney. The IAP2 spectrum defines the public role in any community engagement program and demonstrates the different levels of participation that can be achieved dependent on goals, resources, interests and levels of concern stakeholders hold in the decision to be made.

CPBG's approach encompasses proactive engagement from stakeholders on all aspects of the project, with issues out of CPBG scope referred to the appropriate authority. Out-of-scope and non-negotiable issues relate to elements that CPBG cannot influence. This includes planning approval, construction scope and aspects of project design. Non-negotiable issues are assigned a participation level of Inform, dependent on goals, resources, interests and levels of concern stakeholders hold in the decision to be made.

Most issues are considered to be negotiable issues, again specific to the stakeholder and the particular set circumstances, which can vary on a case-by-case basis. For negotiable issues, CPBG will assign participation levels of Consult, Involve, Collaborate or Empower. Annexure B Stakeholder Analysis and Communication Strategies and Tools, highlights the indicative key issues and the anticipated engagement.

The below figure shows engagement across the IAP2 spectrum with each stakeholder tier, matching the level of interest, influence and engagement to guide best practice communications and engagement deployment.

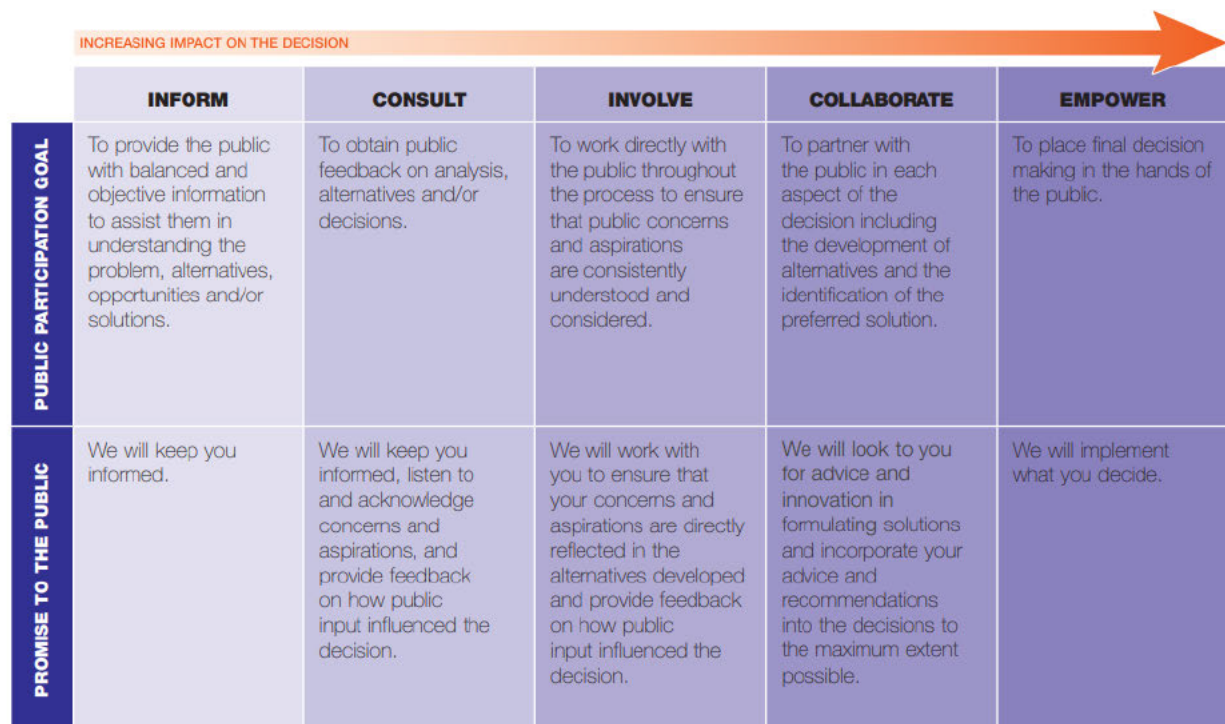


Figure 1: IAP2 Spectrum

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## 1.5. Avoiding and minimising disruption and addressing concerns

CPBG's aim during construction is always to minimise disruption, delay and inconvenience, and to meet the expectations of stakeholders and the community, including:

- Mitigating construction impacts, particularly out-of-hours (OOH) noise and dust
- Maintaining public safety, particularly the vulnerable elderly and children
- Managing heavy vehicle movements, traffic congestion on local roads and changes to parking
- Maintaining access to public transport and recreation areas
- Minimising impacts on nearby businesses
- Working with other projects to minimise cumulative impacts
- Engaging with transparency throughout the SBT works.

## 1.6. Investing in communities

CPBG is strongly motivated to leave a positive legacy beyond construction. CPBG will provide staff and subcontractors with fundraising opportunities for ten community benefit initiatives so their generosity can make a meaningful difference to the community. Initiatives may include:

- Raising funds to support local community groups in the Greater Western Sydney region
- Developing five community benefit legacies. These will be determined in consultation with the community and stakeholders and subject to Sydney Metro's approval. Initiatives could include donating time and expertise as role models and mentors for Science, Technology, English and Mathematics (STEM). See Section 4.4 Sustainability for more details.

## 1.7. Communication and engagement objectives

CPBG's community and stakeholder communication and engagement objectives are to:

- Comply with the Conditions of Approval (CoA) for Critical State Significant Infrastructure (CSSI) for works outside the airport boundary and the Airport Plan for works inside the airport

boundary, and relevant sub-plans including (but not exclusive to) Cumulative Impacts Plan and Construction Complaints Management System

- Comply with the NSW Environment Protection Licence (EPL) obtained by CPBG for the SBT works
- Identify issues and minimise the impacts on stakeholders, businesses and the community
- Work cooperatively and collaboratively with Sydney Metro and other interfacing contractors
- Identify and appropriately address stakeholder, business and community issues
- Keep the community informed on what to expect and engage on mitigation measures
- Enhance and protect the reputation of Sydney Metro, the NSW Government and CPBG
- Engage the broader community to build awareness and excitement of SBT works progress
- Leave a positive community legacy.

Information on the evaluation and monitoring of engagement objectives is provided in Table 10.

## 1.8. Strategy structure and interface with other plans

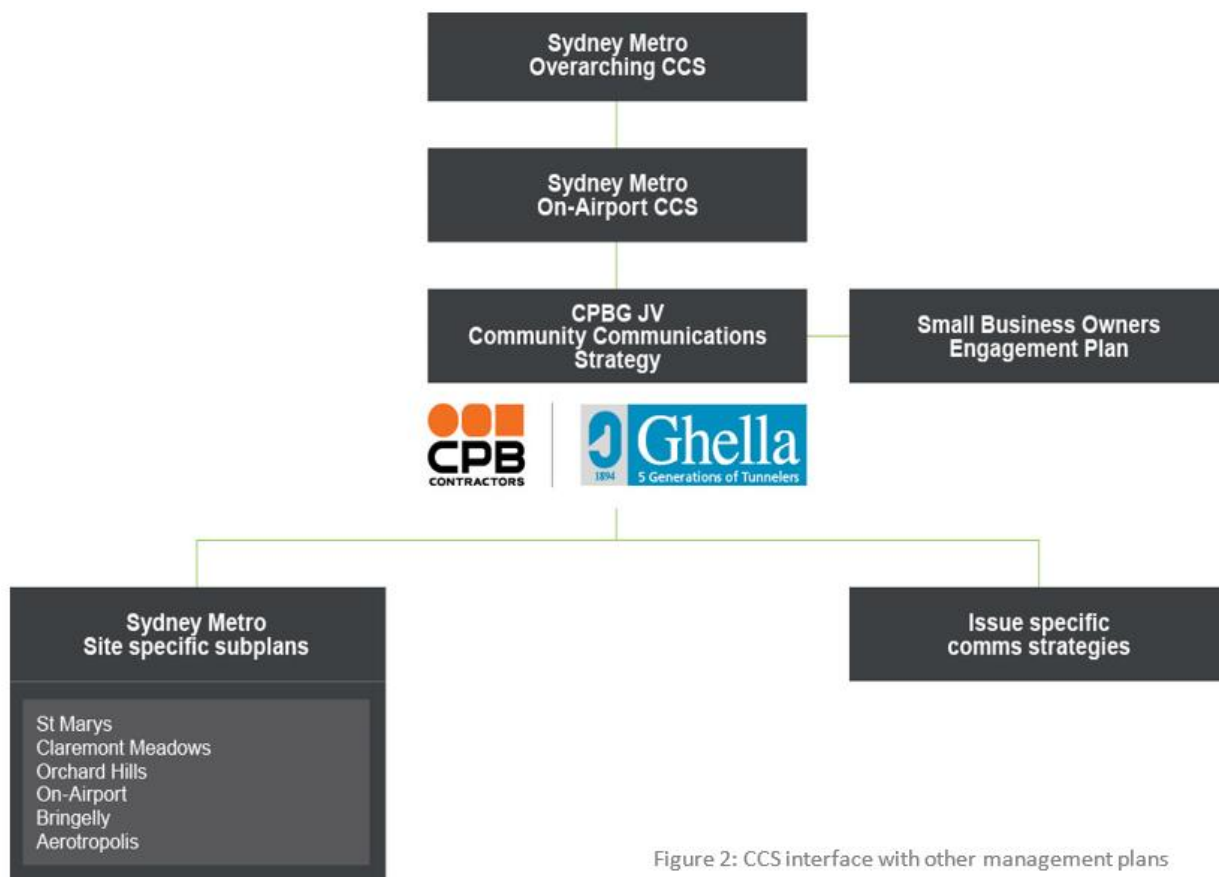


Figure 2: CCS interface with other management plans

The CCS is 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.

The SBT works Project Management Plan will show how the CCS and its sub-plans interface with other management plans, including the Construction Environmental Management Plan (CEMP).

This CCS, the site-specific sub-plans for the SBT construction sites and Tunnelling Communication Sub-Plan for the tunnels, are structured as shown in Figure 2.



## 1.9. Further development and availability of the strategy

CPBG is committed to continual improvement, which includes considering and addressing lessons learned. This CCS and its sub-plans will be reviewed at intervals not exceeding six months throughout the works and updated, if necessary, to address changes in the design and construction program and emerging and dynamic stakeholder and community needs.

The CCS will be available to the public on the CPBG's webpage.

## 2. People and collaboration

### 2.1. CPBG stakeholder and community engagement team

Figure 3: Stakeholder and community engagement team structure



The CPBG stakeholder and community engagement team structure, shown in Figure 3, provides a diverse range of skills and abilities to drive effective and innovative community engagement solutions.

The Communications Manager (CM) is the discipline lead and reports to the Project Operations Director who in turn reports to the Project Director.

The Place Managers and Public Affairs and Events Manager are part of the stakeholder and community engagement management team and will report directly to the CM.

Place Managers (PM) will be embedded within the site construction teams where they are best positioned to alert the construction team to potential issues and advise on how to minimise impacts. These experts will interact directly with local stakeholders and communities and implement the site-specific sub-plans.

The roles and responsibilities of the stakeholder and community engagement team members are outlined in Table 1.

Table 1: Stakeholder and community engagement team

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>

Role	Responsibilities
<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>
<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>



Table 2 sets out the stakeholder and community engagement responsibilities of other roles within the project team.

Table 2: Stakeholder and community engagement responsibilities of project team members

Project role	Key stakeholder and community engagement responsibilities
<b>Project Director</b>	<ul style="list-style-type: none"> <li>Accountable for the overall delivery of the SBT works, including overseeing stakeholder and community engagement</li> <li>Allocate sufficient resources and authorities to the CM to meet the project's CoA, EPL and other communication obligations.</li> </ul>
<b>Project Operations Director</b>	<ul style="list-style-type: none"> <li>Accountable at a senior project level for key Operations functions, including stakeholder and community engagement.</li> <li>Ensure appropriate resources are allocated to the Projects community and stakeholder responsibilities</li> <li>Ensure Project's CCS Plan is administered.</li> </ul>
<b>Construction Manager, Tunnelling Managers, Project Managers</b>	<ul style="list-style-type: none"> <li>Lead construction teams to ensure activities are managed to minimise impacts and respond to reasonable community expectations</li> <li>Be available to participate in key consultation, media and site visits</li> <li>Encourage and make appropriate allowances for community engagement in programs.</li> </ul>
<b>Environmental Manager and team</b>	<ul style="list-style-type: none"> <li>Manage consultation with authorities and agencies under the project's CoA</li> <li>Provide environmental information and reports to be made public on the website or used in communications or consultation</li> <li>Oversee investigation of environmental complaints and NSW Environment Protection Authority (EPA) reporting.</li> </ul>
<b>Subject matter experts</b>	<ul style="list-style-type: none"> <li>Be available to participate in stakeholder and community meetings and respond to enquiries relating to their area of expertise to inform community liaison</li> </ul>
<b>Traffic Manager</b>	<ul style="list-style-type: none"> <li>Liaise with traffic and transport stakeholders, Traffic and Transport Liaison Group (TTLG) and Traffic Coordination Group (TCG)</li> <li>Identify traffic changes requiring stakeholder notification</li> <li>Work with PMs to identify stakeholder access requirements.</li> </ul>
<b>Interface and Integration Manager</b>	<ul style="list-style-type: none"> <li>Manage and coordinate obligations of formal agreements with councils, government agencies, adjoining owners and other third parties</li> <li>Ensure interface issues are understood and incorporated in planning of design and construction activities</li> <li>Coordinate regular interface meetings in collaboration with Sydney Metro and the stakeholder and community engagement team</li> <li>Oversee condition survey programs.</li> </ul>
<b>Planning Manager</b>	<ul style="list-style-type: none"> <li>Include appropriate allowances for stakeholder and community engagement requirements in the works programs.</li> </ul>
<b>Staff supervisors and subcontractors</b>	<ul style="list-style-type: none"> <li>Complete project induction and site-specific induction</li> <li>Identify community impacts during activity planning and encourage and recommend preventative solutions or proactive processes.</li> </ul>

## 2.2. Collaboration with Sydney Metro and other key stakeholders

Sydney Metro is responsible for communications and stakeholder engagement across the Project. Personnel from Sydney Metro's project communications team will:

- Approve communications material in accordance with the General Specification
- Oversee compliance with the project's CoA. Communications with the Department of Planning and Environment (DPE) must be managed through Sydney Metro as they are the Proponent under the *Environmental Planning and Assessment Act 1979*
- If needed, appoint Independent Mediator in accordance with CoA B7-10.

The EPA is responsible for issuing CPBG with an EPL for the SBT works and subsequent variation applications as work progresses. It will also monitor compliance with the EPL. Communications between CPBG and the EPA are direct, and Sydney Metro will be kept informed of the progress of licence applications via the communications meetings and the Communication Interface Coordination Group (CICG).

CPBG's approach to managing cumulative impacts is set out in Section 4.2.

## 2.3. Responsibility to Sydney Metro

Table 3: CPBG's responsibilities to Sydney Metro

CPBG responsibilities	Our commitment
Observing Sydney Metro and NSW Government policies	<ul style="list-style-type: none"> <li>• We will adhere to all statutory and Deed requirements for stakeholder and community relations</li> </ul>
Communications approvals	<ul style="list-style-type: none"> <li>• Ensuring all communications are submitted within the prescribed timeframes to allow Sydney Metro to undertake its approvals process.</li> </ul>
Keep Sydney Metro informed	<ul style="list-style-type: none"> <li>• Providing regular updates on construction, milestones, and stakeholder and community engagement including complaints, emergencies, potential community protests, safety and environmental matters.</li> <li>• We aim to establish a collaborative relationship from the start and to maintain a strong relationship throughout construction.</li> </ul>
Satisfy reporting requirements	<ul style="list-style-type: none"> <li>• CPBG will provide Sydney Metro with comprehensive monthly reports detailing stakeholder and community engagement interactions, business engagement, events, milestones, complaints and sentiment.</li> </ul>
Involve Sydney Metro in decisions and meetings	<ul style="list-style-type: none"> <li>• CPBG will meet with Sydney Metro representatives on a regular basis (online and/or in person) to provide updates and work on strategic communications together.</li> </ul>
Redirect certain stakeholders immediately	<ul style="list-style-type: none"> <li>• We will advise Sydney Metro immediately of any media, Federal, State or Local Government enquiries.</li> <li>• We will also provide any information and advice to Sydney Metro to respond to those stakeholders.</li> </ul>
Proactively promote the project and Sydney Metro	<ul style="list-style-type: none"> <li>• We will positively provide media and event opportunities and develop positive stories to promote the project in line with Sydney Metro's requirements.</li> </ul>

### 3. Project context and construction activities

#### 3.1. Key construction activities

Table 4 outlines the key project activities. Further detail for each site is provided in the site-specific sub-plans.

Table 4: Key construction activities

Stage	Key activities
Investigations and survey	<ul style="list-style-type: none"> <li>Design and other site investigations, including utility location, contamination, geotechnical and surveys</li> <li>Carry out property condition surveys</li> <li>Installation of monitoring instrument and survey points along the alignment.</li> </ul>
Site establishment and local area works	<ul style="list-style-type: none"> <li>Erection of site fencing and hoarding</li> <li>Local road works and traffic changes, such as site access and egress</li> <li>Demolition of existing buildings and disconnection of redundant services at each site</li> <li>Specialised removal of hazardous materials where applicable.</li> <li>Utilities protection, removal and relocation of services</li> <li>Excavation for pile pad and haul road construction</li> <li>Placement of pavements for temporary road diversions</li> <li>Installation of site offices and amenities</li> <li>Installation of acoustic enclosures.</li> </ul>
Tunnel segment production	<ul style="list-style-type: none"> <li>Produce, store and transport precast concrete tunnel lining segments.</li> </ul>
Heavy vehicle haulage	<ul style="list-style-type: none"> <li>Manage the fleet of specialised heavy vehicles to: <ul style="list-style-type: none"> <li>Deliver segments to tunnelling sites</li> <li>Deliver and remove large plant, equipment and materials</li> <li>Remove spoil from sites and transport to approved receival sites.</li> </ul> </li> </ul>
Mined stations, service facility shafts and other excavations	<ul style="list-style-type: none"> <li>Excavate stations, shafts and dives using excavators, TBMs and surface miners</li> <li>Undertake permanent waterproofing and concrete lining works as relevant.</li> </ul>
TBM tunnelling	<ul style="list-style-type: none"> <li>Assemble and launch four TBMs for the twin tunnels: <ul style="list-style-type: none"> <li>Launch two TBMs from Orchard Hills and retrieve them from St Marys</li> <li>Launch two TBMs from Airport Business Park and retrieve them from Aerotropolis</li> </ul> </li> <li>Disassemble and retrieve the TBMs at Aerotropolis and St Marys and transport them from the site.</li> <li>Roadheaders to construct stub tunnels</li> </ul>
Cross passages	<ul style="list-style-type: none"> <li>Excavate, waterproof and concrete line cross passages.</li> </ul>
Demobilisation, completion and handover	<ul style="list-style-type: none"> <li>Complete finishing works, demobilise and handover to Sydney Metro</li> </ul>

#### 3.2. Site offices, sheds, boundaries, walls and fences

Where there are site offices, sheds, boundaries, walls and fences, these may be used for banners or panels containing project information. They will be kept free of graffiti and presented in a well-kept manner as per the General Specifications.

## 4. Communication approach

### 4.1. Proactive and collaborative management

As set out in Section 1, the successful delivery of SBT will rely on effective communication, strong relationships, and the ongoing support of stakeholders and the wider Sydney travelling public. Surrounding communities are economically diverse, have an average age of under 50 years old, and aspire to enjoying better connections to work and education.

With the aim of continuing to build relationships, CPBG's approach is to make engagement easy by communicating with stakeholders through a wide variety of established tools as well as leverage the adoption of QR code and app technologies. This approach takes into account the rapid uptake in digital, virtual app-based communication and visual storytelling. At the same time, CPBG recognises the potential for information overload. Communication will therefore be tailored to the different needs of stakeholders for quality information and respond to their concerns.

Team responsibilities and timeframes for implementation will be included in the sub-plans. These sub-plans include: Community Communications Strategy – Aerotropolis, Community Communications Strategy – Bringelly, Community Communications Strategy – St Marys, Community Communications Strategy - Claremont Meadows, Community Communications Strategy – Airport Business Park and Airport Terminal, Community Communications Strategy – Orchard Hills, and Small Business Owners Engagement Plan.

### 4.2. Cumulative impacts

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. To achieve this, we will engage with interfacing contractors and Sydney Metro through regular communication and meetings, including Communication Interface Coordination Group (CICG) meetings to be 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.

CPBG is committed to collaborating with all stakeholders and authorities to ensure the successful delivery of SBT while minimising impacts to the environment and community.

Our approach includes:

- Identifying projects and influences around construction sites that could result in cumulative impacts, including private and government developments
- Liaising and interfacing with adjacent work sites and their project teams in relation to works staging
- Considering local businesses and residents in this context to minimise impacts and maximise any mandated respite periods
- Considering issuing joint communications that are cognisant of the overlapping construction impacts.

CPBG will use the following tools to successfully identify and manage cumulative impacts.



Table 5: Cumulative impacts management

Objective	Tool	Stakeholders
To ensure that all identified cumulative impacts and issues are appropriately managed and mitigated during construction, including through the identification of contingencies should unexpected adverse outcomes occur, or control measures are found to be inadequate.	<ul style="list-style-type: none"> <li>Regular CIGC meetings</li> <li>Monthly reporting</li> <li>Communications lookahead</li> </ul>	<ul style="list-style-type: none"> <li>CPBG Communications Team</li> <li>Sydney Metro Communications Team</li> <li>CPBG Construction Team</li> <li>CIGC Communications teams</li> </ul>
To ensure that controls are properly implemented, regularly monitored, and audited to assess their effectiveness.	<ul style="list-style-type: none"> <li>Compliance reporting</li> <li>Complaints, incidents, and emergencies registers</li> </ul>	<ul style="list-style-type: none"> <li>CPBG Communications Team</li> <li>Sydney Metro Communications Team</li> <li>CPBG Construction Team</li> </ul>
All cumulative impacts identified are appropriately managed and mitigated.	<ul style="list-style-type: none"> <li>CIGC Meetings</li> </ul>	<ul style="list-style-type: none"> <li>CPBG Communications Team</li> <li>Sydney Metro Communications Team</li> <li>CIGC Communications teams</li> </ul>
Mitigation measures identified are adequate to manage identified cumulative impacts.	<ul style="list-style-type: none"> <li>Compliance reporting</li> </ul>	<ul style="list-style-type: none"> <li>CPBG Communications Team</li> <li>Sydney Metro Communications Team</li> </ul>
Complaints and incident reports tracked at monthly, quarterly, and yearly meetings.	<ul style="list-style-type: none"> <li>Complaints and Incidents Reports</li> <li>Regular CIGC meetings</li> </ul>	<ul style="list-style-type: none"> <li>CPBG Communications Team</li> <li>Sydney Metro Communications Team</li> <li>CIGC Communications Teams</li> </ul>

### 4.3. Complaints management

A complaint is defined as any communication received from a stakeholder expressing general dissatisfaction with the project. This is a purposely broad definition and is used to ensure that matters of concern to stakeholders are addressed promptly. This approach to complaints management is to avoid complaints through proactive consultation. The aim during construction is always to minimise disruption, delay and inconvenience to nearby residents and businesses, the affected public, road and public transport users.

All staff and work crews will be informed that all contact from the community must be referred to the community relations team for action.

Complaints management procedures are set out in Section 11.

### 4.4. Optimising sustainability outcomes

CPBG will ensure SBT will leave a positive legacy through effective and comprehensive community engagement. The Sustainability Management Plan and Environmental and Sustainability Policy detail a range of commitments, requirements and principles related to stakeholder engagement and the processes to deliver the project with sustainability at the forefront of decision-making.

The community and stakeholder approaches have been developed with these requirements as key considerations. The Communications Manager is responsible for overseeing and ensuring

requirements are met. The CM will be required to produce case studies and provide information to the Sustainability Manager to document the completion of requirements.

A key sustainability requirement is to implement at least 10 community benefit initiatives which target identified community needs and provide demonstrable and tangible benefits to local community groups during construction and beyond construction. The Community Benefits Plan provides the methodology to identify and plan programs that, (i) meet community needs, (ii) engage with stakeholders such as subject-matter experts; and identify challenges and risks. This will be informed by the stakeholder analysis found at Annexure B.

Additionally, the Project is required to achieve a minimum Infrastructure Sustainability Council (ISC) Design and As-Built Rating of 75. Sustainable communication and engagement are key aspects of ensuring the Project delivers on its ISC Rating requirements.

## 5. Previous community engagement activities

Engagement activities for the project have been carried out prior to the engagement of CPBG. This engagement was carried out by Sydney Metro. Community issues identified by previous community consultation have been incorporated into this Community Communications Strategy.

### 5.1. Environmental Impact Statement consultation

Consultation was carried out as part of the preparation of Sydney Metro – Western Sydney Airport's Environmental Impact Statement. The Environmental Impact Statement was placed on public exhibition by the Department of Planning, Industry and Environment for a period of six weeks from 21 October to 2 December 2020.

Sydney Metro engaged with more than 29,000 people over the six-week project exhibition. A total of 40 submissions were received. These included 25 submissions from community members or community and interest groups, and 15 submissions from NSW Government agencies and key stakeholders.

The most frequently raised issues by the community included:

- Future metro extensions (beyond the scope of the Sydney Metro – Western Sydney Airport project)
- Project alternatives and options, including the location of stations
- Project description – operation, including the design of metro stations
- Property and land use impacts of Sydney Metro – Western Sydney Airport
- Transport impacts.

The most frequently raised issues by government agencies and key stakeholders included:

- Project alternatives and options future development of station precincts
- Need for ongoing community and stakeholder engagement
- Construction and operational transport and traffic impacts
- Construction noise impacts to sensitive receivers
- Water quality impacts, particularly regarding monitoring
- Placemaking strategies and principles
- Management of contamination
- Property and land use impacts
- Biodiversity impacts
- Cumulative impacts with other large infrastructure and urban development projects.

Key issues from consultation related to:

- Station locations and future rail lines
- Precinct planning
- Surrounding infrastructure
- Accessibility
- Timing of the project
- Integration with strategic planning documents
- Impacts during construction (e.g. noise and vibration, traffic impacts, air quality, and cumulative impacts)
- Impacts on transport during construction and operation of the project
- Impacts on parking
- Impacts on property (questions and uncertainty around property acquisition and damage to property during tunnelling work)

- Social impacts (comments and concerns around loss of rural lifestyles)
- Impacts on flora and fauna
- Impacts on utilities
- Integration with Western Sydney International Airport

CPBG has ensured issues related to construction impacts have been considered in this Community Communications Strategy.

## 5.2. Overarching Community Communications Strategy

The Overarching Community Communications Strategy was developed by Sydney Metro as a framework for communication and engagement during early works. This strategy is publicly available at [www.sydneymetro.info/media/document/28291](http://www.sydneymetro.info/media/document/28291).



## 6. Stakeholders

CPBG's approach to stakeholder management will build on the relationships established by Sydney Metro with the surrounding community and key stakeholders including Transport for New South Wales (TfNSW), Sydney Trains, WSA Co, Penrith and Liverpool City Councils and the Western Parkland City Authority. CPBG acknowledges that the SBT works are major enabling works requiring strong collaboration and coordination between CPBG, Sydney Metro, interface contractors and key stakeholders critical to successful delivery.

Using the Interface Manager as the key point of contact, CPBG will effectively and openly communicate and consult stakeholders to ensure clarity and create an environment of transparency and responsiveness. CPBG's strategy is focused on:

- Design packages structured to minimise interfaces
- Understanding and ownership of requirements from Third Party Agreements
- Initial meetings with stakeholders to be facilitated by Sydney Metro, to introduce the team and confirm communication protocols
- Exploring opportunities to minimise overall impacts.

CPBG's PMs and Interface Manager will focus on early engagement and proactive communication on upcoming works to build understanding of the likely construction impacts and the reasonable and feasible options available to mitigate these impacts, including respite. Every effort will be made by this integrated team to ensure seamless handover of completed portions and enhance the reputation of the Project, Sydney Metro and the NSW Government.

Project stakeholders have been allocated according to their relationship to the SBT site compounds and their issues and expectations. Annexure B Stakeholder Analysis and Communication Strategies and Tools highlights the indicative key issues and the anticipated engagement and strategies for keeping stakeholders informed and engaged and addressing issues of concern.

CPBG's approach is to promote engagement from stakeholders on all aspects of the project, with issues out of CPBG's scope referred to the appropriate authority. Non-negotiable issues relate to elements that CPBG cannot influence. This includes planning approvals, construction scope and most aspects of project design. Non-negotiable issues are assigned a participation level of Inform.

Most other issues are considered to be negotiable issues, specific to the stakeholder and the circumstances. CPBG will assign participation levels such as Consult, Involve, Collaborate or Empower on a case-by-case basis.

The stakeholder listing and database will be continually reviewed and updated throughout the delivery of the works. Each site-specific sub-plan will provide more detail of the stakeholders identified for each construction site and along the tunnel alignment.

### 6.1. Communication Interface Coordination Group (CICG)

The Communication Interface Coordination Group (CICG) is chaired by Sydney Metro at the start of the project and meets monthly. Membership includes Sydney Metro communications and CPBG communications representatives on SBT, and communications representatives from other interfacing projects and utility providers from within the area. Other project contractor communications teams join the CICG following contracts award.

In accordance with Sydney Metro's OCCS, the role of this group will be to:

- Establish relationships between communications teams from interfacing projects, such as Western Sydney Airport and M12, to facilitate effective handling of enquiries and complaints
- Provide an update on current and upcoming milestones, construction program and stakeholder and community issues

- Provide a forum to share information, and coordinate communication and consultation activities to ensure delivery of a consistent approach to stakeholders, the community and others.

## 6.2. Community

The communities surrounding the SBT works are diverse and major projects impact on people's lives in many different and sometimes unexpected ways. As noted above, CPBG aims to design out impacts as far as possible and use communication and engagement to build strong relationships and trust to identify and address any issues throughout SBT.

The SBT sites and alignment traverse a range of community settings that are briefly described as follows:

- **St Marys** is one of two commercial and retail centres within the Penrith Local Government Area (LGA). The worksite is directly adjacent to St Marys Train Station. The site is immediately surrounded by local businesses/commercial, higher density residential areas and industrial land uses. St Marys is identified as a strategic centre in the Western City District Plan, with the project creating an opportunity for a western economic corridor and unlocking opportunities for urban renewal and housing diversity.
- **Claremont Meadows** is a newer residential suburb to the west of the worksite. The site of the services facility is within the Claremont Meadows Stage 2 precinct and identified as a 'gateway site' and 'entry point to Claremont Meadows' in the Penrith Development Control Plan 2014. Penrith City Council is currently finalising precinct planning for redevelopment of the former landfill site to the south of the worksite to transform it into Gipps Street Recreation Precinct.
- **Orchard Hills** has a predominately rural character with undulating hills and scenic vistas. It combines semi-rural residential properties with some small-scale agricultural land uses and patches of bushland. The Penrith Local Environmental Plan provides planning controls to promote Orchard Hills as a rural landscape buffer area. The Department of Planning and Environment has started a planning precinct process for Orchard Hills with the draft Orchard Hills Precinct Plan to go on public exhibition in 2023.
- **Airport worksites** include the Airport Business Park Station, Airport Terminal Station, and Primary Spoil Site. There are residences approximately 1.2 kilometres or greater from the worksites. Construction of WSI airport is well underway and will transform the area.
- **Bringelly** has a mixture of rural industries and rural-residential properties on large lots. Registered businesses in this area include farms and other agricultural uses.
- **Aerotropolis** is currently a semi-rural landscape. The Aerotropolis Precinct is identified within the Western Sydney Aerotropolis Plan and will be centred around the new Aerotropolis Station, supported by retail, creative industries, civil and cultural facilities, and public open spaces. It has been named Bradfield following community input to honour John Bradfield's enduring city-shaping impact on Sydney.

Noise, vibration, dust, heavy vehicle movements, site security and worker behaviour will be managed at all sites to minimise potential disruption and amenity impacts. Site-specific land uses, demographics and potential issues and mitigation are summarised in Attachment C Site-Specific Issues and Mitigation Measures.

### 6.3. Businesses

The SBT works will interact with a range of small, medium and large-scale businesses. CPBG have conducted a site-specific business survey- to identify business stakeholders surrounding each of the SBT worksites. Site-specific sub-plans will address businesses where applicable to identify:

- The needs and communication preferences of businesses within 50m of construction sites
- Vehicular and pedestrian access, customer parking, and deliveries
- Sensitivity to noise and vibration
- Key hours of business operations
- Property condition surveys
- Emergency notifications to businesses.

Mitigation measures will be developed in consultation with businesses. Example mitigation could include signage around construction sites to provide visibility for adjacent businesses. CPBG regards supporting local businesses during construction as an essential element in the community benefits program and to ensure reduction of construction fatigue.

The Small Business Owners Engagement Plan is separate to, but aligns with, the CCS.

## 7. Mitigation

### 7.1. Minimising out-of-hours works disturbance to residents

The CPBG's construction methodology has been developed to avoid long-term high noise impact generation during the daytime and minimise noise impacts at night. Detailed noise and vibration models have been prepared for worksites to confirm the optimum suite of mitigation measures for each site, including noise barriers and acoustic enclosures where required. Refer to Requirement 3.5A Environment Appendix F Noise and Vibration Management Plan. Site and activity specific mitigation measures will be implemented in accordance with:

- Detailed Noise and Vibration Impact Assessment (NVIA)
- Out-Of-Hours Work applications
- Environmental protection license requirements.

For local area and utility works around construction sites, mitigation will be offered based on the findings of noise modelling, including respite and alternative accommodation. Arrangements will be made with suitable providers so that accommodation can be offered without delay or inconvenience to residents. PMs will make offers and arrangements when relevant and are also authorised to offer accommodation when needed to mitigate the particular disturbance, even if it does not exceed goals. Alternative mitigations may include moulded, personalised ear plugs, noise cancelling headphones, white noise machines and movie or meal vouchers to provide respite.

### 7.2. Minimising construction traffic impacts

CPBG has designed construction traffic staging and site layouts to allow for free flow of haulage vehicles and separation of loading areas from other activities. CPBG will schedule works and deliveries, where feasible, to avoid peak hours and operating school zones. As required, personnel at the site gates will be used to regulate the despatch of trucks onto the road network. Global Positioning Systems will be used to proactively manage the spoil haulage fleet to ensure that approved routes are used and that speed limits are obeyed. Refer to Requirement 3.3E in the Traffic Management Plan for details.

## 8. Communication tools

### 8.1. Information to Sydney Metro

Through the development, implementation and maintenance of a stakeholder and community engagement program, CPBG will keep Sydney Metro informed of current and upcoming activities and all associated community and stakeholder impacts. The program will include key dates for the commencement and conclusion of construction activities, associated impacts on stakeholders and the community, the strategy for minimising those impacts, notifications and release of other information, production and distribution of all public communication material, and media milestones.

CPBG will also submit a two-week and four-week look-ahead schedule to Sydney Metro on a fortnightly basis for review and approval. The CM will meet with Sydney Metro as required to discuss our engagement activities, including progress against look-ahead programs.

CPBG will provide Sydney Metro with comprehensive monthly reports detailing stakeholder and community engagement interactions, business engagement, events, milestones, complaints and sentiment. Additionally, CPBG will provide daily reports on new complaints received.

### 8.2. Branding and logos

CPBG will comply with all Sydney Metro procedures, processes and protocols regarding branding and logos to ensure consistent messaging and reduce confusion for stakeholders about multiple delivery contractors. This includes the current version of the TfNSW editorial style guide, the current version of the Sydney Metro project brand guidelines, and the current accessibility requirements for Web Content Accessibility endorsed by the Australian Government.

All public-facing communications material generated by CPBG will be approved by Sydney Metro and prepared to the highest standards to reduce approval timeframes.

Internal project signage, posters and PPE/workwear will display logos that meet approval conditions as per the General Specifications.

### 8.3. Consultation forums

A tiered and tailored approach as summarised in Table 6 will be used to ensure diverse stakeholder groups have access to provide feedback and seek information.

Table 6: Consultation forums

Forum	Stakeholder or community group
24-hour 1800 number, website contact and email (contact details on all communication)	<ul style="list-style-type: none"> <li>Key point of contact for all stakeholder groups who require 24-hour access to the project team.</li> </ul>
One-on-one meetings (subject to public health requirements)	<ul style="list-style-type: none"> <li>Adjoining or directly affected property owners, residents, strata and businesses.</li> </ul>
Doorknocking (subject to public health requirements)	<ul style="list-style-type: none"> <li>Stakeholders potentially directly affected by activities, including tunnelling.</li> </ul>
Briefings and workshops (subject to public health requirements)	<ul style="list-style-type: none"> <li>Government agencies</li> <li>Emergency services.</li> </ul>



Forum	Stakeholder or community group
Communication Interface Coordination Group meetings	<ul style="list-style-type: none"> <li>Forum to exchange information and coordinate communication and engagement activities between CPBG and interface contractors.</li> </ul>
TTLG and TCG meetings	<ul style="list-style-type: none"> <li>Traffic and transport stakeholders, including councils.</li> </ul>
Community information sessions (subject to public health requirements)	<ul style="list-style-type: none"> <li>Community within 500m of construction sites. Community information sessions outside of the 500m radius will be considered on a case-by-case basis</li> <li>In the event of further COVID-19 restrictions, these sessions will be conducted in a virtual session format</li> <li>Sydney Metro will be included in the planning for these sessions and invited to attend</li> <li>Materials used in these sessions will be approved in line with public communication material requirements.</li> </ul>
Key stakeholder briefings	<ul style="list-style-type: none"> <li>Agencies</li> <li>Business chambers and groups.</li> </ul>
Business briefing sessions (subject to public health requirements)	<ul style="list-style-type: none"> <li>Business owners within 50m of sites. Business owners outside of the 50m radius will be considered on a case-by-case basis.</li> </ul>
Building-based information	<ul style="list-style-type: none"> <li>For tenants of buildings (via building and strata managers).</li> </ul>
Interface meetings	<ul style="list-style-type: none"> <li>Meetings with councils, interface contractors and other stakeholders with a Third Party or Adjoining Owner Agreement.</li> </ul>

## 8.4. Traffic and transport stakeholder consultation

Sydney Metro has established a TTLG and TCG and CPBG's Traffic Manager will attend all relevant meetings. Specific Traffic Management details are located in other documentation.

## 9. Communication and consultation tools

CPBG will develop community information materials relating to construction activities for use by Sydney Metro. CPBG will also produce its own public communication material and seek Sydney Metro's approval for its use. These materials will include provisions for communicating with culturally and linguistically diverse (CALD) communities. All such materials will be in accordance with the Sydney Metro requirements.

Table 7: Communication and consultation tools

Communication tool	Purpose	Responsibility	Approvals
<b>Community contact tools</b>			
Community information line 24 hours (1800 717 703)	Provides community access to the relevant communications team on the project 24 hours a day, 7 days a week. Sydney Metro will refer OOH complaints to the on-call Community and Stakeholder team member. Phone number is included in all public communication material.	Sydney Metro and CPBG	n/a
Sydney Metro email ( <a href="mailto:sydneymetrowsa@transport.nsw.gov.au">sydneymetrowsa@transport.nsw.gov.au</a> )	Provides access during business hours to the Sydney Metro project communications team. Website enquiries are directed through this email address. Email address is included in all public communication material.	Sydney Metro	n/a
Community email for SBT ( <a href="mailto:enquiries@cpbg-sbt.com.au">enquiries@cpbg-sbt.com.au</a> )	Provides access to the CPBG communications team during business hours.	CPBG	n/a
Postal address (Sydney Metro PO Box K659, Haymarket, NSW 1240)	Provides access to the Sydney Metro project. Address is included in all notifications and newsletters.	Sydney Metro	n/a
Consultation Manager stakeholder database	All interactions with stakeholders will be recorded in this database which is established by Sydney Metro.	CPBG	Updated as required
<b>Information material</b>			
Six monthly project construction update newsletters to all properties within a 500m radius of the site and within 60m of TBM tunnelling (coverage map to be included in each sub-plan)	These newsletters will include: <ul style="list-style-type: none"> <li>Construction progress, milestones and activities in the next three months</li> <li>Environmental management information</li> <li>Community contact information</li> <li>Photos, maps and illustrations, which will also be available on the Sydney Metro website and app.</li> </ul>	CPBG	10 days
Community email updates	Email updates sent to registered stakeholders describe works activities, forecast of work, changes from previous notifications, and progress. Emails have links to videos and the website.	CPBG	10 days

Communication tool	Purpose	Responsibility	Approvals
Fact sheets	Explain construction activities and mitigation measures, particularly for issues where the community has expressed interest or concern.	CPBG	10 days
Photography and videography	Record construction progress and explain the works in consultation forums, publications and media.	CPBG	15 days
Site signage and hoarding banners	Signs identify the site and provide project and contact information. Hoarding designs will be provided by Sydney Metro.	CPBG	10 days
<b>Online/digital tools</b>			
Project website ( <a href="https://www.sydneymetro.info/">https://www.sydneymetro.info/</a> )	Provides information about construction activities.	Sydney Metro	10 days
CPBG webpage ( <a href="https://www.cpbcon.com.au/en/our-projects/2022/sydney-metro-western-sydney-airport">https://www.cpbcon.com.au/en/our-projects/2022/sydney-metro-western-sydney-airport</a> )	Provides up-to-date and accessible plans and reports required by the Project's CoA.	CPBG	10 days
TBM tracker	Shows progress of the TBMs using real-time location data provided by the CPBG project team.	Sydney Metro and CPBG	Weekly
Animations	Shows the TBM construction path, location of station boxes, dives and shafts, and TBM assembly and operation.	CPBG	15 days
Social media and app	Provides regular editorial and images/video suitable for Sydney Metro's Facebook page and the Sydney Metro Connect App.	CPBG	15 days
QR code	QR code to be developed and applied to each site hoarding that can be scanned by passers-by to access information on the Sydney Metro app	Sydney Metro and CPBG	10 days
<b>Face-to-face and interactive tools</b>			
Key stakeholder briefings, forums and presentations	Outline the SBT works, provide updates, and identify and agree preferred ongoing communication.	CPBG	10 days
Community Information Sessions	These sessions will be for residents and community groups within 500m of construction sites. They will focus on key environmental measures relating to construction activities. These drop-in-style sessions will be conducted on or near the site. Sessions outside of the 500m radius will be considered on a case-by-case basis.	CPBG	10 days
Business briefings	One-on-one briefings for smaller businesses provided by the relevant PM to determine access and utility requirements and potential business impacts and opportunities.	CPBG	10 days



Communication tool	Purpose	Responsibility	Approvals
Doorknock meetings	Discuss potential works impacts and proposed mitigation with residents, businesses and other stakeholders.	CPBG	10 days
Building-based information sessions	Arranged with building managers or strata committees for tenants and residents in large buildings to determine access and utility requirements and inform construction programming.	CPBG	10 days
Meetings with individuals or groups	Discuss project activities, including work in progress or upcoming work and potential issues.	CPBG	10 days
Open days and site visits	Host a minimum of 12 open days throughout the life of the project to inform the community about progress of the SBT works and key milestones and activities.	CPBG	48 hours
Community events	Identify opportunities for providing information displays in collaboration with Sydney Metro.	CPBG	10 days
Translation services	Translation service contact details will be included on all public communication material.	CPBG	n/a
<b>Notifications</b>			
Emergency works notification	Written information on the scope, location and duration of emergency works and mitigation measures, and contact details, to advise properties immediately adjacent to or impacted by emergency works. These will be delivered by doorknocking or via email if the stakeholder is registered.	CPBG	Within two hours
Seven-day notification letter for works during standard construction hours, Monday to Friday 7am to 6pm and Saturday 8am to 1pm.	Advise community and stakeholders within 100m of the works of construction activities no later than seven days before the start of activities. The letter will include scope of work; location of work; hours of work; duration of activity; type of equipment used; likely impacts including noise, vibration, traffic, access and dust. The project's community information line telephone number, postal and email addresses will be included.	CPBG	10 days
OOH works notification	OOH works notifications will comply with EPL and DPE conditions, including distribution seven days in advance of works to all properties within 200m of the works.	CPBG	10 days
Advertisements	Advertise in newspapers, including in community languages, before significant construction activities. The project's community information line telephone number, postal and email addresses will be included.	CPBG	15 days
<b>Briefings and media</b>			
Federal and state MPs and local councillors	Update information on major project milestones and provide information to respond to issues raised by constituents.	Sydney Metro	Holding statement within 30 minutes  Full response within two hours

Communication tool	Purpose	Responsibility	Approvals
Media releases	Update information for the community on major project milestones and provide information as required by Sydney Metro.	Sydney Metro and CPBG	5 days
<b>Management</b>			
Site inductions and toolbox talks	Project team members and contractors will be made aware of community engagement requirements and local community concerns.	CPBG	10 days
Codes of conduct	Details specific standards of behaviour and requirements for heavy vehicle drivers, security officers and site personnel.	CPBG	n/a
<b>Traffic communication</b>			
Signage	Information or directional signage at the traffic change location to advise road users/pedestrians of alternative paths and duration, and disrupted access to bus stops.	CPBG	10 days
Traffic alert email	Communication to transport operators and emergency services to advise of traffic changes, including road or lane closures and detours, via Customer Journey Planning live traffic.com.	CPBG	10 days
Variable message signs (VMS)	Electronic VMS provides advanced notice to road users of traffic changes – if required will be provided in different languages	CPBG	10 days
Advertisements	Advertisements in local newspapers before major changes in traffic conditions.	CPBG	15 days

Note: Some of the communications involving face-to-face contact may be subject to public health requirements. In this case, CPBG will make every attempt to communicate with stakeholders using alternative methods such as phone calls, email, letterboxing and via on-line platforms.

## 10. Procedures

### 10.1. Enquiries and complaints management

Each interaction with a stakeholder is an opportunity to build understanding about the SBT works and the wider Sydney Metro project. Complaints provide important feedback and assist us to improve processes and mitigation measures to reduce further complaints. All fair and reasonable measures will be taken to prevent the reoccurrence of avoidable stakeholder and community complaints.

An avoidable complaint is where the project team did not provide notification or advance notice for upcoming work or where a situation that has resulted in a complaint could have been avoided through complying with the agreed communication or engagement channels and timeframes. Conversely, an unavoidable complaint is where the project team has undertaken all reasonable measures to communicate and provide advance notification of upcoming work to affected stakeholders through a variety of communication channels, yet a complaint still resulted due to the type, nature or impact of the work.

CPBG's strategic approach to managing enquiries and complaints consists of courtesy, accessibility, responsiveness, delegation of authority to resolve the issue, and access to accurate information. All employees and subcontractors will be required to respond to stakeholders with courtesy and professionalism. This will be reinforced during project inductions and specific toolbox talks will further emphasise this approach. Outside standard construction hours, dedicated OOH resources will be available to respond to complaints or urgent enquiries. Translators will also be available through the national Translating and Interpreting Service if needed.

The procedure for managing enquiries and complaints is contained in Sydney Metro's OCCS and the Sydney Metro Construction Complaints Management System (May 2022). 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 8: 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"> <li>At least a verbal response within two hours unless the enquirer agrees otherwise.</li> </ul>
Written enquiries (letters, emails and online comments)	<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>
Social media enquiries received from Sydney Metro	<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>
Record details of each enquiry in the Consultation Manager database	<ul style="list-style-type: none"> <li>Within 48 hours of receiving the enquiry.</li> </ul>
Record details of each complaint and how it was managed in the Consultation Manager database	<ul style="list-style-type: none"> <li>Within 24 hours of receiving the complaint.</li> </ul>
Complaints – received by telephone or face-to-face	<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>
Complaints – received by email, letter or fax	<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> </ul>



Enquiry and complaint type	Response time
	<ul style="list-style-type: none"> <li>Send automated response to confirm receipt of OOH complaint and explain response. Respond by email within the first two hours of the next business day.</li> </ul>
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"> <li>Report provided by 4pm daily for all complaints received for the 24 hours to midday on business days</li> <li>Complaints received from 12.00pm on Friday to 12.00pm on Monday will be reported at 4.00pm on Monday</li> <li>Complaints received on a public holiday will be reported on the next business day</li> </ul>
Requests for information by Sydney Metro about complaint responses	<ul style="list-style-type: none"> <li>Within two hours of request.</li> </ul>

## 10.2. Coordination of complaints across nearby projects

Regular meetings will be arranged with communication leads from interface contractors and other concurrent projects via the CICG and on an as needs basis (see Section 4.2). Where relevant, newsletters and notifications will include brief details of other work in the area and provide a contact for the community if they have a complaint.

CPBG will manage all relevant on-airport complaints in accordance with the Western Sydney Airport Cumulative Impacts Plan. This document manages the potential cumulative impacts arising from the concurrent construction of the Airport Stage 1 Development and the Rail Development. CPBG will use the agreed upon framework specified in this plan to manage cumulative impacts.

## 10.3. COVID safe protocols

The safety and wellbeing of its workforce and the wider community is CPBG's highest priority. CPBG will adhere to the Pandemic Management Plan (SMWSASBT-CPG-M01-PW-RPT-1000) which outlines all CPBG protocols and processes to reduce the likelihood of a public health threat impacting the health of workers and/or the operations of the project.

## 10.4. Property condition surveys

CPBG will offer property condition surveys to owners of structures who are eligible for this survey, including to facilitate assessment of damage complaints and claims. If a complaint cannot be resolved, it will be escalated in accordance with the Construction Complaints Management System.

Pre- and post-construction property condition surveys and associated communication will be administered by CPBG. CPBG has developed a tailored induction for property condition survey inspectors, informed by experience on other Sydney Metro projects, that covers expected behaviours, key messages and referring queries to PMs.

The works program incorporates the timeframes required for offers and follow-ups, survey bookings, surveys and reports reviewed and issued. Condition surveys will be programmed progressively to align with the works program.

Information sessions will be held before the start of works and eligible property owners will be identified and offered a property condition survey to be conducted at a time agreed with the property owner. CPBG will provide property owners with a fact sheet explaining what a property condition survey is, what it involves and how long it takes, which properties are eligible, information on the confidentiality of surveys, and contact details if the owner is concerned their property has been damaged.

If there is no response to the offer, the survey consultant will attempt to contact the property owner via phone. If the property owner does not respond to the phone call, the survey consultant will email the property owner in a final effort to contact the owner. After the final attempt, the survey consultant will issue a notice to Sydney Metro advising that three attempts to contact the property owner have been made and they have not provided sufficient access.

If the owner agrees to a survey, the consultant will arrange and manage the appointment. The owner will receive a copy of the survey report and information on how to obtain assistance via the community enquiries line. Calls to this line will be referred to the relevant PM.

The property condition survey report will be issued no later than 30 calendar days prior to the start of the relevant construction activity. Notes of survey offers, and reports being issued will be recorded in Consultation Manager.

A similar process will be followed when arranging post-construction condition surveys after completing the relevant construction activity.

CPBG will develop, implement and maintain a consolidated and up-to-date Property Records Register that meets the requirements of the General Specification and any requirements for property record keeping contained in the relevant approvals and Third-Party Agreements.

The safety of the community and our workforce is our top priority. All property condition surveys will be undertaken in line with Public Health Orders, using a range of COVID-safe measures and plans.

All property condition inspections and reporting will be carried out strictly adhering to CPBG protocols. Stakeholders will be made aware of the project protocols and will need to reschedule appointments if a member of the household becomes unwell (with cold/flu symptoms) or are self-isolating. We will work closely with households which might be self-isolating to reschedule inspections, as needed.

## 10.5. Site investigations (early phase of works)

Communication processes for site investigations are as follows:

- Council and any other key stakeholders affected by the investigation will be contacted to arrange a meeting, if necessary, to explain the investigations
- If another Sydney Metro contractor has a newsletter or notification scheduled, they will be requested to include SBT works content on the investigations
- Notifications using the Sydney Metro template will be issued to properties within 100m of the investigation (or 200m for works to be conducted outside of standard construction hours), explaining the work activities, dates and timing, and measures to minimise impacts. Contact (including translation) details will be provided for enquiries or complaints
- If the investigations require road or lane closures, additional communication as required by the traffic permit approval will be implemented
- Sydney Metro branded signage will be placed on any temporary fencing or an A-frame and will contain the community information line telephone number for enquiries and complaints.

## 10.6. Access to private properties

Project personnel, including all subcontractors, must not access private properties without the permission of the resident or business owner. This includes parking areas and using water taps or other utilities on the property. If access is required, permission will be sought by the relevant PM.

Where the property is tenanted, permission to enter is required from the tenant, which may need to be arranged via the owner or their agent to provide sufficient notice to the tenant. If access is required to secure strata buildings, permission to enter will be arranged with the building or strata manager or committee.

Where the property is the subject of a third-party agreement or adjoining owner deed or licence, access will be arranged in accordance with the agreements by the Third Party and Adjoining Owner Interface Manager or their delegate.

These protocols for accessing private properties will be included in the project induction and subcontractor contracts.

## 10.7. Incident and crisis communication

CPBG has developed detailed plans for emergency responses and crises. The Emergency Response Plan provides detailed information on how project teams will manage emergencies and crises event. The Project Health and Safety Management Plan provides additional information regarding CPBG processes and procedures relating to crisis management. These include processes and procedures that ensure the early notification of the CM to Sydney Metro. These plans cover key personnel training, desktop scenarios, emergency drills and debriefs, as well as facilitate clear and coordinated communication with emergency services. The Emergency Response Plan incorporates the Pollution Incident Response Management Plan and ensures the immediate notification of environmental incidents. Incident and crisis response plans provide specific protocols to promptly alert neighbouring stakeholders of incidents that may affect them and keep them updated. CPBG will also implement specific communication protocols as required for key stakeholders who adjoin construction sites to ensure they receive timely notification and updates on incidents or emergency works that may affect them.

Project inductions will emphasise these incident and crisis communication protocols.

Any issues specific communication strategy will be developed to identify issues that may require careful management and to avoid or manage a potential crisis.

## 10.8. Communication for unexpected hazardous finds

CPBG has planned and accounted for the possibility of finding contamination and hazardous materials during demolition, construction and tunnelling, given the previous land uses at some of the sites. CPBG's communication will be open and transparent and provide the community with information about what has been found and the measures to be used to safely manage and dispose of any contamination. Key messages will include compliance with safety standards, involvement of occupational hygienists, monitoring (if relevant), and safe disposal procedures.

## 10.9. Media protocol

Sydney Metro will manage all media relations regarding the Sydney Metro – Western Sydney Airport project, including the SBT works. CPBG will support Sydney Metro with relevant information when required. CPBG will also refer any media requests to Sydney Metro when received and inform Sydney Metro if members of the media visit any SBT worksites.

## 10.10. Government relations

Sydney Metro will retain responsibility for government relations, excluding consultation on environmental plans that CPBG holds responsibility for preparing. CPBG will provide information and support as required so that Sydney Metro can give updates and respond to enquiries from Members of Parliament and other government officials.

## 11. Site access and photography

### 11.1. Photography and filming

CPBG will prepare a photography and filming specification every month to plan the capture of construction progress and to identify milestones or other opportunities and relevant talent that may be interviewed. CPBG will work with Sydney Metro to develop and refine a plan which reflects the milestones and progress highlights of the SBT works. It will take account of the maximum number of sites to be visited on any one day to ensure sufficient opportunity to capture images, footage and interviews to the required professional standard. The plan will be discussed and agreed at monthly coordination meetings at which Sydney Metro will review the extent of services proposed by CPBG with nominated providers through the call-off services. This includes any special equipment, operators and other necessary logistics. The specification will also cover any overseas filming and photography arrangements, including factory testing of TBMs.

CPBG will also make arrangements for Sydney Metro to undertake its own filming and photography, including the use of drones (subject to approvals and safety considerations being addressed). Arrangements will be made for safety reviews of all photography and video before being provided to Sydney Metro for use, and any time-lapse footage that Sydney Metro intends to use publicly.

### 11.2. Site visits and events

Recognising the importance of giving stakeholders, the public and the media the opportunity to witness milestone events and progress in delivering the SBT works, CPBG will accommodate reasonable requests from Sydney Metro to host such events. CPBG will prepare specific event plans for Sydney Metro's consideration, which will provide:

- Proposed date and time (to be nominated for key milestone media events by Sydney Metro)
- Location, including map, site access and parking arrangements, if applicable
- Details of required personal protective equipment will be supplied by CPBG subject to COVID-19 safety requirements
- Attendees
- Arrangements for photography, filming, increased capture of time-lapse if needed, and any pre-event photography/filming required to prepare media packages
- Other arrangements such as Facebook live if requested as part of the call-off services
- Inductions and safety arrangements
- Viewing areas (for milestone media events: accommodating 30 VIPs and guests and a separate area for 30 media representatives with equipment)
- Other logistics (marquees, power, lighting, wet weather, change areas, availability of amenities and water, and production and installation of banners)
- Order of events and timing of arrivals of VIPs, media and others
- Personnel and responsibilities, including site escorts
- Detailed run sheet
- For large public events, additional arrangements to be covered in the event plan include site pre-inspections by Sydney Metro; tunnelling experts and guides; CTMP for vehicles and pedestrians; safe pedestrian routes and viewing areas identified; viewing area access for up to 50 visitors at a time; logistics for the public to be transported to the site if necessary; accessible amenities, first aid and on-site security arrangements; and staff amenities
- Draft media releases and fact sheets to be provided on request.

Ad hoc media visits are also anticipated and will be accommodated where reasonably feasible. Site visits will also be arranged directly with the Construction Manager, Tunnelling Managers and the General Superintendent to facilitate site inspections by Sydney Metro and regulators, including DPE, EPA, SafeWork NSW and Comcare.



### 11.3. Open days

Open days are a significant opportunity for larger numbers of people to visit the sites. Typically scheduled for a weekend day, CPBG will host 10 open days. Each open day will be planned to accommodate up to 200 visitors and, where reasonably feasible, visitors with prams, wheelchairs and limited mobility. Where open days are not feasible, CPBG will endeavour to provide video tours, accessible online.

CPBG will identify opportunities when the public may be able to have a good view of highlights such as TBM traverses through open station boxes. Events dedicated to Sydney Metro staff will be arranged on dates to be agreed.

This will also be subject to COVID-safe requirements and may be postponed at short notice should public health orders change.

### 11.4. Indicative Milestone and Events Plan

Indicative milestone and events are summarised in Table 9. The CPBG Milestone and Events Plan will be updated every six months as part of the review of this CCS. Each monthly report will provide a more detailed focus on the events planned for the following month.

Table 9: Indicative milestones and events

Indicative date (without contingency)	Indicative milestone / event	Major media (Yes/No)	Community event (Yes/No)
Q4 2021	Contract award	Yes	No
Q1 2022	Pre-construction information sessions	No	Yes
Q2 2022	Start site establishment	No	No
Q3 2022	Start demolition at St Marys and Orchard Hills	Media release	No
Q3 2022	<ul style="list-style-type: none"> <li>Commence substantial construction at individual sites</li> <li>Indicative site establishment program for St Marys has been provided in Appendix 1 Community Communications Sub-Plan (St Marys).</li> </ul>	Yes (but not for all sites)	No
Q1 2023	Commence precast segment manufacturing	Yes	No
Q1 2023	Deliver TBMs to site	Media release	No
Q2 2023	Naming ceremony of TBMs 1/2/3/4; two TBMs launch from Orchard Hills and two from Airport Business Park	Yes	No
Q2 2023	Commence tunnel boring	Yes	No
Q3 2023	TBM breakthroughs at Airport Terminal Station	Yes	No
Q4 2023	Handover of St Marys, Orchard Hills, Aerotropolis Station boxes	Yes	Yes
Q4 2023	Handover of the southern tunnel – between Airport Business Park and Airport Terminal Station	Yes	No
Q3 2024	Retrieval of TBM at St Marys and handover of northern tunnel	Yes	No
Q4 2024	Retrieval of TBM at Aerotropolis and handover of the southern tunnel and Bringelly services facility and Airport Terminal temporary shaft	Yes	No



Indicative date (without contingency)	Indicative milestone / event	Major media (Yes/No)	Community event (Yes/No)
Q4 2024	Claremont Meadows Services Facility handover	No	No

## 12. Evaluation and monitoring

CPBG will submit a monthly progress report to Sydney Metro that summarises the progress of each functional area of the SBT works, in accordance with the requirements of the General Specification. The progress report will include a section on stakeholder and community engagement, which will detail:

- CPBG's performance against the requirements of the D&C Deed and this CCS
- Incoming and outgoing contacts during the month
- A two-week and four-week look-ahead schedule for key stakeholder and community engagement activities
- Milestone implementation plans for upcoming work
- Evidence of how the community has been engaged.

The table below details CPBG's evaluation process with alignment to the engagement objectives.

Table 10: Objective evaluation, monitoring and corrective actions

Engagement Objective	Measure	Monitoring Method	Timing	Corrective Actions
Comply with the project's Conditions of Approvals for Critical State Infrastructure (CSSI) and the Airport Plan, and relevant sub-plans including the Cumulative Impacts Plan and the Construction Complaints Management System	All mandated consultation and communication activities undertaken	<ul style="list-style-type: none"> <li>• Compliance reports</li> <li>• Environmental inspections and audits</li> </ul>	Ongoing	Review compliance reports, inspections and audit recommendations and implement changes as required
Comply with the NSW Environmental Protection Licence to be obtained by CPBG for the SBT works	All mandated consultation and communication activities undertaken	<ul style="list-style-type: none"> <li>• Compliance reports</li> <li>• Environmental inspections and audits</li> </ul>	Ongoing	Review compliance reports, inspections and audit recommendations and implement changes as required
Identify issues and minimise the impacts on stakeholders, businesses and the community	<ul style="list-style-type: none"> <li>• Less than 10% of complaints are avoidable</li> <li>• 80% of issues and risks that eventuate are identified in the site-specific Community Communications Sub-plans and activity-specific plans</li> </ul>	Review Consultation Manager records and complaints reports	Six-monthly review	Review data to analyse trends and implement changes as required
Work cooperatively and collaboratively with Sydney Metro	Attend and contribute to meetings and community events including CIG,	<ul style="list-style-type: none"> <li>• Review meeting minutes and events calendar</li> </ul>	Six-monthly review	Review data to analyse trends and implement changes as required

Engagement Objective	Measure	Monitoring Method	Timing	Corrective Actions
and other stakeholders	councils and external stakeholders as requested	<ul style="list-style-type: none"> <li>Seek feedback from stakeholders</li> </ul>		
Identify and appropriately address stakeholder, business and community issues	Comply with enquiries and complaints management protocols	<ul style="list-style-type: none"> <li>Community survey</li> <li>Review Consultation Manager records</li> </ul>	<ul style="list-style-type: none"> <li>Annual survey</li> <li>Six-monthly review</li> </ul>	Review data to analyse trends and implement changes as required
Keep the community informed on what to expect and engage on mitigation measures	<ul style="list-style-type: none"> <li>80% satisfaction with the clarity and timeliness of information provided</li> <li>Less than 10% of complaints are related to lack of communication</li> </ul>	<ul style="list-style-type: none"> <li>Community survey</li> <li>Review Consultation Manager records</li> </ul>	<ul style="list-style-type: none"> <li>Annual survey</li> <li>Six-monthly review</li> </ul>	Review data to analyse trends and implement changes as required
Enhance and protect the reputation of Sydney Metro, the NSW Government and CPBG	<ul style="list-style-type: none"> <li>Contribute to meetings and community events including CICG, councils and external stakeholders as requested</li> <li>Refer non-related issues to relevant authority</li> </ul>	<ul style="list-style-type: none"> <li>Review meeting minutes, events calendar and Consultation Manager records</li> <li>Seek feedback from stakeholders</li> </ul>	Six-monthly review	Review data to analyse trends and implement changes as required
Engage the broader community to build awareness and excitement of SBT works progress	Host and participate in community information sessions and site open days	Review Consultation Manager records and events calendar	Six-monthly	Review data to analyse trends and implement changes as required
Leave a positive community legacy	Implementation of ten community benefit initiatives	<ul style="list-style-type: none"> <li>Sydney Metro approval and feedback on initiative submissions</li> <li>Seek feedback from beneficiaries</li> </ul>	Following plan implementation	Review data and implement changes as required

Community feedback will be sought on this CCS. Additionally, this CCS will be reviewed:

- Every six months as per the General Specification until completion of the project. The Independent Certifier will be provided with copies
- Annually from the date of contract award by an external qualified auditor to evaluate its progress against Infrastructure Sustainability Council (ISC) sustainability requirements. Any recommendations from these audits will be incorporated into the CCS and reported to Sydney Metro.

Complaints and enquiries management reporting is reviewed daily by EPA and weekly by DPE.

## Annexure A Implementation Action Plan for Project Start-Up and Site Establishment

SBT works phase	Communication action	Stakeholder	Responsibility	Deadline
<b>Start-up</b>	<ul style="list-style-type: none"> <li>Establish communication coordination forums with Sydney Metro</li> <li>Communication approval procedure agreed with Sydney Metro</li> <li>Enquiries and complaint referral protocols agreed</li> <li>Branding incorporated into project templates including signage, clothing, vehicles, etc.</li> <li>Consultation Manager training and protocols</li> <li>Templates for notifications, site construction update newsletters, and property condition survey letters to property owners agreed</li> <li>Develop initial project presentation</li> <li>Templates for updates to Sydney Metro app, website, elected representative briefings agreed</li> <li>CPBG webpage established</li> <li>FAQ development</li> <li>Community component of project induction developed</li> <li>Media monitoring implemented</li> <li>Mobile display materials prepared</li> <li>Council briefings with Sydney Metro</li> <li>Elected representative briefing notes for Sydney Metro</li> <li>Establish interface meetings with councils and other key stakeholders.</li> </ul>	<p>Sydney Metro and key stakeholders including:</p> <ul style="list-style-type: none"> <li>TfNSW</li> <li>Sydney Trains</li> <li>WSA Co</li> <li>Penrith and Liverpool Councils</li> <li>Western Parkland City Authority.</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder and community engagement management team</li> <li>Interface Manager.</li> </ul>	Prior to construction commencement
<b>Environmental documentation</b>	<ul style="list-style-type: none"> <li>Agency briefings and workshops</li> <li>Formal consultation on NSW environmental plans</li> <li>Liaison with approval authorities.</li> </ul>	As per NSW CEMP consultation	Environmental Manager	As soon as possible after contract award
	<ul style="list-style-type: none"> <li>Publish required approved environmental documents on CPBG webpage.</li> </ul>	General public	Public Affairs and Events Manager	Before construction
<b>Site investigations</b>	<ul style="list-style-type: none"> <li>Community notification</li> <li>Consultation with property owners/site neighbours.</li> </ul>	Property owners / neighbours	PMs	Seven days before activities
<b>Site establishment, site hoardings, and establishment</b>	<ul style="list-style-type: none"> <li>Site establishment community notification</li> <li>Site signage installed</li> <li>Site-specific construction newsletter</li> <li>Hording design containing contact details</li> <li>Emergency services briefing</li> </ul>	<ul style="list-style-type: none"> <li>Local community</li> <li>Emergency services</li> <li>Key stakeholders</li> <li>Businesses.</li> </ul>	<ul style="list-style-type: none"> <li>Sydney Metro</li> <li>Environmental Manager</li> <li>Project Managers.</li> </ul>	Before construction



SBT works phase	Communication action	Stakeholder	Responsibility	Deadline
of environmental controls	<ul style="list-style-type: none"> <li>Incident communication desktop exercise</li> <li>Stakeholder meetings</li> <li>Doorknock meetings with immediate neighbours</li> <li>Community information sessions and business briefings on environmental controls, including noise barriers.</li> </ul>			



## Annexure B Stakeholder Analysis and Communication Strategies and Tools

Stakeholder category	Specific stakeholders	Issues/interest in the SBT works	Communication strategy and tools
Government – elected representatives	<ul style="list-style-type: none"> <li>Premier (Chris Minns)</li> <li>Minister for Transport (Jo Haylen)</li> <li>Minister for Infrastructure, Transport Regional Development and Communications (Catherine King)</li> </ul>	Successful delivery of project within required timeframe and budget	Regular briefings via Sydney Metro
	Minister for Planning and Public Spaces (Paul Scully)	Compliance with project's Conditions of Approval	Sydney Metro liaison protocols for elected representatives to keep them informed and respond to enquiries
	Minister for Climate Change, Energy the Environment and Heritage (Penelope Sharpe)	Management of environmental and heritage impacts and compliance with EPA licences	As above
	Minister for Western Sydney (Prue Car)	Successful delivery of project within required timeframe and budget	As above
	Minister for Skills, TAFE and Tertiary Education (Steve Whan)	Successful initiatives to build skills and capability in the industry including STEM initiatives for schools	As above
	State members: <ul style="list-style-type: none"> <li>Member for Penrith (Karen McKeown)</li> <li>Member for Mulgoa (Tanya Davies)</li> <li>Member for Londonderry (Prue Car)</li> <li>Member for Camden (Peter Sidgreaves).</li> </ul>	Impact on constituents during construction and community engagement process	As above
	Federal members: <ul style="list-style-type: none"> <li>Member for Lindsay (Melissa McIntosh)</li> <li>Member for Hume (Angus Taylor)</li> <li>Member for Macarthur (Mike Freeland)</li> </ul>	As above	As above





Stakeholder category	Specific stakeholders	Issues/interest in the SBT works	Communication strategy and tools
	<ul style="list-style-type: none"> <li>Member for Werriwa (Anne Stanley)</li> </ul>		
State government – departments, corporations and agencies	TfNSW – Sydney Metro	Successful delivery of the Sydney Metro project within required timeframe and budget and with the least impact on the community	<ul style="list-style-type: none"> <li>Briefings and meetings</li> <li>Reporting</li> <li>Workshops.</li> </ul>
	Department of Planning and Environment	Compliance with project's Conditions of Approval	<ul style="list-style-type: none"> <li>Briefings and meetings</li> <li>Reporting.</li> </ul>
	Department of Infrastructure, Transport, Regional Development and Communications	Successful delivery of project within required timeframe and budget	<ul style="list-style-type: none"> <li>Notification of planned works</li> <li>Briefings and meetings on request</li> <li>Project updates.</li> </ul>
	Department of Primary Industries Crown Lands and Water	<ul style="list-style-type: none"> <li>Impacts on waterways</li> <li>Water quality monitoring program.</li> </ul>	<ul style="list-style-type: none"> <li>Briefings and meetings on request</li> </ul>
	Movement and Place NSW	Concurrent developments in Orchard Hills, Bringelly and St Marys	<ul style="list-style-type: none"> <li>Briefings and meetings on request</li> </ul>
	Western Parkland City Authority	<ul style="list-style-type: none"> <li>Attracting national and international investment</li> <li>Deliver quality jobs and education</li> <li>Drive economic recovery in NSW.</li> </ul>	<ul style="list-style-type: none"> <li>Interface meetings under the leadership of Sydney Metro as required by the Western Parkland City Authority Interface Agreement</li> </ul>
	Western Sydney Community Forum	Ensuring collaboration to ensure equitable access to services in a rapidly growing and changing landscape	<ul style="list-style-type: none"> <li>Interface meetings to provide updates</li> </ul>
	Sydney Trains	<ul style="list-style-type: none"> <li>Interaction with services at St Marys</li> <li>Customer communication and wayfinding.</li> </ul>	<ul style="list-style-type: none"> <li>Interface meetings under the leadership of Sydney Metro as required by the Sydney Metro Projects Transition Agreement</li> </ul>



Stakeholder category	Specific stakeholders	Issues/interest in the SBT works	Communication strategy and tools
	Customer Journey Planning (CJP) and Coordination	<ul style="list-style-type: none"> <li>Effective operation of the Sydney transport network</li> <li>Coordination of traffic and transport planning for projects and major events.</li> </ul>	<ul style="list-style-type: none"> <li>Briefings and meetings with Sydney Metro, TCG and TTLG</li> <li>Project updates</li> <li>CTMP, special events strategies and major SBT works activities</li> <li>CICG.</li> </ul>
	TfNSW Greater Sydney (Roads and Maritime Services)	<ul style="list-style-type: none"> <li>Impact on road network and infrastructure during construction</li> <li>Compliance with approvals</li> <li>Haulage routes.</li> </ul>	<ul style="list-style-type: none"> <li>Briefings and meetings on request</li> <li>TTLG and TCG led by Sydney Metro</li> <li>CICG.</li> </ul>
	EPA	<ul style="list-style-type: none"> <li>Compliance with EPL</li> <li>Managing environmental and heritage impacts of the SBT works</li> <li>OOH works</li> <li>Effective response to community complaints.</li> </ul>	<ul style="list-style-type: none"> <li>Briefings and meetings on request</li> <li>Reporting.</li> </ul>
	Heritage NSW, Department of Premier and Cabinet	Consultation on Heritage Procedures and any significant unexpected finds	<ul style="list-style-type: none"> <li>Briefings and meetings on request</li> </ul>
	NSW Department of Primary Industries	Consultation on relevant monitoring programs	<ul style="list-style-type: none"> <li>Briefings and meetings on request</li> </ul>
	Western Sydney Airport Co	<ul style="list-style-type: none"> <li>Impacts on infrastructure</li> <li>Services interruptions</li> <li>Impacts on businesses within Airport Land.</li> <li>Relevant monitoring programs.</li> </ul>	<ul style="list-style-type: none"> <li>Interface Manager</li> <li>Regular briefings</li> <li>Briefings and meetings on request</li> <li>Cumulative Impacts Plan (CIP).</li> </ul>
	Department of Education/TAFE	<ul style="list-style-type: none"> <li>Sydney Metro Schools Education Program</li> <li>TAFE traineeships/apprenticeships.</li> </ul>	<ul style="list-style-type: none"> <li>Project updates</li> <li>Site visits</li> <li>Careers incursions.</li> </ul>



Stakeholder category	Specific stakeholders	Issues/interest in the SBT works	Communication strategy and tools
	Schools Infrastructure NSW	<ul style="list-style-type: none"> <li>Impacts on school infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Project updates</li> </ul>
	<p>Elected representative, general managers and officers of councils:</p> <ul style="list-style-type: none"> <li>Penrith City Council</li> <li>Liverpool City Council.</li> <li>Camden Council</li> <li>Blue Mountains City Council</li> <li>Campbelltown City Council</li> <li>Fairfield City</li> <li>Hawkesbury City Council</li> <li>Wollondilly Shire Council</li> </ul>	<ul style="list-style-type: none"> <li>Impacts on council infrastructure</li> <li>Impacts on local roads, traffic, public transport, community facilities and street trees</li> <li>Impacts on residents and businesses during construction (for example, noise, vibration and dust)</li> <li>Community engagement process</li> <li>Consultation as described in the CEMP</li> <li>CEMP sub plans and Procedures as relevant.</li> </ul>	<ul style="list-style-type: none"> <li>Councillor briefings in coordination with Sydney Metro</li> <li>Agency briefings</li> <li>Interface meetings</li> <li>Participation in TTLG and TCG</li> <li>Consultation for events.</li> </ul>
Liaison groups/panels	<ul style="list-style-type: none"> <li>TTLG and TCG</li> <li>Independent Property Impact Assessment Panel (IPIAP).</li> </ul>	<ul style="list-style-type: none"> <li>Documentation and monitoring of settlement and vibration regarding potential property damage</li> <li>Response to damage complaints/claims.</li> </ul>	<ul style="list-style-type: none"> <li>Presentations/briefings</li> <li>Meetings and progress updates.</li> </ul>
Utility stakeholders	<ul style="list-style-type: none"> <li>Ausgrid, Jemena, telecommunications providers</li> </ul>	<ul style="list-style-type: none"> <li>Impact on existing infrastructure</li> <li>Consultation on settlement criteria for individual utility structures and on access, diversion, protection and/or support</li> <li>Notification to residents and businesses of any disruption to services.</li> </ul>	<ul style="list-style-type: none"> <li>Briefings and meetings on request</li> <li>Notification of planned works</li> <li>Incident response protocols.</li> </ul>
	<ul style="list-style-type: none"> <li>Sydney Water</li> </ul>	<ul style="list-style-type: none"> <li>Impact on existing infrastructure</li> <li>Consultation on settlement criteria for individual utility structures and on access,</li> </ul>	<ul style="list-style-type: none"> <li>Interface meetings under the leadership of Sydney Metro as required by the Sydney Water Corporation Interface Agreement</li> </ul>



Stakeholder category	Specific stakeholders	Issues/interest in the SBT works	Communication strategy and tools
		<div>diversion, protection and/or support</div> <ul style="list-style-type: none"> <li>Notification to residents and businesses of any disruption to services.</li> </ul>	
Transport and traffic	<ul style="list-style-type: none"> <li>Sydney Metro</li> <li>CJP</li> <li>Sydney Trains</li> <li>Transport operators</li> <li>Local councils</li> <li>Emergency services</li> <li>Couriers</li> <li>Cycling groups.</li> </ul>	<ul style="list-style-type: none"> <li>Impacts on road and transport network</li> <li>CTMPs, including planned lane closures and changes to paths</li> <li>Incident and special event plans</li> <li>Haulage routes and layover areas</li> <li>Pedestrian management.</li> </ul>	<ul style="list-style-type: none"> <li>Briefings and meetings on request</li> <li>Regular construction and traffic updates and alerts on changes to local roads and traffic conditions</li> <li>TTLG and TCG led by Sydney Metro.</li> </ul>
Emergency service agencies	<ul style="list-style-type: none"> <li>District Emergency Management Officer</li> <li>Ambulance Service of NSW</li> <li>Fire and Rescue NSW</li> <li>NSW State Emergency Services</li> <li>NSW Police Force.</li> </ul>	<ul style="list-style-type: none"> <li>Impacts on local roads during construction</li> <li>Emergency access/procedures during construction</li> <li>Site orientation, emergency facilities and incident response and scenario planning.</li> </ul>	<ul style="list-style-type: none"> <li>Introductory workshop, contact procedures, site visits and desktop emergency exercise/debrief</li> <li>Briefings and meetings on request.</li> <li>Regular construction and traffic updates and alerts on changes to local roads and traffic conditions</li> <li>Consultation on emergency, safety and security plans for relevant agencies</li> <li>TTLG and TCG led by Sydney Metro.</li> </ul>
Other Sydney Metro contractors	Interface contractors	<ul style="list-style-type: none"> <li>Coordination of activities and information</li> <li>Referral of enquiries and complaints as appropriate</li> <li>Minimising cumulative impacts.</li> </ul>	<ul style="list-style-type: none"> <li>Briefings and meetings on request, exchange of key contacts and progress updates</li> <li>CICG</li> <li>Meetings as required by the Master Interface Deed.</li> </ul>



Stakeholder category	Specific stakeholders	Issues/interest in the SBT works	Communication strategy and tools
Education – near construction sites	<ul style="list-style-type: none"> <li>Bringelly Public School</li> <li>Claremont Meadows PS</li> <li>Orchard Hills PS</li> <li>Luddenham Public School</li> <li>Our Lady of the Rosary Primary St Marys</li> <li>St Marys North Public School</li> <li>St Marys Public School</li> <li>St Marys Senior High School</li> <li>St Marys South Public School</li> </ul>	<ul style="list-style-type: none"> <li>Noise, vibration and dust</li> <li>Work hours</li> <li>Construction traffic and safety around worksites</li> <li>Impact on teaching/exams.</li> </ul>	<ul style="list-style-type: none"> <li>Meetings</li> <li>Project notifications, newsletters and updates</li> <li>Community infoline open 24 hours, email, website and postal address</li> <li>Information and project collateral for school community</li> <li>Participation in school education program via Sydney Metro.</li> </ul>
Education – within project area	<ul style="list-style-type: none"> <li>All Saints Catholic College</li> <li>Blacktown Youth College</li> <li>Blue Mountains Steiner School</li> <li>Chifley College Dunheved Campus</li> <li>Claremont Meadows Public School</li> <li>Holy Family Primary Luddenham</li> <li>Nepean Institute of Critical Care Education and Research (NICCER)</li> <li>Oxley Park Public School</li> <li>Penrith Anglican College</li> <li>St Dominics College (Obley Education Centre)</li> <li>TAFE NSW</li> <li>The University of Sydney Nepean Clinical School</li> <li>University of Sydney</li> <li>University of Technology Sydney</li> <li>Warakirri College</li> <li>Western Sydney University</li> <li>Western Sydney University (Penrith Campus)</li> </ul>	<ul style="list-style-type: none"> <li>Potential concern about construction traffic and changed traffic conditions</li> <li>General interest in the project</li> <li>Project updates</li> <li>Careers and work experience opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Participation in school education program via Sydney Metro</li> <li>Website, social media, advertising, and interactive displays</li> <li>Project newsletters, notifications and updates</li> <li>Workforce Development and Industry Development Plan.</li> </ul>
Preschool or childcare	<ul style="list-style-type: none"> <li>Busy Bees Long Day Child Care Centre</li> </ul>	<ul style="list-style-type: none"> <li>Demolition, noise, vibration and dust</li> </ul>	<ul style="list-style-type: none"> <li>Briefings and meetings</li> </ul>





Stakeholder category	Specific stakeholders	Issues/interest in the SBT works	Communication strategy and tools
	<ul style="list-style-type: none"> <li>Evergreen Early Education Centres</li> <li>JUMP! Swim Schools St Marys</li> <li>North St Marys Children's Centre</li> <li>St Marys Blinky Bills Preschool</li> <li>St Marys Children's Centre</li> <li>St Paul's Lutheran Kindergarten</li> <li>Zoe Life Preschool</li> </ul>	<ul style="list-style-type: none"> <li>Removal of hazardous materials</li> <li>Work hours</li> <li>Changes to local pedestrian access</li> <li>Construction vehicles on surrounding roads</li> <li>Safety around worksites</li> <li>Potential concern about construction traffic and changed traffic conditions</li> <li>General interest in the project</li> <li>Project updates</li> <li>Careers and work experience opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Project notifications, newsletters and updates, parent information letters, community infoline open 24 hours, email, website, postal address, advertising, site signage and posters</li> <li>Consultation on noise management and respite hours where applicable.</li> </ul>
Residential property owners and tenants	<ul style="list-style-type: none"> <li>Residential owners/tenants in directly affected properties</li> <li>Body corporates and owners' corporations (refer to site-specific sub-plans)</li> </ul>	<ul style="list-style-type: none"> <li>Construction impacts (noise, vibration, dust, visual and traffic)</li> <li>Impact on residents and tenants (noise, vibration and access)</li> <li>Consultation on environmental management measures</li> <li>Consultation, where relevant, on the installation of rock anchors, scaffolds and monitoring equipment</li> <li>Concern about property damage.</li> </ul>	<ul style="list-style-type: none"> <li>Property condition surveys</li> <li>Individual meetings, community information sessions, monitoring on specified properties, regular progress updates (telephone/email), project notifications, newsletters and email updates, site tours, information to strata managers, website, social media, doorknocks, interactive information at the community information sessions</li> <li>Adjoining-owner agreements.</li> </ul>
Businesses	<ul style="list-style-type: none"> <li>Businesses within 50m of construction sites (refer to site-specific sub-plans)</li> <li>Refer to small business owner engagement plan</li> </ul>	<ul style="list-style-type: none"> <li>Loss of amenity during construction (noise, vibration and visual)</li> <li>Changes to pedestrian and customer access</li> </ul>	<ul style="list-style-type: none"> <li>Site-specific sub-plan</li> <li>Boardroom briefings for major businesses</li> <li>Building-based information sessions (for owners and tenants), meetings, project</li> </ul>





Stakeholder category	Specific stakeholders	Issues/interest in the SBT works	Communication strategy and tools
		<ul style="list-style-type: none"> <li>Changes to vehicle access and parking</li> <li>Loss of business</li> <li>Work hours and project duration</li> <li>Concern about property damage</li> <li>Consultation on environmental management.</li> </ul>	<ul style="list-style-type: none"> <li>notifications, newsletters, and email updates, signs, displays and posters for staff</li> <li>Briefings for business and tourism associations</li> <li>Adjoining-owner agreements/property adjustments/access deeds.</li> </ul>
Stakeholders along tunnel alignment	<ul style="list-style-type: none"> <li>Residential property owners and occupiers (refer to Tunnelling Communication Sub-Plan)</li> </ul>	<ul style="list-style-type: none"> <li>Concerns about property damage</li> <li>Disturbance from regenerated noise and vibration</li> <li>Concerns about operational noise (refer to Sydney Metro).</li> </ul>	<ul style="list-style-type: none"> <li>Property condition surveys</li> <li>Tunnelling communication (including initial letter, maps, information session, reminders and respite mitigation appropriate to disturbance)</li> <li>Community infoline open 24 hours</li> <li>TBM tracker on website.</li> </ul>
	<ul style="list-style-type: none"> <li>Businesses and other sensitive receivers along the tunnelling alignment (refer to Tunnelling Communication Sub-Plan)</li> </ul>	<ul style="list-style-type: none"> <li>Concerns about property damage</li> <li>Disturbance from regenerated noise and vibration</li> <li>Disturbance to sensitive equipment or other operations.</li> </ul>	<ul style="list-style-type: none"> <li>Property condition surveys</li> <li>Tunnelling communication</li> <li>Community infoline open 24 hours TBM tracker on website.</li> </ul>
Business associations	<ul style="list-style-type: none"> <li>Local business associations</li> <li>Australian Hotels Association</li> </ul>	<ul style="list-style-type: none"> <li>Impacts on business operations of their membership.</li> </ul>	<ul style="list-style-type: none"> <li>Briefings and meetings on request in conjunction with Sydney Metro.</li> </ul>
Health care	<ul style="list-style-type: none"> <li>Nepean Hospital</li> <li>Liverpool Hospital</li> <li>Blacktown Hospital</li> <li>Camden Hospital</li> </ul>	<ul style="list-style-type: none"> <li>Traffic delays</li> <li>Impact on emergency access</li> <li>Construction vehicles on local roads</li> <li>Impact on significant hospital redevelopments currently underway.</li> </ul>	<ul style="list-style-type: none"> <li>Project signage, advertising, media liaison and website</li> <li>Coordinated strategies for major changes</li> <li>Special event organisers' communication channels</li> <li>Briefings and meetings</li> </ul>



Stakeholder category	Specific stakeholders	Issues/interest in the SBT works	Communication strategy and tools
			<ul style="list-style-type: none"> <li>• Project notifications, newsletters and email updates</li> <li>• Community infoline open 24 hours , email, website, social media and postal address</li> <li>• Property condition surveys where eligible.</li> </ul>
Places of Worship and spiritual growth	<ul style="list-style-type: none"> <li>• Hillsong Church</li> <li>• St. Mary Magdalene's Anglican Church</li> <li>• New Horizons Community Church</li> <li>• St Marys Seventh-Day Adventist Church</li> <li>• The Potter's House Christian Church St Marys</li> <li>• Members Church of God International</li> <li>• Windsor Samoan Assembly of God</li> <li>• Bringelly Vineyard Church</li> <li>• Luddenham Uniting Church</li> <li>• Crossroads Baptist Church</li> <li>• Rossmore Anglican Church</li> <li>• Catholic Garden Cemetery</li> <li>• Kemps Creek Memorial Park</li> </ul>	<ul style="list-style-type: none"> <li>• Traffic delays</li> <li>• Traffic changes including detours, access/parking, pedestrian paths, and bus stop locations impact on church services caused by noise and vibration</li> <li>• Construction vehicles on local roads</li> <li>• Work hours</li> <li>• Tunnelling</li> <li>• Property damage.</li> </ul>	<ul style="list-style-type: none"> <li>• Signage, advertising, media liaison and website</li> <li>• Coordinated strategies for major changes</li> <li>• Special event organisers communication channels.</li> <li>• Briefing and meetings</li> <li>• Project notifications, newsletters and updates</li> <li>• Community infoline open 24 hours, email, website, social media and postal address</li> <li>• Property condition surveys where eligible.</li> </ul>
Public transport users	<ul style="list-style-type: none"> <li>• Bus and train customers at St Marys</li> <li>• Motorists, pedestrians, cyclists and buses in streets surrounding worksites</li> </ul>	<ul style="list-style-type: none"> <li>• Changes to bus stops and access</li> <li>• Traffic delays</li> <li>• Traffic changes including detours, access/parking, pedestrian paths, cycleways and bus stop locations.</li> </ul>	<ul style="list-style-type: none"> <li>• Project signage and notification for changes to bus stops</li> <li>• Signage and coordinated wayfinding strategy with Sydney Trains</li> <li>• Signage, advertising, media liaison and website</li> <li>• Coordinated strategies for major changes</li> </ul>



Stakeholder category	Specific stakeholders	Issues/interest in the SBT works	Communication strategy and tools
			<ul style="list-style-type: none"> <li>Special event organisers' communication channels.</li> </ul>
Heritage stakeholders	<ul style="list-style-type: none"> <li>Heritage Council of NSW</li> <li>Office of Heritage</li> <li>Registered Aboriginal parties (refer to CHMP)</li> <li>Local councils</li> <li>Local heritage groups</li> <li>Owners of heritage-listed buildings</li> </ul>	<ul style="list-style-type: none"> <li>Protection of heritage items from construction impacts (detailed in CHMP)</li> <li>Heritage investigations, excavation and documentation</li> <li>Archival documentation</li> <li>Property damage.</li> </ul>	<ul style="list-style-type: none"> <li>Consultation on CHMP and salvage strategy (with councils and Heritage Council)</li> <li>Briefings and meetings</li> <li>Project notifications, newsletters and email updates</li> <li>Project website</li> <li>Property condition surveys</li> <li>Communication of relevant monitoring results.</li> </ul>
People with disability	<ul style="list-style-type: none"> <li>Department of Health</li> </ul>	<ul style="list-style-type: none"> <li>Access to construction information</li> <li>Access around construction sites</li> <li>Contact information for National Relay Service.</li> </ul>	<ul style="list-style-type: none"> <li>Website documents WCAG 2.0 compliant</li> <li>Accessible viewing areas and toilets for major public site events.</li> </ul>
Media	<ul style="list-style-type: none"> <li>National television</li> <li>Metropolitan radio</li> <li>Community radio and newspapers (see site-specific sub-plans)</li> <li>Sydney Morning Herald</li> <li>Daily Telegraph</li> <li>Online media</li> <li>Specialist transport writers/journalists</li> <li>Special interest media (e.g. Aboriginal media)</li> <li>Industry publications</li> </ul>	<ul style="list-style-type: none"> <li>Project status and progress</li> <li>Project milestones</li> <li>Items of local significance such as workforce development and heritage finds</li> <li>Impact on residents and businesses</li> <li>Industry news.</li> </ul>	<ul style="list-style-type: none"> <li>Sydney Metro media liaison protocols</li> <li>Media, video releases and Facebook posts</li> <li>Fact sheets</li> <li>Holding lines</li> <li>Media events and site visits as arranged by Sydney Metro.</li> </ul>



## Annexure C Site-specific issues and mitigation measures

Site	Surrounding land uses	Demographics (2021 Census)	Potential issue	Mitigation
<b>St Marys Penrith LGA</b>	<ul style="list-style-type: none"> <li>Adjacent to existing St Mary Station which is within the St Marys town centre</li> <li>The site is immediately surrounded by local businesses/commercial properties, high density residential properties, and industrial land uses</li> <li>Further from the immediate location is parkland/open space and areas of low-density residential land uses</li> <li>The town centre is surrounded primarily by residential, education, open space and recreation areas</li> <li>Outside the town centre, land uses transition to a more residential urban setting.</li> </ul>	<ul style="list-style-type: none"> <li>In the 2021 Census, St Marys had a population of 13,256</li> <li>56.9% of people were born in Australia. The most common countries of birth after Australia were the Philippines (4.6%), New Zealand (3.7%), India (3.7%), England (1.5%) and Fiji (1.5%)</li> <li>The second most common language spoken after English is Arabic (2.9%)</li> <li>Of people attending an educational institution, 25.6% are in primary school, of which there are six in the area, 16.6% are in secondary school, of which there are six</li> <li>The median age of people in St Marys is 34 years. Children aged 0-14 years make up 21.2% of the population and people aged 65 years and over make up just 12.7% of the population</li> <li>Unemployment rate is high at 7.2%. The most common occupations in St Marys include machinery operators and drivers (17.6%), clerical and administrative workers (15.4%), professionals (13.6%), Community and Personal Service Workers (12.5%), technicians and trades workers (12.1%), and labourers (12.1%).</li> <li>The most common methods of travel to work are car as driver (49.9%), car as passenger (5.0%) and train (2.4%). The area is serviced by the St Marys train station and bus station.</li> </ul>	<ul style="list-style-type: none"> <li>Disruption to road users and public transport users</li> <li>Changes to parking including temporary and permanent removal of parking</li> <li>Noise impacts from OOH works</li> <li>Access to businesses and residences</li> <li>Tunnelling impacts and potential for property damage</li> <li>Communication regarding new station and subsequent construction stages.</li> </ul>	<ul style="list-style-type: none"> <li>Communication coordination</li> <li>CTMP</li> <li>Heavy Vehicle Drivers Code of Conduct and Inductions</li> <li>Construction Noise and Vibration Management Plan (CNVMP)</li> <li>Individual consultations that are COVID-19-safe</li> <li>Temporary Visual Amenity Strategy for hoardings</li> <li>Managed worker/staff parking.</li> </ul>
<b>Claremont Meadows</b>	<ul style="list-style-type: none"> <li>Located within an open grassed/area, with some</li> </ul>	<ul style="list-style-type: none"> <li>Population of 5,177 people</li> <li>70.7% of people were born in Australia. The most common countries of birth other than</li> </ul>	<ul style="list-style-type: none"> <li>Need and justification for Services Facility</li> <li>Noise and vibration impacts</li> </ul>	<ul style="list-style-type: none"> <li>Communication coordination</li> <li>CNVMP</li> </ul>





Site	Surrounding land uses	Demographics (2021 Census)	Potential issue	Mitigation
<b>Penrith LGA</b>	<p>heavily wooded areas to the east of the site</p> <ul style="list-style-type: none"> <li>On the other side of Gipps Street (i.e. opposite to the Services Facility location) is an urban land use area of medium density residential buildings and streetscapes</li> <li>The site of the Services Facility is within the Claremont Meadows Stage 2 precinct and identified as a 'gateway site' and 'entry point to Claremont Meadows' in the Penrith Development Control Plan 2014</li> <li>Council owned former landfill site located directly to the south of the site.</li> </ul>	<p>Australia are India (4.4%) and the Philippines (4.3%).</p> <ul style="list-style-type: none"> <li>741.1% of people only speak English at home. Other languages spoken at home include, Tagalog (2.9%), 2.9, Urdu (2.6%), Arabic (2.1%) and Hindi. (1.7%) and</li> <li>Median age of 33 years. Children aged 0-14 make up 24.2% of the population and people aged over 65 comprise 7.6%.</li> <li>Of people attending an educational institution 32.1 attend primary school and 25.6 a secondary school</li> <li>There is 4.6% unemployment</li> <li>The most common occupations are clerical and administrative workers (17.6%), professionals (17.5%) and technicians and trades workers (13.35%)</li> <li>The most common methods of travel to work for employed people were car as driver (45.7%), car, as passenger (3.6%). And truck (0.7%). 1.8% of employed people used public transport as at least one of their methods of travel to work</li> <li>Hospitals (except Psychiatric Hospitals) is the highest industry of employment (5.2%)</li> </ul>	<ul style="list-style-type: none"> <li>Traffic impacts</li> <li>Cumulative impacts from redevelopment of former landfill site to Gipps Street Recreation Precinct.</li> </ul>	<ul style="list-style-type: none"> <li>CTMP</li> <li>Tunnelling Communication Sub-Plan</li> <li>Information sessions and fact sheets</li> <li>Ongoing liaison with Penrith Council regarding its precinct planning.</li> </ul>
<b>Orchard Hills Penrith LGA</b>	<ul style="list-style-type: none"> <li>Orchard Hills has a predominately rural character with undulating hills and scenic vistas. It combines semi-rural residential properties</li> <li>Small-scale agricultural land uses</li> <li>Patches of bushland</li> </ul>	<ul style="list-style-type: none"> <li>Population of 1,798 people</li> <li>The median age is 47, with children 0-14 making up 13.9% of the population and people aged over 65 comprising 20.2%</li> <li>73.2% of residents speak only English at home. Other languages include Arabic at 5.1% and Maltese at 4.9%</li> <li>Of people attending an educational institution, 24.3 percent attend primary school and 30.8</li> </ul>	<ul style="list-style-type: none"> <li>Land acquisition</li> <li>Ongoing consultation</li> <li>Biodiversity impacts</li> <li>Reduction in parking availability</li> <li>Heavy vehicle movements</li> <li>Concern over future land use change. The landscape character of Orchard Hills is intended to transition from a</li> </ul>	<ul style="list-style-type: none"> <li>Information sessions, fact sheets, updates and open days</li> <li>Information on hoarding</li> <li>CNVMP</li> <li>CTMP / Heavy Vehicle Drivers' Code of Conduct and inductions</li> <li>Communication coordination.</li> </ul>



Site	Surrounding land uses	Demographics (2021 Census)	Potential issue	Mitigation
	<ul style="list-style-type: none"> <li>Defence Establishment Orchard Hills, which is owned by the Department of Defence (Commonwealth land) and is primarily used for ammunitions storage, maintenance and testing.</li> </ul>	<ul style="list-style-type: none"> <li>percent attend a high school. There is 3.3% unemployment</li> <li>The most common occupations are clerical and administrative workers (17.9%), managers (16.9%), professionals (16.7%) and technicians and trades workers (14.2. %) The most common methods of travel to work are car as driver (45%), truck (3.3%) and car as passenger (2.9) 1.2% of employed people using public transport. 28.7% work from home.</li> </ul>	<ul style="list-style-type: none"> <li>rural residential landscape to a future commercial and mixed-use precinct as part of the Western Parkland City Vision under the Western City District Plan.</li> </ul>	
<b>On-airport worksites</b>  <b>(Airport Business Park and Airport Terminal Stations and Primary Spoil Site)</b>  <b>Federal land in Liverpool LGA</b>	<ul style="list-style-type: none"> <li>Construction of WSI airport</li> <li>Residences (approximately 1.2km or further from worksites).</li> </ul>	<ul style="list-style-type: none"> <li>This area will be a base for passenger airlines, air freight and logistics businesses.</li> </ul>	<ul style="list-style-type: none"> <li>Cumulative impacts from surrounding construction work, particularly traffic/access</li> <li>Impact on future tenancies.</li> </ul>	<ul style="list-style-type: none"> <li>Interface meetings</li> <li>Consultation with property owners</li> <li>Information sessions.</li> </ul>
<b>Bringelly</b>  <b>Liverpool LGA</b>	<ul style="list-style-type: none"> <li>Semi-rural land with single dwellings on very large lots</li> <li>Existing land uses in this area comprise a mixture of rural industries and rural-residential properties</li> <li>Land use to the west of South Creek is predominantly rural, with a rural-residential subdivision at Kelvin Park.</li> </ul>	<ul style="list-style-type: none"> <li>Population of 22,433 with a median age of 42</li> <li>Of the population attending an educational institution 24.1% are attending primary school and 23.1 attending secondary school</li> <li>65.4% of people only speak English at home. 6.3% speak Arabic and 4.7% of the speak Italian</li> <li>The most common occupations are technicians and trades workers (16.6%), clerical and administrative workers (16.3%), managers (15.3%), machinery operators and drivers (14.3%) and professionals (12%). 2.4% are unemployed</li> </ul>	<ul style="list-style-type: none"> <li>Proximity of residents to worksites</li> <li>Noise and vibration, dust and OOH works</li> <li>Vulnerable stakeholders (children and elderly)</li> <li>Traffic changes</li> <li>Business impacts</li> <li>Concerns about worker behaviour.</li> </ul>	<ul style="list-style-type: none"> <li>Information sessions, doorknocks, strata presentations and open days</li> <li>Interface meetings with council</li> <li>Consultation on mitigation measures</li> <li>Temporary Visual Amenity Strategy</li> <li>CTMP and fact sheet on reducing heavy vehicle movements at night</li> <li>Worker inductions.</li> </ul>





Site	Surrounding land uses	Demographics (2021 Census)	Potential issue	Mitigation
		<ul style="list-style-type: none"> <li>The most common methods of travel to work for employed people are car as driver (39.6%), work from home (27.2%) and truck (5.1%). Other common responses are car as passenger (3%) and walk only (2.9%). 1.7% of employed people use public transport as at least one of their methods of travel to work.</li> </ul>		
<b>Aerotropolis Liverpool LGA</b>	<ul style="list-style-type: none"> <li>Semi-rural land with single dwellings on very large lots.</li> </ul>	<ul style="list-style-type: none"> <li>Sydney's new high-tech city that is predicted to become Sydney's third city after the Sydney CBD and Parramatta</li> <li>Approximately 100 hectares in area, the new city has become the centre for the establishment of 18 Foundation Partner commitments with major technology companies.</li> </ul>	<ul style="list-style-type: none"> <li>Concern that tunnelling is not required through relatively undeveloped land</li> <li>Ground-borne noise and vibration impacts from tunnelling works</li> <li>Potential future land use impacts of tunnel.</li> </ul>	<ul style="list-style-type: none"> <li>CNVMP</li> <li>Tunnelling Communication Sub-Plan</li> <li>Information sessions and fact sheets.</li> </ul>

