

# Sydenham Metro Upgrade Southwest Metro Early works Southwest Metro Corridor works Community Communications Strategy (CCS)

SMCSWSSJ-JHL-WSS-CL-PLN-000023

## Document and Revision History

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**Management reviews**

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## 1.0 Introduction and Overview

### 1.1 Purpose

This Community Communications Strategy (CCS) outlines the John Holland and Laing O'Rourke Joint Venture's (JHLOR JV) approach to managing communications and engagement during design and construction of the Sydenham Metro Upgrade (SMU), Southwest Metro Early works (SMEW) and Southwest Metro Corridor works (SWMC) as part of the Sydney Metro City & Southwest program of work.

This CCS describes the engagement approach, processes, procedures and tools that will be used to provide timely, accurate and relevant information to the community. The CCS aims to maximise stakeholder and community understanding of the project activities, objectives and benefits, timing of potential impacts and available mitigation measures.

### 1.2 Objectives

The objectives of this CCS are to:

- Comply with the Ministers Conditions of Approval (CoAs) and relevant Revised Environmental Mitigation Measures (REMM's) for SSI 15\_7400 Infrastructure Approval (relevant to the Sydenham Metro Upgrade) and SSI 8256 Infrastructure Approval (relevant to the Southwest Metro Early works and Southwest Metro Corridor works)
- Work cooperatively with Sydney Metro to provide a coordinated and consistent approach to engagement and communication
- Minimise, where possible, impacts on stakeholders, businesses, customers and the community, particularly potential cumulative impacts from adjacent projects
- Protect and where possible enhance the reputation of the SMU, SMEW and SWMC projects, the NSW Government, Sydney Metro and joint venture partners
- Confirm strategies and procedures for handling complaints and enquiries, receiving feedback as well as managing media and government enquiries
- Provide an indicative program for the implementation of community liaison activities, including key dates for start and completion of construction activities, associated impacts, mitigation measures and proposed strategies for informing the community
- Comply with current Government advice and implement physical distancing, travel and hygiene measures to protect employees and members of the community.

### 1.3 Compliance requirements

The implementation of the CCS is under the authority of the JHLOR JV's Stakeholder and Community Relations Manager.

Sydney Metro has prepared the Sydney Metro Overarching Community Communication Strategy (OCCS) and the Sydney Metro Sydenham to Bankstown Upgrade Community Communications Strategy (CCS-S2B).

The CCS will be reviewed by the Principal, endorsed by the Environmental Representative (ER) and submitted under S2B approval to the Secretary of the Department of Planning Industry and Environment (DPIE) for approval no later than one (1) month before start of major construction work. Until such time as the CCS is approved by the Secretary, Sydenham Metro upgrade, Southwest Metro Early works (design investigations, utility works and site establishment) and

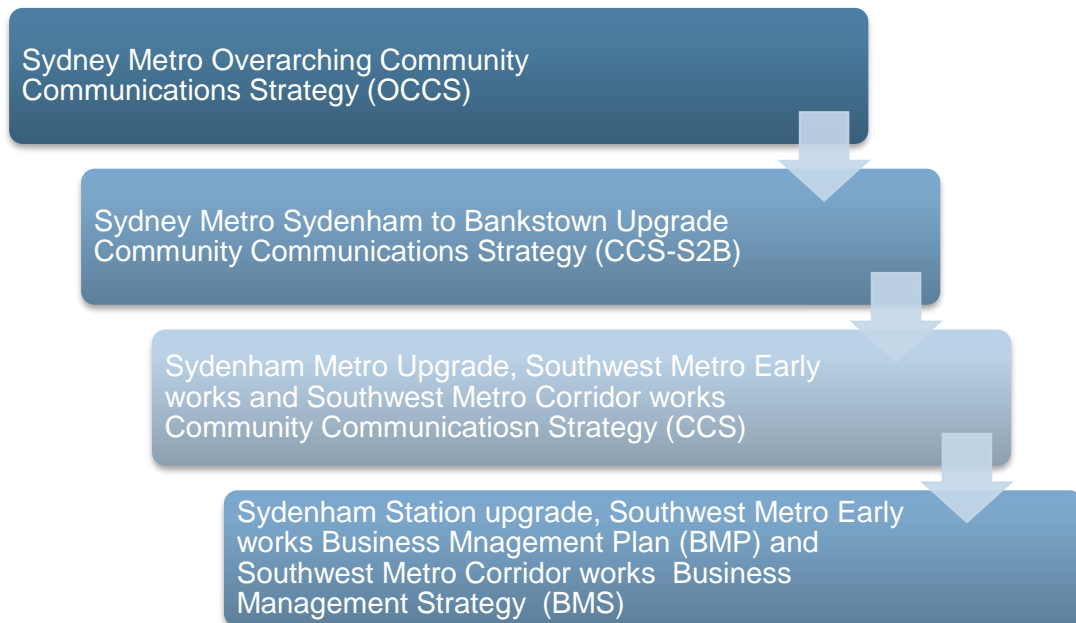
Southwest Metro Corridor works will be provided for under the revised Overarching Community Communications Strategy (OCCS).

The CCS will be implemented for the duration of the project work and for 12 months following the completion of construction for the Sydenham Metro Upgrade, Southwest Metro Early works and Southwest Metro Corridor works. The scope of the Sydenham Metro Upgrade, Southwest Metro Early works and Southwest Metro Corridor works is outlined in Section 2 and Appendices C and D outline how the CoAs and overarching requirements are addressed within this strategy.

The key components of the CCS will be introduced to all staff and general workforce via the project inductions. The controlled copy of this document is maintained on TeamBinder.

#### 1.4 Structure and interface with other management plans

The CCS has been prepared in line with the Sydney Metro OCCS, Sydney Metro, Sydenham to Bankstown Upgrade CCS and its relationship to the Sydney Metro engagement framework is outlined below:



**Figure 1: Relationship with overarching stakeholders**

The CCS does not function in isolation but is designed to complement and adhere to a number of other project management plans including:

- Construction Environmental Management Plan (CEMP)
- Construction Traffic and Access Management Plan
- Construction Noise and Vibration Management Plan including Out-of-Hours Works (OOHW) Protocol
- Project Management Plan
- Construction Management Plan
- Property Management Plan
- Risk Management Plan
- Sustainability Management Plan
- Workforce Development and Training Management Plan
- Industry Participation Management Plan

- Business Management Plan
- COVID-19 Action Plan.

This CCS provides:

- An overview of our community and stakeholder engagement approach
- Details of the project scope, key construction activities and timing
- An overview of the communication approach and how the JHLOR JV will comply with our requirements
- An analysis of the SMU, SMEW and SWMC projects and associated issues
- An outline of roles and responsibilities, including collaboration with Sydney Metro
- Tools, processes and procedures that will be used.

### **1.5 Further development**

The CCS will be reviewed, updated and further developed at least every six (6) months or as required to address:

- Any changes in the business management process or other linked plans
- Changes in the design and construction program
- Comments and feedback received from community, stakeholder and the Principal's representative
- Changes in stakeholder and community needs and information requirements
- Changes in technology and work methods to improve processes, and
- Changes identified through continuous improvement.

The updates will be used to reflect project progress and ensure communication tools and activities match the timing of construction activities, remain effective and relevant to all stakeholders, customers and the public and are in compliance with CoAs and the OCCS.

## 2.0 Project context and key issues

### 2.1 Sydney Metro

Sydney Metro is Australia’s biggest public transport project.

Services started in May 2019 in the city’s North West with a train every four minutes in the peak. Metro rail will be extended into the CBD and beyond to Bankstown in 2024. There will be new CBD metro railway stations underground at Martin Place, Pitt Street and Barangaroo and new metro platforms under Central.

In 2024, Sydney will have 31 metro railway stations and a 66 km standalone metro railway system – the biggest urban rail project in Australian history. There will be ultimate capacity for a metro train every two minutes in each direction under the Sydney city centre.

Sydney Metro City and Southwest project comprises of two (2) core components:

- Chatswood to Sydenham, includes works associated with the Sydenham Station Upgrade and
- Sydenham to Bankstown which received planning approval on 19 December 2018. This component includes works associated with the Southwest Metro Early works and Southwest Metro Corridor works.

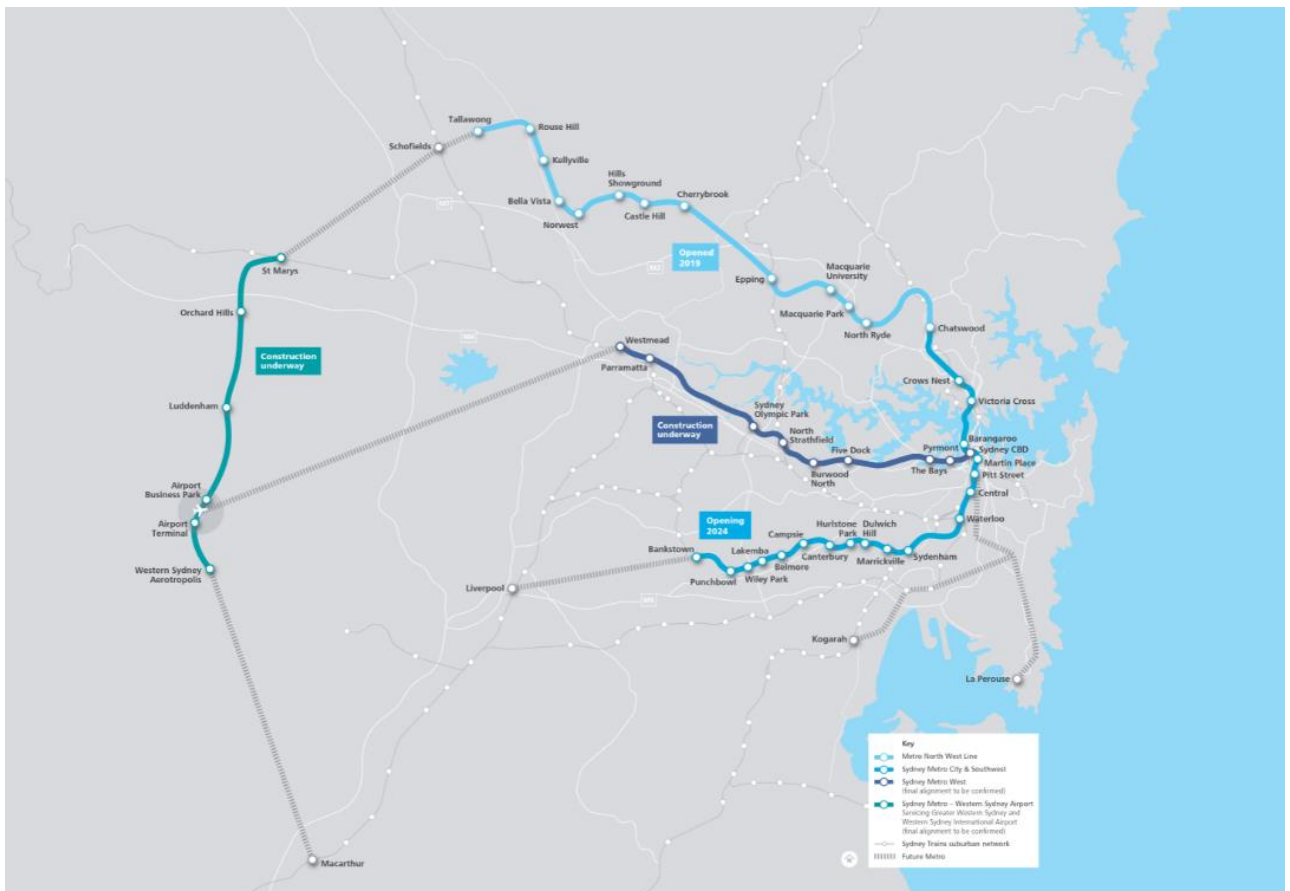


Figure 2: Sydney Metro alignment map

## 2.2 Sydenham Metro upgrade scope of work

The works include major railway work at Sydenham as well as the upgrade of Sydenham Station. The station will be fully upgraded with lifts and level access between the platforms and trains. Sydenham Station platforms 1 and 2 will be upgraded to Sydney Metro standards, including the installation of platform screen doors.

Existing platforms 3, 4, 5 and 6 will continue to be used by trains operating on the Sydney Trains network.

The main features of the upgraded Sydenham Station include:

- New pedestrian plazas on Burrows Road and Railway Parade
- Platforms 1 and 2 converted to Sydney Metro standards including platform screen doors and new canopies
- A new aerial concourse over the existing platforms with lifts and stairs to each platform
- New station buildings at the new Railway Parade concourse
- A new services and equipment building, located within the rail corridor, north-east of the new concourse on Railway Parade
- Fully accessible bus stops on Railway Parade and Burrows Avenue
- New pedestrian crossings on Georges Street, Burrows Avenue and Railway and Lower Railway Parades
- New signage and wayfinding
- New taxi and kiss-and-ride bays on Burrows Avenue
- Bike parking on Railway Parade and Burrows Avenue
- New crossover facilities for metro trains, north and south of the station.



Figure 3: Sydenham Metro upgrade scope of work

## 2.3 Southwest Metro Early works

### Permanent Works

The works include all permanent new infrastructure and modifications to existing infrastructure, which must be constructed to enable the construction of SMEW. The permanent new infrastructure and modifications to existing infrastructure to be constructed includes:

- Installation and commissioning of Combined Services Route – Galvanised Steel Troughing (GST), Ground Level Troughing (GLT), pit & pipe
- Sydney Trains signalling, communications and HV diversions
- Rail embankment stabilisation including retaining walls
- Installation of drainage and fencing
- Civil enabling works for a traction substation
- Vegetation clearing
- Access road upgrades
- Bridge remedial works.

### Temporary Works

The SMEW temporary works include:

- Temporary arrangements to divert and control pedestrians, public transport users, cyclists, public transport and traffic and to provide public access, amenity, security and safety during all stages of design and construction of the Works
- Temporary arrangements for people and vehicles to safely access all property, including publicly accessible space affected by the Contractor's Activities
- Temporary arrangements for people and vehicles to safely access the Site
- Temporary access stairs, walkways and platforms within the Site
- Temporary construction hoardings, fencing, noise walls, access gates and barriers on and around the Site
- All environmental safeguards and measures necessary to mitigate environmental effects which may arise during the design and construction of the Works
- Cleaning, maintenance, repair, replacement and reinstatement, as required, of all areas occupied by the Contractor during design and construction of the Works
- Temporary site facilities required for design and construction of the Works
- Temporary infrastructure, safety screens and ground support installed or erected to undertake design and construction of the Works
- Temporary arrangements for Utility Services including water, electricity, stormwater, sewerage, gas and electronic communications
- Temporary works and measures required as a consequence of requirements arising from the stakeholder and community liaison process
- All other temporary works and measures required for the construction of the Works.
- Investigation works



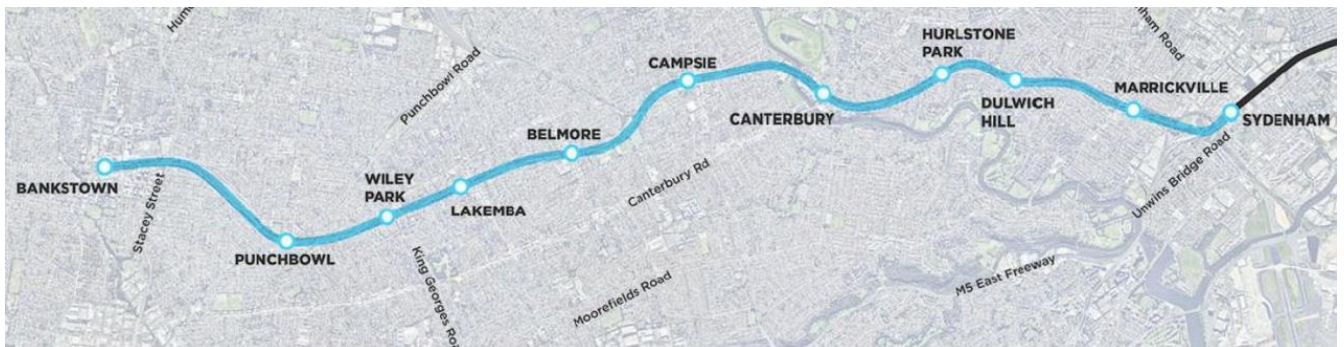
**Figure 4: Southwest Metro early works**

## 2.4 Southwest Metro Corridor works

JHLOR JV have been awarded the contract for the Southwest Metro Corridor works to upgrade the T3 Bankstown Line between Sydenham and Bankstown to metro standards.

The works include:

- Upgrading 12 bridges that crossover or under the railway and footbridges, including installation of safety screens and safety beams to a number of bridges
- Installation of traction substations and associated civil works
- Removal of Australian Rail Track Corporation (ARTC) infrastructure between Marrickville and Belmore Station
- Civil construction including work on retaining walls, culverts and track drainage
- Fencing along the rail corridor and the segregation of the existing freight line from the new driverless railway (these works will not occur along the stations)
- Rail systems work including new track crossovers at Campsie, upgrading and refurbishing overhead wiring and work to support signalling and communication equipment
- Utility modifications.



**Figure 5: Sydenham to Bankstown Line map**

## 2.5 Construction activities and timeline - Sydenham Metro upgrade

Sydenham Metro upgrade construction activities will be carried out in three (3) distinct stages:

- Early works
- Construction phase
- Finishing work and commissioning.

Table 1 provides a summary of the construction activity timeline while Appendix C includes the proposed communication implementation plan.

Timing	Construction activities
<b>Early works</b> January 2018 - June 2018	<ul style="list-style-type: none"> <li>• Field investigations</li> <li>• Service identification and relocation</li> <li>• Vegetation removal</li> <li>• Site establishment</li> <li>• Pre-construction condition surveys</li> <li>• Installation of Over Head Wire (OHW) footings and signalling infrastructure</li> </ul>
<b>Construction phase</b> June 2018 - November 2018	<ul style="list-style-type: none"> <li>• Continue activities from early works</li> <li>• Start of major construction</li> <li>• Clearing and grubbing</li> <li>• Construction of signalling requirements including under-boring for relocation of services</li> <li>• Start construction of new aerial concourse at Sydenham Station</li> </ul>
November 2018 – June 2019	<ul style="list-style-type: none"> <li>• Start of civil and track formation</li> <li>• Start construction on city side of the station for culverts and retaining walls</li> <li>• Start of construction on country side of the station will focus on earthworks and embankment construction</li> <li>• Installation of hoarding on platforms (during rail shutdowns)</li> <li>• Start of the Sydenham Pit and aqueduct work</li> </ul>
June 2019 – November 2019	<ul style="list-style-type: none"> <li>• Completion of Bankstown re-alignment work</li> <li>• Continue with installation and commissioning of signalling infrastructure</li> </ul>
December 2019 – January 2020	<ul style="list-style-type: none"> <li>• Major rail shutdown (24 December 2019 to 6 January 2020) – track work and overhead wire (OHW) installation. 12 days of continuous work including decommissioning of platforms 1-2, hoarding installation to platforms 2-3 to allow construction of the new platforms</li> <li>• Continue with installation and commissioning of signalling infrastructure</li> </ul>
January 2020 – January 2021	<ul style="list-style-type: none"> <li>• Work starts on new Sydney Metro station and plaza work in a greenfield environment</li> <li>• Commissioning of signalling infrastructure</li> <li>• Metro combined services route (CSR) installation within the rail corridor</li> <li>• Civil works (RW, trade and slab)</li> <li>• Drainage works within the rail corridor</li> <li>• Track (802) installation</li> </ul>
<b>Finishing and commissioning</b> June – September 2021	<ul style="list-style-type: none"> <li>• Project commissioning</li> <li>• Finishing work including site demobilisation</li> <li>• Post construction conditions surveys</li> </ul>

**Table 1: Key activities and timeline**

**2.6 Construction activities and timeline - Southwest Metro Early works**

Southwest metro early works construction activities will be carried out in three (3) distinct stages:

- Early works
- Construction phase (CSR)
- Construction phase (embankment stabilisation).

Table 2 provides a summary of the construction activity timeline while Appendix C includes the proposed communication implementation plan.

Timing	Construction activities
<p><b>Early work</b> January 2019 - June 2019</p>	<ul style="list-style-type: none"> <li>• Field investigations and survey</li> <li>• Service searching, identification and potholing</li> <li>• Vegetation removal</li> <li>• Site establishment</li> <li>• Pre-construction condition and dilapidation surveys</li> </ul>
<p><b>Construction phase (CSR)</b> May 2019 – March 2021</p>	<ul style="list-style-type: none"> <li>• Start of major construction</li> <li>• Clearing and grubbing</li> <li>• Installation of CSR route, including GST, GLT, conduit routes and bridge crossing arrays</li> <li>• Segregation fencing</li> <li>• Diversion of Sydney Trains HV and signalling/communications assets</li> </ul>
<p><b>Construction phase (Embankment stabilisation)</b> January 2020 – September 2020</p>	<ul style="list-style-type: none"> <li>• Clearing and grubbing of existing embankments</li> <li>• Installation of post and panel retaining wall</li> <li>• Bulk earthworks</li> <li>• Landscaping and finishing works</li> <li>• Soft soil treatments</li> <li>• High and low level retaining walls</li> </ul>

**Table 2: Key activities and timeline**

**2.7 Construction activities and timeline - Southwest Metro Corridor works**

Southwest Metro Corridor works construction activities will be carried out in three (3) distinct stages:

- Early works
- Construction phase (CSR)
- Finishing works.

Table 3 provides a summary of the construction activity timeline while Appendix C includes the proposed communication implementation plan.

Timing	Construction activities
<b>Early work</b> Q3 2020 – Q1 2021	<ul style="list-style-type: none"> <li>• Field and geotechnical investigations and survey</li> <li>• Service searching, identification and potholing</li> <li>• Bridge examination</li> <li>• Vegetation protection</li> <li>• Sydney Trains signalling, communications and HV diversions</li> <li>• Establishment of site compounds and laydown areas</li> <li>• Pre-construction condition and dilapidation surveys</li> </ul>
<b>Construction phase</b> Q1 2021 – Late 2022	<ul style="list-style-type: none"> <li>• Start of major construction</li> <li>• Clearing and grubbing</li> <li>• Installation of CSR route, including GST, GLT, conduit routes</li> <li>• Sydney Trains signalling, communications and HV diversions</li> <li>• Bridge works</li> <li>• Construction of retaining walls</li> <li>• Installation of boundary and segregation fencing</li> <li>• Overhead wire works</li> <li>• Removal of redundant ARTC infrastructure</li> <li>• Drainage</li> <li>• Track works</li> <li>• Civil works</li> </ul>
<b>Finishing works</b> Late 2022	<ul style="list-style-type: none"> <li>• Finishing work including site demobilisation</li> <li>• Handover of assets</li> <li>• Post construction condition surveys</li> </ul>

**Table 3: Key activities and timeline**

**2.8 Key issues and mitigation approach**

The JHLOR JV will adopt a robust approach to managing potential and emerging issues associated with the SMU, SMEW and SWMC works. The emphasis will be on proactively identifying issues and wherever possible implementing mitigation measures during the work planning phase as well as promptly responding to any raised concerns.

Table 4 identifies an initial list of key community issues as well as proposed mitigation measures. This list will be reviewed and updated as the project progresses and will take into account feedback, suggestions and comments provided by the community, stakeholders, customers and the Principal’s representative.

The JHLOR JV will provide Sydney Metro with details of current and upcoming construction activities at the fortnightly communication meetings. This will include details of expected impacts to various stakeholder groups and proposed mitigation measures. This will be accompanied by a two (2) and four (4) week look-ahead and a Six (6) Month Community Liaison Program detailing upcoming work and proposed communication activities.

## **2.9 Priority Community and Wellbeing Issues for the Sydenham Metro Upgrade Project**

Inner West Local Government Area (LGA):

Sydenham Metro upgrade is taking place within the Inner West Local Government Area (LGA) west of Sydney. Analysis of community opinions and needs by the Inner West Council have identified high level priority community issues as outlined in Appendix G - Community Health and Wellbeing Issues Matrix, these issues include:

- An ecologically sustainable Inner West
- Unique, liveable, networked neighbourhoods
- Creative communities and a strong economy
- Caring, happy, healthy communities and
- Progressive local leadership.

## **2.10 Priority Community and Wellbeing Issues for the Southwest Metro Early works and Southwest Metro Corridor works**

Inner West Local Government Area (LGA) and Canterbury Bankstown Local Government Area (CBLGA):

Monthly consultation with the Inner West Council and City of Canterbury Bankstown is ongoing throughout the construction phase of the project. High-level priority community needs and wellbeing objectives are discussed and adhered to during the planning of construction works within the community.

Key issues	Potential impacts	Proposed mitigation
<p><b>Disruption to customers and general public</b></p>	<ul style="list-style-type: none"> <li>• Sydenham station will remain open during construction and train services will be maintained</li> <li>• Customer amenity and pedestrian flow during construction is a key priority</li> <li>• The project will carry out work during Sydney Trains rail shutdowns (possession weekends). Depending on the possession configuration the station may close or remain partially open to customers and commuters</li> <li>• There will be some temporary reduced access to the station during construction. However, impacts will be minimised where possible</li> <li>• SWMC work will primarily be carried out along the rail corridor between Marrickville and Bankstown stations. Access to these works will be via the rail access gates long the rail corridor alignment.</li> <li>• SWMC bridge works between Marrickville and Bankstown will require temporary partial lane and footpath closures (during standard construction hours). Temporary full road and pedestrian closures will be required during weekend possessions.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure clear, current and regular information is communicated to stakeholders, customers and the general public – notification, newsletters, signage</li> <li>• Where required install pedestrian corridor to protect customers and pedestrians from construction impacts</li> <li>• Wayfinding and visibly prominent signage with clear directions regarding changes to access.</li> <li>• Use communication channels including visual content and live way finding assistants to communicate changes to access</li> <li>• Ensure communication and wayfinding strategies take into account people with reduced visibility, people from non-English speaking backgrounds and people with a disability</li> <li>• Ensure graphics are used wherever possible and information is developed in plain-English</li> <li>• Effective and timely response to complaints and enquiries and in accordance with relevant management requirements</li> <li>• Ensure stakeholders understand how they can find out more information and who to contact in the event they have an enquiry or complaint</li> <li>• Traffic management and signage to safely direct vehicles and pedestrians around the construction site</li> <li>• Use of social media for long term / permanent changes</li> </ul>
<p><b>Construction noise and vibration – day / night work (including possessions)</b></p>	<ul style="list-style-type: none"> <li>• Construction activities will be carried out both during the day and at night</li> <li>• Some construction activities may cause increased noise and traffic</li> <li>• Accessing the worksite/rail corridor may cause disturbances at nearby receptors during construction activities</li> </ul>	<ul style="list-style-type: none"> <li>• Community notifications and face to face meetings to advise stakeholders of upcoming noisy works to ensure stakeholders are fully informed of potential impacts</li> <li>• Ensure stakeholders understand how they can find out more information and who to contact in the event they have an enquiry or complaint</li> <li>• A respite and relocation procedure will be implemented for high impact work as required</li> <li>• Implementation of the OOHW protocol</li> <li>• Effective and timely response to complaints and enquiries</li> </ul>

Key issues	Potential impacts	Proposed mitigation
<b>Temporary changes at Sydenham station</b>	<ul style="list-style-type: none"> <li>• Changes to station access and amenities</li> <li>• Pedestrian route changes</li> <li>• Alternative travelling arrangements</li> <li>• Reduced access to station facilities and amenities, including (but not limited to) vending machines, advertisements, public phones and toilets</li> </ul>	<ul style="list-style-type: none"> <li>• Proactively advise stakeholders of upcoming access changes to ensure stakeholders are fully informed of changes and potential impacts through notifications, signage and flyers</li> <li>• Wayfinding and visibly prominent signage with clear directions about changes to access</li> <li>• Pedestrian corridors will be installed on the concourse to minimise impact to customers and pedestrians while construction occurs</li> <li>• Develop communication and way finding strategies for people with reduced visibility, people from non-English speaking backgrounds and for people with a disability.</li> <li>• Effective and timely response to complaints and enquiries</li> <li>• Buses replacing trains during possession weekends</li> <li>• Use of social media for long term/permanent changes</li> </ul>
<b>Impact to nearby businesses</b>	<ul style="list-style-type: none"> <li>• Construction noise and vibration</li> <li>• Parking</li> <li>• Changed pedestrian access during construction</li> <li>• Air quality and dust</li> <li>• Perceived economic loss</li> <li>• Damage to property</li> <li>• Construction hours</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure information about construction impacts is clear, current and regularly updated for retailers operating near the construction site</li> <li>• One on one meetings</li> <li>• Effective and timely response to complaints and enquiries</li> <li>• Provide signage showing access to businesses open during construction.</li> <li>• Implement the BMP</li> <li>• Escalate unresolvable small business issues as required in accordance with the Small Business Owners Support Programme, with action plans activated as required</li> </ul>
<b>Air quality and dust</b>	<ul style="list-style-type: none"> <li>• Potential for some retailers operating adjacent to the Sydenham Station concourse to be impacted by dust</li> <li>• Closest residences to dust generating activities are listed in Appendix B – Impacted Stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Where possible engage dust suppression methods and/or dust monitoring</li> <li>• Consider alternative construction methods</li> <li>• Proactively advise stakeholders of upcoming works to ensure stakeholders are fully informed of potential impacts and have the opportunity to amend their business practices, where appropriate. This will be achieved through notifications, one on one meetings and presentations</li> <li>• Ensure stakeholders understand how they can find out more information and who to contact in the event they have an enquiry or complaint</li> <li>• Effective and timely response to complaints and enquiries</li> </ul>

Key issues	Potential impacts	Proposed mitigation
<b>Traffic, parking and access</b>	<ul style="list-style-type: none"> <li>• Temporary changes to vehicle access and increased road traffic</li> <li>• Temporary changed pedestrian access to and around Sydenham Station</li> <li>• Potential changed pedestrian access to and around SMEW and SWMC works</li> <li>• Potential changed pedestrian access to and around a number of works zones along the rail alignment and local streets</li> <li>• Temporary changes or closure of parking near the station and or local streets</li> <li>• Truck delivery routes</li> <li>• Temporary changes or closure of parking near the stations, to and around works zones along the corridor alignment or local streets</li> <li>• Truck delivery routes</li> </ul>	<ul style="list-style-type: none"> <li>• Proactively advise stakeholders of upcoming works to ensure stakeholders are fully informed of potential impacts</li> <li>• Early notification of changes and one on one meetings as required</li> <li>• Ensure stakeholders understand how they can find out more information and who to contact in the event they have an enquiry or complaint</li> <li>• Develop communication and way finding strategies for people with reduced visibility, people from non-English speaking backgrounds and for people with a disability</li> <li>• Traffic management and signage to safely direct vehicles and pedestrians around the construction site</li> <li>• Effective and timely response to complaints and enquiries</li> <li>• Use of Variable Message Signs</li> <li>• Use of social media for long term / permanent changes</li> </ul>
<b>Construction fatigue/ cumulative impact from nearby projects</b>	<ul style="list-style-type: none"> <li>• Cumulative effect of construction in the local area including interface, with the following projects/other Sydney Metro contactors:                             <ul style="list-style-type: none"> <li>○ Tunnels and Station Excavation (TSE)</li> <li>○ Sydney Metro Line-wide works (LWW)</li> <li>○ Station Contractors</li> <li>○ Trains, Systems, Operations and Maintenance (TSOM) contractor</li> <li>○ Sydney Trains / ARTC maintenance work</li> <li>○ Other property developments</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Work with Sydney Metro to understand the programs (and potential program conflicts) of other projects close the project</li> <li>• Work with Sydney Metro and the Traffic Management Centre on any traffic and/or access implications</li> <li>• Ensure messages and information developed for the project is responsive to other developments and their impacts</li> <li>• Attend Communications Management Control Groups (CMCGs) meetings as required</li> <li>• Regular contact with other nearby projects (TSE, LWW)</li> </ul>
<b>Construction worker behaviour</b>	<ul style="list-style-type: none"> <li>• Inappropriate use of car parking</li> <li>• Littering or failure to clean up work area</li> <li>• Subcontractors, or supplier using unapproved access routes to site</li> <li>• Noise and disruption after hours (early arrival, night shift)</li> <li>• Use of inappropriate language / swearing</li> </ul>	<ul style="list-style-type: none"> <li>• Detailed induction for all staff, subcontractor and supplier that includes information about community expectations and sensitives</li> <li>• Implement disciplinary/contractual proceedings as required to correct ongoing inappropriate behaviours</li> <li>• Information as part of procurement process included for all subcontractors and supplier</li> <li>• Complaints management reporting</li> </ul>
<b>Concerns about property damage</b>	<ul style="list-style-type: none"> <li>• Proximity of work to properties</li> <li>• Perceived impact vibration has on property</li> </ul>	<ul style="list-style-type: none"> <li>• Pre-construction condition surveys offered to eligible properties and structures</li> <li>• Vibration monitoring information</li> <li>• Vibration impact fact sheet</li> <li>• Consider selection of alternative lower vibration generating equipment</li> </ul>

**Table 4: Key community issues and proposed mitigation**

## **2.11 Cumulative impacts**

The current congested infrastructure market in Sydney creates cumulative impacts and has the potential to confuse stakeholders with regards to who is responsible for what work and who they can approach regarding their specific enquiries and concerns.

As part of the Sydney Metro City & Southwest program of work, some stakeholders will have an interest in multiple stages of the program and therefore collaboration between parties is paramount.

Within the SMU, SWE, and SWMC areas, stakeholders could experience cumulative impacts from Sydney Trains and ARTC maintenance work as well as the following adjoining Sydney Metro projects:

- Tunnel and Station Excavation – work is already under way at the Marrickville Dive site which is directly adjacent to the Sydenham Metro upgrade work, north of the station
- Stations Contractors – construction work is currently underway
- Sydney Metro Line-wide work – construction work is currently underway
- TSOM – early work underway.

The JHLOR JV Community Liaison Team (CLT) will proactively collaborate with Sydney Metro, Sydney Trains and other delivery contractors with an aim to minimise impacts and where possible seek opportunities that benefit the community. Proposed collaboration will involve but not be limited to:

- Regular meetings with CLTs from adjacent contractors
- Agree protocols with adjoining projects so that quarterly newsletters reference each other's major packages of work and contact details
- Attending each other's community information sessions as required
- Coordinating the timing and distribution extents of communication materials.

### 3.0 Community and Stakeholder Engagement

#### 3.1 Engagement approach

JHLOR JV’s overall approach to community and stakeholder engagement during design and construction of the SMU, SWEW, SWMC is to complete the work in a way that creates minimal disruption to customers, local businesses, neighbours and passers-by.

In collaboration with Sydney Metro, the JHLOR JV is committed to establishing genuine relationships within the community we are working in. The JHLOR JV believes that stakeholder engagement is about establishing and maintaining connections and understanding what the community considers and values as important.

We will work hard at improving stakeholder relationships and encouraging open dialogue between Sydney Metro, the JHLOR JV and key stakeholders. Our aim is to ensure effective public participation through meaningful communication and engagement opportunities.

We aim to:

- Keep key stakeholders regularly informed of progress by providing timely and easily accessible information
- Encourage community and stakeholder participation by providing opportunities for consultation on negotiable items (Table 5 outlines the proposed level on engagement during the project phases. Level of engagement will be regularly reviewed to take into account work progress, changes to scope and/or timing, and community/stakeholder feedback)
- Engage in a manner that is collaborative, innovative, adaptive and sustainable
- Maximise community/stakeholder understanding of the project and the overall Sydney Metro program

Stage of project	Level of Engagement	Desired outcomes
Design development	Consult/Inform	To obtain public feedback on analysis, alternatives and/or decisions about design and construction methodology of the project.
Early works	Inform	To provide the public with balanced and objective information about the project including information about site investigations and construction activities to assist them in understanding the problem, inform them what work is taking place and how they may be impacted.
Construction	Inform	
Commissioning and demobilisation	Inform	

Table 5: Level of engagement

Furthermore, the JHLOR JV has committed to meeting the requirements of the Infrastructure Sustainability Council of Australia (ISCA) for stakeholder participation. As such, this CCS has also been reviewed by an independent professional (not associated with project) that has at least five years’ experience in stakeholder engagement and is a current member of the International Association for Public Participation (IAP2) and has completed the IAP2 Certificate in Public Participation.

### **3.2 Collaboration with Sydney Metro**

Sydney Metro is managing strategic planning and overall project delivery of the Sydney Metro program of work. They will maintain long-term relationships with many stakeholders throughout the life cycle of the project. Any enquiries or complaints not related to the SMU, SMEW and SWMC works will be promptly referred to Sydney Metro.

The CLT will support Sydney Metro in ensuring a high degree of collaboration and co-operation between the SMU, SMEW and SWMC works, other delivery contractors, agencies, local Council and other key stakeholders.

In accordance with the OCCS, Sydney Metro retains certain community led activities, systems and processes to enable clear access to information and contacts for the community and stakeholders. The CLT will actively support the Sydney Metro in managing and delivering all Sydney Metro led activities.

The JHLOR JV will also identify opportunities to support the Principal's engagement with and support to local communities, including engagement with schools, seniors, environmental groups, sporting groups, young people, businesses and other community groups.

### **3.3 Working with Culturally and Linguistically Diverse and Vulnerable Communities**

The project area is home to a diverse community including those:

- With languages other than English (LOTE)
- Culturally and Linguistically Diverse Communities (CALD)
- From vulnerable communities.

### **3.4 Inner West Council (formerly Marrickville Council)**

The Inner West Council area includes approximately 186,000 residents and an area of 36 square kilometres from Balmain in the North, Newtown in the East, Tempe in the South and Croydon in the West.

Whilst most residents are English speaking, a quarter of residents in the former Marrickville Council area came from non-English speaking backgrounds. The mix of cultural backgrounds includes a broad range of countries across Asia, Europe and some parts of South America. The top four countries, including percentage of local population are: United Kingdom (4.5% or 3,480 residents), Greece (3%), Vietnam (2.9%) and New Zealand (2.5%). A third of the population speak another language than English at home. The top four are Greek, Vietnamese, Arabic and Portuguese in addition to a range of other languages.

### **3.5 City of Canterbury Bankstown (formerly City of Canterbury and City of Bankstown)**

The City of Canterbury Bankstown area includes approximately 361,551 residents and an area of about 110square kilometres. It includes the ten (10) suburbs related to the Southwest Metro Early works and Southwest Metro Corridor works: Marrickville, Dulwich Hill, Hurlstone Park, Canterbury, Campsie, Belmore, Lakemba, Wiley Park, Punchbowl and Bankstown.

People of 216 nationalities live here. The top four languages spoken at home (other than English) are Arabic, Greek, Cantonese and Mandarin.

### 3.6 Communication approaches to address the needs of LOTE and CALD community

In addition to community notifications, door knocks, face to face meetings, information centres, emails and newsletters the project will adhere to the needs of any resident and business owner with additional communications measures.

Below are some simple strategies that the project representatives will undertake for effective cross-cultural communication:

- Speak slowly and clearly whilst using short simple sentences in plain English
- Maintain normal volume when speaking
- Consider choice of language, some idioms, irony or slang language may not be understood by people from another linguistic background, using different words may be more effective to express the same ideas
- Give adequate time in communication and when obtaining feedback to clarify understanding
- Avoid inappropriate or gratuitous references to a person's culture
- Respond to expressed emotion
- Ask open ended questions
- Be patient, receptive and listen carefully
- Identify the importance of understanding that there are cultural differences in non-verbal communication and of acknowledging cultural differences rather than minimising them in relation to cross-cultural communication
- Confirm that residents understand the outcome of the conversation.

If an understanding cannot be reached by the abovementioned methods, an independent interpreter will be consulted.

### 3.7 Language analysis/translation requirements

The community notifications include an interpreting service contact number (131 450) available 24 hours a day, every day for multicultural interpreting and translations. The free interpreting service provides access to over 3000 interpreters in over 160 different languages.

The project aims to provide equitable access to updates for people with limited English and is committed to ensuring that local residents and businesses have equal access to ongoing project information.

### 3.8 Our stakeholders

There are a number of existing stakeholder relationships that have been managed by Sydney Metro to date and the JHLOR JV is working closely with Sydney Metro to achieve a smooth transition of relationships from development into construction. Sydney Metro retains responsibility for key stakeholders including with government ministers, MPs and other stakeholders.

We believe that proactively engaging with our stakeholders and considering their needs will greatly assist in building trust and addressing any concerns early.

Table 6 includes a preliminary list of key stakeholder groups that have an interest in or an influence on the project. The table also lists the stakeholders' specific interests in the project and proposed communication strategies/tools. Stakeholders are identified by business name/type/address while residents are identified by address only.

Appendix B provides project specific stakeholder matrix identifying individuals and organisations that have an interest in or an influence on the Sydenham Metro upgrade, Southwest Metro Early works and Southwest Metro Corridor works.

All stakeholders will be placed on the Consultation Manager database, their issues identified and consultation activities/mitigation measures recorded. Community sub-plans and strategies will be developed to mitigate potential stakeholder and community disruptions due to key construction activities.

3.

Stakeholder category	Specific stakeholders	Issues/interest in the project	Communication strategy and tools	Primary points of contact	Indicative timing
<b>Government – elected representatives</b>	NSW Premier Gladys Berejiklian, MP	Successful delivery of project within required timeframe and budget  Media opportunities	Briefings as required via Sydney Metro – JHLOR JV to provide information  Identify media opportunities	Sydney Metro Delivery Team unless requested otherwise	Ongoing throughout the project life cycle
	NSW Minister for Transport and Infrastructure, Andrew Constance, MP	Successful delivery of project within required timeframe and budget  Media opportunities	Regular briefings via Sydney Metro and the Sydney Metro (Identify media opportunities)	As above	As above
	NSW Minister for Planning and Public Spaces – Robert Gordon Stokes, MP	Compliance with planning approvals	As above	As above	As above
	NSW Minister for Energy and Environment – Matthew Kean MP	Management of energy, environmental and heritage impacts and compliance with project Environmental Protection Licence (EPL)	As above	As above	As above

Stakeholder category	Specific stakeholders	Issues/interest in the project	Communication strategy and tools	Primary points of contact	Indicative timing
	NSW State Members for: <ul style="list-style-type: none"> <li>• Heffron – Ron Hoenig</li> <li>• Summer Hill – Joanna Haylen</li> <li>• Newtown – Jenny Leong</li> <li>• Canterbury – Sophie Cotsis</li> <li>• Lakemba – Jihad Dib</li> <li>• Bankstown – Tania Mihailuk</li> </ul>	Impact on constituents during construction  Community engagement process  Cumulative impacts  Urban renewal  WestConnex	As above	As above	Ongoing throughout the project life cycle and in advance of key stages of works
	Federal members for: <ul style="list-style-type: none"> <li>• Grayndler – Anthony Albanese</li> <li>• Barton – Linda Burney</li> <li>• Blaxland – Jason Clare</li> <li>• Watson – Tony Burke</li> </ul>	Impact on constituents during construction  Community engagement process  Cumulative impacts  Urban renewal  WestConnex	As above	As above	Ongoing throughout the project life cycle and in advance of key stages of works

Stakeholder category	Specific stakeholders	Issues/interest in the project	Communication strategy and tools	Primary points of contact	Indicative timing
State government departments, corporations and agencies	TfNSW	<p>Successful project delivery within required timeframe and budget and with the least impact on the community</p> <p>Compliance with Interface Agreements with other Project contractors and Works Authorisation Deeds (WAD)</p> <p>Interface with wider project development</p>	Meetings, reporting, workshops, coordination forums in accordance with contractual requirements	<p>Project Director</p> <p>Interface Manager</p>	Ongoing throughout the project life cycle
	Sydney Metro	<p>Successful project delivery within required timeframe and budget and with the least impact on the community</p> <p>Compliance with Interface Agreements with other Project contractors and Works Authorisation Deeds</p> <p>Interface with wider project development</p>	<p>Meetings, reporting, workshops, coordination forums in accordance with contractual requirements</p> <p>CMCG meetings</p> <p>Weekly site meetings</p> <p>Fortnightly Sydenham Metro upgrade, Southwest metro early works and Southwest Metro Corridor works Community and Environmental meetings</p>	<p>Project Director</p> <p>Interface Manager</p> <p>Rail Safety Managers</p> <p>Environment Manager</p> <p>Construction Managers</p> <p>Design Manager</p> <p>CLT</p>	Prior to construction and ongoing throughout the project life cycle

Stakeholder category	Specific stakeholders	Issues/interest in the project	Communication strategy and tools	Primary points of contact	Indicative timing
	<ul style="list-style-type: none"> <li>Sydney Trains</li> <li>Australian Rail Track Corporation (ARTC)</li> </ul>	Safety Management Impacts on rail operations Asset condition/protection Compliance with WAD Engagement with interface contractors Impact to Buses Replacing Trains	Written correspondence, project interface meetings, design workshops, monitoring reports Safety Management Plan Communications liaison meetings Asset condition surveys Possession management Station Communication Liaison Group meetings	Project Director Interface Manager Safety, Quality and Environment Managers Construction Manager Commissioning Manager CLT Sydney Metro Delivery Team	Interface meetings and possession meetings (as and when required to coordinate works during rail shutdown weekends)
	NSW Department of Planning, Industry, and Environment (DPIE)	Implementation of the Sydenham station precinct strategy Compliance with conditions of planning approval	Written correspondence, reporting against conditions of approval CEMP consultation program	Environment Manager Sydney Metro Delivery Team	Prior to construction and ongoing throughout the project life cycle

Stakeholder category	Specific stakeholders	Issues/interest in the project	Communication strategy and tools	Primary points of contact	Indicative timing
	Department of Primary Industries	Impacts on waterways Water quality monitoring program Consultation on Heritage issues, heritage interpretations Ecological monitoring program, Stormwater and Flooding Management Plan	Written correspondence, meetings Environmental Compliance Reporting CEMP consultation program	Environment Manager Sydney Metro Delivery Team CLT	As above
	NSW Environment Protection Authority (EPA)	Application for and compliance with EPL Managing environmental and heritage impacts of the project Consultation on Water Quality Monitoring program and Management of groundwater and surface water integration	Written correspondence, meetings Environmental Compliance Reporting CEMP consultation program	Environment Manager Sydney Metro Delivery Team CLT	As above

Stakeholder category	Specific stakeholders	Issues/interest in the project	Communication strategy and tools	Primary points of contact	Indicative timing
	Transport for NSW (formerly Roads and Maritime Services)	Impact on road network during construction  Compliance with WAD  Compliance with TMP approvals  Haulage routes	Written correspondence, project liaison meetings, Traffic and Transport Liaison Group (TTLG) led by TfNSW  CMCG meetings as required	Sydney Metro Delivery Team  Interface Manager  CLT	As above
	Customer Journey Planning (formerly Sydney Coordination Office)	Impact on the NSW State road network  Impact on road users  Timely information provided about the project  Train replacement buses for rail possessions	Written correspondence, project liaison meetings, TTLG led by Sydney Metro  CMCG meetings as required	Sydney Metro Delivery Team  Interface Manager  Construction Manager  CLT	As above
	Greater Sydney Commission	Implementation of Sydney Regional Plans	Presentations/briefings  Project update and notification	Sydney Metro Delivery Team  CLT	Prior to construction and throughout the project life cycle

Stakeholder category	Specific stakeholders	Issues/interest in the project	Communication strategy and tools	Primary points of contact	Indicative timing
	NSW Office of Water (under DPIE)	Consultation on restoration and rehabilitation of affected riparian vegetation, Soil and Salinity, Water Quality monitoring program	Written correspondence, meetings Environmental Compliance Reporting CEMP consultation program	As above	As above
	Natural Resources Access Regulator (NRAR)	Independent regulator for the compliance and enforcement of water management legislation (NSW)	Written correspondence, meetings Environmental Compliance Reporting CEMP consultation program	As above	As above

<p><b>Local government</b></p>	<ul style="list-style-type: none"> <li>• Inner West Council                      Mayor: Darcy Byrne                      Acting General Manager: Brian Barrett</li> <li>• City of Canterbury Bankstown                      Mayor Cllr - Khal Asfour                      General Manager – Mr Matthew Stewart</li> <li>• Councillors</li> <li>• Relevant council officers e.g. Aboriginal Liaison, Environmental, Planning, Community, Traffic and Interface)</li> </ul>	<p>Storm water and Flooding Management Plan</p> <p>Noise, vibration and dust</p> <p>Road and asset damage</p> <p>OOHW</p> <p>Ecological monitoring program, dilapidation surveys</p> <p>Heavy vehicles movements</p> <p>De-vegetation and tree removal</p> <p>Impacts and interface with council infrastructure and utilities</p> <p>Impact on local roads, traffic, parking, public transport and community facilities</p> <p>Impact on residents and businesses during construction</p> <p>Community engagement process</p>	<p>Early engagement and consultation</p> <p>Regular meetings with council officers to address specific issues, information at council office – JHLOR JV to provide information</p> <p>Community connect sessions</p> <p>Local community events</p> <p>CEMP consultation program</p> <p>Property Management Plan</p> <p>Road condition surveys</p> <p>Traffic Management Plan</p>	<p>Sydney Metro Delivery Team</p> <p>Interface Manger</p> <p>CLT</p> <p>Environmental Manager</p> <p>Construction Manager</p>	<p>Prior to construction and monthly meetings throughout the project life cycle</p> <p>Monthly Council meetings</p>
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Stakeholder category	Specific stakeholders	Issues/interest in the project	Communication strategy and tools	Primary points of contact	Indicative timing
Liaison groups / panels	Independent Property Impact Assessment Panel	Documentation and monitoring of settlement, vibration and other potential sources of property damage  Response to damage complaints/claims	Presentations/briefings Monthly notifications Quarterly newsletter Information sessions	Sydney Metro Delivery Team  Project Director  CLT	Prior to construction and throughout the project life cycle
	Sydney Metro City & Southwest Traffic and Transport Liaison Group (TTLG)  Sydney Metro City & Southwest Traffic Management Group	Briefing on traffic management plans  Advance notification of proposed traffic changes  Community concerns, comments or feedback  Issues relating to pedestrians / cyclists or mobility impaired road users	Presentations/briefings	Sydney Metro Delivery Team  Interface Manger  CLT	Prior to construction and throughout the project life cycle
	Station Precincts Operational Impact Assessment Group (SPOIAG)	Briefings on works  Impact on station operations	Presentations/briefings	Sydney Metro Delivery Team  Construction Team  CLT	Prior to construction and throughout the project life cycle

Stakeholder category	Specific stakeholders	Issues/interest in the project	Communication strategy and tools	Primary points of contact	Indicative timing
<b>Utility providers</b>	<ul style="list-style-type: none"> <li>• Sydney Water</li> <li>• Endeavour Energy</li> <li>• TransGrid</li> <li>• Ausgrid</li> <li>• Jemena</li> <li>• Optus</li> <li>• AAPT</li> <li>• NBN Co</li> <li>• Qenos</li> </ul>	<p>Impact on existing infrastructure</p> <p>Consultation on settlement criteria for individual utility structures and on access, diversion, protection and or support</p> <p>Notification to residents, businesses and sensitive receivers of any disruption of services</p>	<p>Written correspondence and meetings to identify requirements and address specific issues</p> <p>Notification of planned works</p> <p>Incident response protocols</p> <p>Utilities Management Plan</p> <p>Property Management Plan</p> <p>Asset condition surveys</p>	<p>Utilities Manager</p> <p>Construction Manager</p> <p>Interface Manager</p> <p>CLT</p> <p>Safety, quality and Environmental Managers</p>	<p>Prior to construction and as required throughout the project life cycle</p>
<b>Transport and Traffic</b>	<p>TfNSW:</p> <ul style="list-style-type: none"> <li>• Sydney Metro</li> <li>• Customer Journey Planning</li> <li>• (Former) Roads and Maritime Services</li> <li>• Transport Management Centre</li> <li>• Sydney Trains</li> <li>• Bus NSW</li> <li>• Bicycles NSW</li> </ul>	<p>Impact on the NSW State road network (access and traffic management)</p> <p>Impact on road users</p> <p>Pressure on other modes of transport due to construction</p> <p>Timely information provided about the project</p>	<p>Written correspondence, meetings, regular construction updates, updates and traffic alerts on changes to local roads/traffic conditions</p> <p>TTLG (via Sydney Metro)</p>	<p>Interface Manager</p> <p>Construction Manager</p> <p>CLT</p>	<p>Prior to construction and throughout the project life cycle</p> <p>Weekly and monthly meetings</p>

Stakeholder category	Specific stakeholders	Issues/interest in the project	Communication strategy and tools	Primary points of contact	Indicative timing
<b>Emergency services</b>	<ul style="list-style-type: none"> <li>Ambulance Service of NSW</li> <li>Fire and Rescue NSW – Marrickville Fire Station, Campsie Fire Station</li> <li>State Emergency Services</li> <li>NSW Police Force – Marrickville Police, Campsie Police and Bankstown Police</li> </ul>	<p>Impacts on local roads during construction</p> <p>Emergency access/procedures during construction</p> <p>Site orientation, emergency facilities and incident scenario planning</p>	<p>TTLG (via Sydney Metro)</p> <p>Written correspondence, meetings, regular construction updates, updates on changes to local roads/traffic conditions</p> <p>Approval of emergency safety and security plans by relevant agencies</p> <p>Site visit and emergency scenario exercise</p>	<p>OHS &amp; Rail Safety Manager</p> <p>Construction Manager</p> <p>CLT</p>	<p>Prior to construction and throughout the project life cycle</p>
<b>Neighbouring projects</b>	<ul style="list-style-type: none"> <li>WestConnex</li> <li>Local roads and utilities upgrades</li> <li>Council projects</li> <li>Other Sydney Metro packages of work</li> </ul>	<p>Coordination of activities and information, referral of enquiries and complaints as appropriate</p> <p>Coordination with planned works schedule</p> <p>Minimising cumulative impacts</p>	<p>Written correspondence, meetings, exchange of key contacts, progress updates</p> <p>Communications Liaison meetings</p>	<p>Sydney Metro Delivery Team</p> <p>Community Liaison Team</p> <p>Interface Manger</p>	<p>Throughout the project life cycle</p>

Stakeholder category	Specific stakeholders	Issues/interest in the project	Communication strategy and tools	Primary points of contact	Indicative timing
<b>Directly-affected property owners and tenants (within 100m of the project site)</b>	Residential owners/tenants in directly affected properties (within 100m of the project works) on the Sydenham Metro Upgrade  Refer to Appendix B for impacted stakeholders	Potential for property damage  Construction impacts (noise, vibration, dust, visual, traffic)  Vibration and noise from construction Impact on tenants (noise, vibration, access) Work hours  Consultation process  Consultation on environmental management measures	Individual meetings, door knocks  Notifications, newsletters  1800 community infoline  Social media, website and email  Site tours  Project Milestones and Events Plan  Business Connect Events	CLT  Sydney Metro Delivery Team Interface Manager	Prior to construction and throughout the project life cycle  Community connect events - up to two (2) per year

Stakeholder category	Specific stakeholders	Issues/interest in the project	Communication strategy and tools	Primary points of contact	Indicative timing
	<p>Local businesses/tenants in directly affected properties on the Sydenham Metro Upgrade, Southwest Metro Early works and Southwest Metro Corridor works</p> <p>Refer to Appendix B and C for impacted stakeholders</p>	<p>Loss of amenity during construction (noise, vibration, visual)</p> <p>Changes to pedestrian access</p> <p>Changes to vehicle access and parking</p> <p>Loss of business</p> <p>Work hours and project duration</p> <p>Potential for property damage</p> <p>Consultation on environmental management measures</p>	<p>Individual meetings, door knocks, regular progress updates, notifications and newsletters</p> <p>1800 community infoline</p> <p>Social media, website and email</p> <p>Site tours</p> <p>BMP</p> <p>Project Milestones and Events Plan</p> <p>Business Connect Events</p>	CLT	<p>Prior to construction and throughout the project life cycle</p> <p>Business connect events - up to two (2) per year</p>
<p><b>Neighbouring Sydenham Station property owners and tenants</b>  (outside 100m of construction site)</p>	<p>Property owners near construction sites includes but not limited to:</p> <ul style="list-style-type: none"> <li>• Railway Road</li> <li>• George Street</li> <li>• Sydenham Road</li> </ul>	<p>Construction impacts (noise, vibration, visual)</p> <p>Impact on tenants</p> <p>Project updates</p> <p>Traffic changes</p> <p>Access</p>	<p>Regular progress updates, notifications and Newsletters Verbal, electronic and social media updates</p> <p>Site tours and community forums</p> <p>BMP</p> <p>Project Milestones and Events Plan</p>	CLT	<p>Prior to construction and throughout the project life cycle</p> <p>Community connect events (up to 2 per year)</p>

Stakeholder category	Specific stakeholders	Issues/interest in the project	Communication strategy and tools	Primary points of contact	Indicative timing
	<ul style="list-style-type: none"> <li>• Businesses/tenants in neighbouring properties</li> <li>• Sydenham Library</li> <li>• The Camelot lounge</li> <li>• Local Business Chamber</li> <li>• Fraser Park Football Club</li> <li>• Steam Espresso</li> </ul>	Loss of amenity during construction (noise, vibration, visual)  Changes to pedestrian access  Changes to vehicle access and parking	Regular progress updates, notifications and Newsletters  Verbal, electronic and social media updates  Site tours and community forums	CLT	As above
<b>Medical (for identified medical sensitive receivers within close proximity to works, refer to Appendix C)</b>	<ul style="list-style-type: none"> <li>• Every smile dental, Marrickville</li> <li>• Denture clinic, Marrickville</li> <li>• Optometrist</li> <li>• Ausbridge Family dentist</li> <li>• Crinan Street Medical, Hurlstone Park</li> <li>• United medical centre, Campsie</li> <li>• Campsie medical practice</li> <li>• Family medical centre, Marrickville</li> <li>• Chemist warehouse, Campsie</li> <li>• Specialist nuclear medicine, Campsie</li> <li>• Dr Van Vinh, Marrickville</li> </ul>	Loss of amenity during construction (noise, vibration, visual)  Changes to pedestrian access  Changes to vehicle access and parking	Regular progress updates, notifications and Newsletters  Verbal, electronic and social media updates  Site tours and community forums	CLT	As above

Stakeholder category	Specific stakeholders	Issues/interest in the project	Communication strategy and tools	Primary points of contact	Indicative timing
<b>Education (for identified educational sensitive receivers within close proximity to works, refer to Appendix C)</b>	<ul style="list-style-type: none"> <li>• Tempe High School (800m)</li> <li>• Tempe Public School (800m)</li> <li>• Marrickville High School (1.3km)</li> <li>• St Maroun's College (400m), Dulwich Hill</li> <li>• Canterbury Theatre Guild (100m)</li> <li>• Australian Comgold Education and Immigration Consultation, Marrickville (100m)</li> <li>• MTC, Marrickville (100m)</li> </ul>	<p>Transport impacts but mitigated by other nearby stations.</p> <p>General interest in the project</p>	<p>Consultation on replacement facilities via Sydney Metro</p> <p>Participation in school's program via Sydney Metro</p> <p>One on one meetings</p> <p>Notifications, newsletters</p> <p>Parent information letters</p> <p>Telephone hotline</p> <p>Website and social media</p> <p>Site signage</p> <p>Interactive displays</p> <p>Community Information sessions</p>	<p>CLT</p> <p>Sydney Metro Delivery Team</p>	<p>Prior to construction and throughout the project life cycle</p>

Stakeholder category	Specific stakeholders	Issues/interest in the project	Communication strategy and tools	Primary points of contact	Indicative timing
<b>Preschool or Child care (for identified preschool or child care sensitive receivers within close proximity to works, refer to Appendix C)</b>	<ul style="list-style-type: none"> <li>• Tillman Park Early Learning Centre</li> <li>• Dulwich Hill Childcare Centre</li> <li>• Happy Clown Kindergarten, Hurlstone Park</li> <li>• Montessori Learning Tree, Dulwich Hill</li> <li>• Aboriginal Child, Family and Community Care, Marrickville</li> <li>• Learning Directions, Canterbury</li> <li>• Campsie Primary OHS Care Centre</li> <li>• St Mel's Catholic Primary School, Campsie</li> <li>• Canterbury Family Day Care</li> </ul>	Noise, vibration, dust Work hours Changes to local pedestrian access Construction vehicles on surrounding roads Safety around child care centres and facilities Safety around work sites	One on one meetings Notifications, newsletters Parent information letters Telephone hotline Website and social Site signage	CLT	As above

Stakeholder category	Specific stakeholders	Issues/interest in the project	Communication strategy and tools	Primary points of contact	Indicative timing
<b>Places of worship (for identified places of worship sensitive receivers within close proximity to works, refer to Appendix C)</b>	<ul style="list-style-type: none"> <li>• St Peters Anglican Church</li> <li>• Uniting Church in Australia</li> <li>• Siler St Baptist Mission</li> <li>• Indonesia Christ Family Church</li> <li>• Catholic Church of St Paul of the Cross</li> <li>• Uniting Church in Australia, Marrickville</li> <li>• Church of Christ, Marrickville</li> <li>• St Nicholas Greek Orthodox Church, Marrickville</li> <li>• MTC Australia Marrickville, Marrickville</li> <li>• St Paul's Canterbury</li> <li>• Saint John's Anglican Church, Campsie</li> <li>• St Mel's Church, Campsie</li> <li>• Church of Living Water, Campsie</li> </ul>	<p>Impact on church services caused by noise, vibration</p> <p>Construction vehicles on local roads</p> <p>Work hours</p> <p>Access and parking</p>	<p>One on one meetings</p> <p>Notifications, newsletters</p> <p>Parent information letters</p> <p>telephone hotline</p> <p>website and social media</p> <p>site signage</p>	CLT	As above
<b>Heritage stakeholders</b>	<ul style="list-style-type: none"> <li>• Heritage Council of NSW</li> <li>• Office of Heritage</li> <li>• Registered Aboriginal Parties</li> </ul>	Impact of construction on heritage items	<p>Meetings</p> <p>Construction Heritage Management Plan</p>	<p>Environmental Manager</p> <p>CLT</p> <p>Sydney Metro Delivery Team</p>	As above

Stakeholder category	Specific stakeholders	Issues/interest in the project	Communication strategy and tools	Primary points of contact	Indicative timing
<b>Community groups</b>	<ul style="list-style-type: none"> <li>Disability Council of NSW</li> <li>Vision Australia</li> <li>Destination NSW</li> <li>Ethnic Communities' Council of NSW</li> <li>Sydney Business Council</li> <li>Disadvantaged groups (e.g. rough sleepers)</li> </ul>	Access to the station  Impact on traffic and access  Temporary reduced access to the station and amenities during construction  Perceived impacts to health and safety  Urban renewal	Presentations  Notifications, newsletters  Website and social media  Community information sessions  Coordination to refer enquiries to Sydney Metro regarding operational project issues  Sydney Metro – City & Southwest Interim Strategy for the Management of Homeless People During Construction  Community email address southwestmetro@transport.nsw.gov.au	CLT	As above
<b>Culturally and Linguistically Diverse Communities (CALD) and Language Other Than English (LOTE)</b>	<ul style="list-style-type: none"> <li>Chinese/Mandarin community</li> <li>Greek community</li> <li>Vietnamese community</li> <li>Thai community</li> <li>Arabic community</li> <li>Bengali community</li> </ul>	Access to information	Access to translator services	CLT	As required

Stakeholder category	Specific stakeholders	Issues/interest in the project	Communication strategy and tools	Primary points of contact	Indicative timing
<b>Community action groups</b>	<ul style="list-style-type: none"> <li>• Save Marrickville South</li> <li>• Marrickville Resident Action Group</li> <li>• Sydenham to Bankstown Alliance</li> <li>• Facebook: Tempe 2020</li> <li>• Facebook: Marrickville 2020</li> <li>• Save Dully Action Group</li> <li>• Hurlstone Park Association</li> <li>• Canterbury Community Action Group</li> <li>• Restore Inner West Line</li> <li>• Marrickville PIF Community Forum</li> <li>• I love Dulwich Hill</li> <li>• Hurlstone Park Association (Facebook)</li> <li>• Save T3 Bankstown Line</li> </ul>	<p>Impact of local community</p> <p>Demolition, noise, vibration, dust</p> <p>Protection of community assets</p>	<p>Presentations</p> <p>Notifications, newsletters</p> <p>Website and social media</p> <p>Community information sessions</p>	<p>CLT</p> <p>Sydney Metro Delivery Team</p>	<p>As above</p>
<b>Road users/commuters</b>	<ul style="list-style-type: none"> <li>• Motorists</li> <li>• Pedestrians</li> <li>• Cyclists</li> <li>• Bus users in streets surrounding work sites</li> </ul>	<p>Traffic delays</p> <p>Traffic changes including detours</p> <p>Changes to access/parking including closure of car parking</p>	<p>VMS</p> <p>Signage and posters at the station</p> <p>Construction Traffic Management Plan</p> <p>Traffic Control Plans</p> <p>Notice and consultation with bus operators as required</p> <p>Programming work, where reasonable and feasible to reduce impact</p>	<p>Interface Manager</p> <p>CLT</p> <p>Sydney Metro Delivery Team</p>	<p>Prior to construction and throughout the project life cycle</p> <p>Quarterly meeting (as a minimum) with bus operators and Sydney Trains – buses replacing trains</p>

Stakeholder category	Specific stakeholders	Issues/interest in the project	Communication strategy and tools	Primary points of contact	Indicative timing
<b>Media</b>	<ul style="list-style-type: none"> <li>Local newspapers</li> <li>Metropolitan Radio</li> <li>Community Radio</li> <li>National and local TV</li> <li>The Sydney Morning Herald</li> <li>Daily Telegraph</li> </ul>	Project status and progress Project milestones Impact on residents and businesses Industry news	In accordance with Sydney Metro media liaison protocols	Sydney Metro Sydney Metro Delivery Team Stakeholder and Community Relations Manager	As and when directed by Sydney Metro
<b>OOH proposed work schedule plan, (refer to Appendix I)</b>	<ul style="list-style-type: none"> <li>Local residents and businesses on:                             <ul style="list-style-type: none"> <li>Ewart Street</li> <li>Garnet Street</li> <li>The Parade</li> <li>Hampden Street</li> <li>Duntroon Street</li> <li>Floss Street</li> <li>Ness Avenue</li> </ul> </li> </ul>	Project status and progress Impact on residents and businesses and community Demolition, noise, vibration, dust Traffic changes Traffic changes including detours Changes to access/parking including closure of car parking	Out of hours proposed work scheduled plan for works on the Garnet Street rail bridge One on one/doorknock for signatures	Stakeholder and Community Relations Manager	Prior to scheduled works
<b>Residents adjacent to new security fencing installation</b>	<ul style="list-style-type: none"> <li>Local residents adjacent to fencing including:- Close St, Canterbury</li> </ul>	Visual and amenity impacts	Targeted notification with map showing location and details of fencing to be installed	Community Place Manager	Prior to scheduled works

**Table 6: Stakeholder groups**

### 3.9 Roles and responsibilities

The JHLOR JV CLT will be led by an experience Stakeholder and Community Relations Manager who will provide stakeholder relations leadership and strategic guidance for the JHLOR JV. The Stakeholder and Community Relations Manager will report directly to the Project Director and be part of the project’s senior leadership team.

The CLT will at all times work cooperatively with the Principal’s representative and provide detailed and comprehensive communications on project progress, methodologies, impacts and opportunities. Table 7 lists detailed responsibilities of three roles.

<b>Stakeholder and Community Relations Manager</b>	
<b>Role</b>	<ul style="list-style-type: none"> <li>Leadership and management of the CLT</li> <li>Provide strategic advice to the Sydenham Metro upgrade and Southwest metro early works senior leadership team on communications, stakeholder and community management issues</li> <li>Build and maintain effective working relationship with the Principal's representative and Stakeholder and CLT</li> </ul>
<b>Responsibilities</b>	<ul style="list-style-type: none"> <li>Oversees the development and implementation of the CCS and sub plans</li> <li>Responsible for a stakeholder and community relations induction and training program for all personnel involved in the performance of the project</li> <li>Approves the Communications, Stakeholder and Community Relations team roles, role descriptions and responsibilities</li> <li>Ensures the CCS and key activities are integrated into the project schedule</li> <li>Attends the Sydney Metro led Communications Management Control Group and reports on activities, strategies and issues</li> <li>Attends the monthly Project Management Review Group meeting to discuss project status and issues</li> <li>Part of the issues and crisis management team</li> <li>Manages media issues and acts as media spokesperson for the JHLOR JV (subject to Sydney Metro approval)</li> <li>Responsible for the Communications and Stakeholder Management KPI as well as the Communications and Stakeholder management component of the Quality of Information and Relationship with the Principal’s representative KPI</li> <li>Required to be on call 24 hours</li> </ul>
<b>Community Place Manager</b>	
<b>Role</b>	<ul style="list-style-type: none"> <li>Build and maintain effective working relationship with community, businesses, and other stakeholders</li> </ul>
<b>Responsibilities</b>	<ul style="list-style-type: none"> <li>Support the Stakeholder and Community Relations Manager in successful delivery of the CCS and other requirements</li> <li>Implementation of the CCS, CEMP and any relevant sub plans</li> <li>Establish effective working relationships with local businesses, community members and other stakeholder to support the effective delivery of the project</li> <li>Required to be on call 24 hours based on the team rotation to respond to enquiries and complaints</li> <li>Liaison with design and construction team to ensure community and stakeholder matters are considered during the planning phase</li> <li>Review, approve and oversee the development and distribution of all notification, newsletter, social media, photography, and other communication material</li> <li>Maintain the Consultation Manager database and generate reports as required</li> <li>Drive communications and Stakeholder Management KPIs as well as the Communications and Stakeholder management component of the Quality of Information and Relationship with the Principal’s representative KPI</li> <li>For SWMC, this position will work alongside a Sydney Metro embedded Place Manager to deliver on communications, stakeholder and community management issues and will report into the Sydney Metro Communications Manager</li> </ul>

<b>Public Affairs Coordinator</b>	
<b>Role</b>	<ul style="list-style-type: none"> <li>Responsible for developing and maintaining the public image of the project</li> </ul>
<b>Responsibilities</b>	<ul style="list-style-type: none"> <li>Proactively identify public affairs-related issues and provide advice to enable resolution of issues in a timely manner consistent with strategic objectives</li> <li>Prepare accurate and urgent copy including media responses, holding statements, media releases, government enquiries, award submissions, social media posts, website and newsletter content</li> <li>Produce quality communication collateral and information</li> <li>Contribute to existing stakeholder engagement and communications strategies</li> <li>Coordinate and implement access to required sites for a range of activities such as media events, promotional and milestone ceremony events, photography and filming</li> <li>Build and maintain effective working relationship with community, businesses, and other stakeholders</li> </ul>

**Table 7: Position Description for Stakeholder and Community Relations Manager, Community Place Managers and Public Affairs Coordinator**

The CLT will be able to draw on other resources from the JHLOR JV partners as required to assist with delivery of the project. The CLT will also have support from the Project Director, Interface, Safety, Quality, Environmental and Project Managers. The responsibilities of all project roles are detailed in the Project Management Plan while Table 8 lists the key responsibilities related to Stakeholder and Community Relations. These project team roles will have a varied degree of interaction and involvement with the Principal’s representative.

<b>Project Role</b>	<b>Key Stakeholder and Community Relations responsibilities</b>
<b>Project Director</b>	<ul style="list-style-type: none"> <li>Allocate sufficient resources and authorities to the Stakeholder and Community Relations Manager to meet contractual and Project Approval obligations. Liaise with the Principal as required</li> </ul>
<b>Construction Managers, Interface Manager, and teams</b>	<ul style="list-style-type: none"> <li>Provide leadership to construction teams to ensure construction activities under their control are managed to minimise impacts and respond to reasonable community requirements</li> <li>Available to participate in key consultation activities if required</li> <li>Make appropriate allowances for stakeholder and community notifications in works programs</li> <li>Manage liaison with Traffic and Transport stakeholders including participation in Sydney Metro led Traffic and Transport Liaison Group</li> <li>Identify traffic changes requiring notification to stakeholders, community and travelling public and sign off on information prepared for that purpose</li> </ul>
<b>Design Manager, Engineering Manager and Design Coordinators</b>	<ul style="list-style-type: none"> <li>Sign off on technical elements of community information and notifications</li> <li>Be available to participate in stakeholder and community meetings as required</li> </ul>
<b>Environmental and Sustainability Managers and team</b>	<ul style="list-style-type: none"> <li>Manage all consultation with Authorities and Agencies as required in the Environmental Approvals</li> <li>Provide/ sign off on environmental information and reports required to be made public on website or in the course of consultation with stakeholders and the community</li> <li>Be available to participate in stakeholder and community meetings as required</li> </ul>

Project Role	Key Stakeholder and Community Relations responsibilities
<b>Systems and Controls Manager, and Project Planner</b>	<ul style="list-style-type: none"> <li>• Include appropriate allowances for stakeholder and community notifications in project programs</li> </ul>
<b>Subcontractors and consultants</b>	<ul style="list-style-type: none"> <li>• Agreements will include explicit requirements to meet the project's community obligations, including penalties for non-conformance. For spoil removal contractors, this will include specific requirements about arriving on-site out of approved hours, using the approved haulage routes, nominating a contact to investigate complaints, and using approved queuing locations</li> <li>• Submit all project related marketing for approval before publication and do not commit to presentations, technical papers, advertisements, case studies, corporate material, photographs, website material without prior approval</li> </ul>
<b>All employees and subcontractors</b>	<ul style="list-style-type: none"> <li>• Complete project induction and site-specific induction and sign agreement that they understand and accept their relevant community responsibilities</li> <li>• Identify community impacts during activity reviews and recommend preventative solution or process</li> </ul>

**Table 8: Project team roles and responsibilities**

## 4.0 Communication

### 4.1 Communication tools

A number of communication tools will be used to communicate with community, stakeholders, customers and businesses to ensure they are aware of upcoming work activities, understand associated impacts, what mitigation measures will be implemented and how they can provide feedback or get involved.

Table 9 lists the proposed communication tools that will be used, their purpose, frequency of use and allocated responsibilities. These communication tools comply with the Sydney Metro OCCS. This is a preliminary list and will be updated to reflect and project scope changes, feedback received, new technologies.

Communication tool	Purpose	Frequency	Responsibility
<b>Community contact tools</b>			
Community information line (1800 171 386)	1800 number allows access to project team during construction hours. Number to be publicised on all communication materials.  The complaints process is outlined in section 6	Available 24 hours/ day, seven (7) days a week during construction	Sydney Metro JHLOR JV representatives will be available at all times when construction is occurring to provide information and respond to complaints
Sydenham Metro project upgrade Community email address <a href="mailto:sydenhammetro@transport.nsw.gov.au">sydenhammetro@transport.nsw.gov.au</a>  Southwest Metro Early works/ Corridor works Community email address <a href="mailto:southwestmetro@transport.nsw.gov.au">southwestmetro@transport.nsw.gov.au</a>	Allows communication with the Project team.  Email addresses to be publicised on all communication materials	Available 24 hours/ day, seven (7)	Sydney Metro - forwarded to JHLOR JV for response
Community post box	Central postal address allows stakeholders and the community to have access to the project teams	Available 24 hours/ day, seven (7)	Sydney Metro - forwarded to JHLOR JV for response
<b>Information / notification material</b>			

Communication tool	Purpose	Frequency	Responsibility
<p>Community notification letter – 7 day notification</p> <p>Note: where required OOHW notifications will be distributed to residents within a 200m</p>	<p>Advise community and stakeholders of construction activities no later than 7 days and include:</p> <ul style="list-style-type: none"> <li>(i) scope of work</li> <li>(ii) location of work</li> <li>(iii) hours of work</li> <li>(iv) duration of activity</li> <li>(v) type of equipment used</li> <li>(vi) likely impacts including noise, vibration, traffic, access and dust</li> <li>(vii) the Sydney Metro 24 hour telephone number, postal address and email address</li> </ul>	<p>Monthly and as required for out of hours work, new activities or new impacts</p>	<p>JHLOR JV</p>
<p>Quarterly construction update newsletter</p>	<p>Quarterly update containing photos, maps and illustrations as well as information on construction progress, stages, achievements, contact information and three month look-ahead. To be distributed to all properties within a 500m radius of construction sites</p>	<p>Quarterly</p>	<p>JHLOR JV</p>
<p>Community email updates</p>	<p>Monthly email updates sent to registered neighbours informing stakeholders on construction progress and any key milestones or activities</p>	<p>Monthly</p>	<p>JHLOR JV</p>
<p>Fact sheets</p>	<p>Used to explain key aspects of the construction activities and mitigation measures</p>	<p>As required</p>	<p>JHLOR JV</p>
<p>Community signage</p>	<p>Advise community and stakeholders of construction activities no later than seven (7) days prior to works or changes, including any changes to footpaths, cycle ways or bus stops</p>	<p>As required</p>	<p>JHLOR JV</p>
<p>Advertisements</p>	<p>Advertise in local newspapers prior to significant construction activities, to notify of events and announce project milestones.</p> <p>The local newspapers are as follows:</p> <ul style="list-style-type: none"> <li>• Inner West Courier</li> <li>• Cooks River Valley Times</li> <li>• Daily Telegraph – Inner West Region</li> <li>• Canterbury Bankstown Express</li> <li>• Bankstown/Canterbury Torch</li> </ul>	<p>As required</p>	<p>Sydney Metro and JHLOR JV</p>

Communication tool	Purpose	Frequency	Responsibility
Photography, time lapse photography and videography	Used to record the construction process and explain aspects of the works. Short video packages will demonstrate progress of work. Images will be used in notifications, newsletters, website, information sessions, presentations and reports	Quarterly	JHLOR JV
Emergency work notifications	An emergency works notification letter will be used to advise properties immediately adjacent to or impacted by emergency works, within two hours of commencing work.  Notifications must be delivered by doorknock, issued on Sydney Metro letterhead and include the following: <ul style="list-style-type: none"> <li>• Scope of work</li> <li>• Location of work</li> <li>• Hours of work</li> <li>• Duration of activity</li> <li>• Type of equipment to be used</li> <li>• Likely impacts including noise, vibration, traffic, access and dust</li> <li>• Mitigation measures</li> <li>• Contract information</li> </ul>	As required	JHLOR JV
Site signage and hoarding banners	Signage used to identify the site and provide contact information for the community  Hoarding in line with Sydney Metro branding requirements	As required	JHLOR JV
Frequently asked questions and key messages	Resource to facilitate rapid and accurate response to enquiries. Can also be used for website, fact sheets and briefing notes	Quarterly	JHLOR JV
<b>Online/ digital tools</b>			

Communication tool	Purpose	Frequency	Responsibility
Sydney Metro website www.sydneymetro.info	Information about the construction activities will be placed on the website including description of the works, notifications, newsletters, graphics and images, animations, reports and contact information	Monthly	Sydney Metro to approve and upload content  JHLOR JV will provide interactive content and updated information work and copies of all issued public information e.g. newsletters, notifications
JHLOR JV website (linked to the Sydney Metro website)	Provides compliance with approval conditions including community, environmental, sustainability, transport, traffic, noise and vibration plans and reports. This includes updated copies of this and other management plans	As required	JHLOR JV
Sydney Metro social media	Up to three social media posts per month to communicate key information and milestones about the project	3 x month	JHLOR JV to provide to Sydney Metro for approval and upload
Animations and visualisations	Graphic representations and interactive platforms, to aid effective communication of the station design and construction	As required	JHLOR JV
<b>Face to face and interactive tools</b>			
Community information centre	Features maps, photographs and videos to provide information about the project. This will include an animated and interactive display of construction to facilitate understanding of the works and progress on the project	Weekly	Sydney Metro  JHLOR JV staff will work at the centre with the Sydney Metro team.

Communication tool	Purpose	Frequency	Responsibility
Community Information Sessions	Held in collaboration with Sydney Metro team as required for major project updates	As required	Sydney Metro
Community Connect events	For residents and community groups within 200m of construction sites. Focus on key environmental management measures relating to construction activities. The first session was conducted on-site. Prior to major work starting and will be held in a location convenient to the community	Up to two (2) a year	JHLOR JV
Business Connect events	For businesses within 200m of construction sites. Provides a convenient update on construction activities and mitigation measures and an opportunity to provide feedback	Up to two (2) a year	JHLOR JV
Doorknocks	Discuss potential project impacts and proposed mitigation with residents, businesses and other stakeholders. Leave behind written information and contact details will be provided for community who are not at home	As required	JHLOR JV
Meetings with individuals or groups	Discuss project activities including work in progress or upcoming work, including potential issues	As required	JHLOR JV
Site visits	Inform selected stakeholders about progress of the project and any key milestones or activities taking place	As requested by Sydney Metro	JHLOR JV
School presentations and events	Participation in Sydney Metro schools engagement program as advised by the Principal	Up to three (3) a year	JHLOR JV
<b>Briefings and media</b>			
Federal and State MPs and local Councillors	Update information on major project milestones will be provided as required to keep all elected officials informed and to respond to issues raised by constituents	As required	Sydney Metro JHLOR JV to provide information as required
Media releases	Update information for the community on major project milestones will be provided as required by Sydney Metro	As required	Sydney Metro JHLOR JV to provide information as required

Communication tool	Purpose	Frequency	Responsibility
<b>Project Management requirements</b>			
Site inductions and tool box talks	All project team members and contractors will be made aware of community relations requirements	As required	JHLOR JV
Communications interface groups	<p>Communications Interface Group for specific locations have been set up to provide contractors and Sydney Metro to exchange information about upcoming activities. These groups replace the Communications Management Control Group. The Communications Interface Groups meet as needed to:</p> <p>Provide an update on current and upcoming milestones, construction program and stakeholder and community issues.</p> <p>Provide a forum to exchange information and coordinate communication and consultation activities to ensure a consistent approach to stakeholders, the community and others is delivered.</p> <p>Invitations will be sent, as required, to community relations representatives from other large infrastructure projects where cumulative impacts are likely.</p>	As required	Sydney Metro –coordinate JHLOR JV - attend
<b>Traffic communication</b>			
Construction signage	Information or directional signage at the location of the traffic change to give advice to road users and pedestrians on duration of change of alternative paths	As required	JHLOR JV
Traffic alert email	Communication to transport operators and emergency services to advise of traffic changes including road or lane closures and detours	As required	JHLOR JV
Variable Message Signs (VMS)	Electronic variable message sign provides advanced notice to road users of traffic changes	As required	JHLOR JV
Advertisements	Advertise in newspapers prior to major changes in traffic conditions	As required	JHLOR JV

**Table 9: Communication and engagement tools**

## 4.2 Key messages

The JHLOR JV will use pre-approved Sydney Metro, Sydenham Metro upgrade, Southwest Metro Early works and Southwest Metro Corridor works key messages to reinforce key benefits of the project and wider Sydney Metro program of work. These messages will be reviewed regularly to take into account progress of work, any scope changes and feedback received.

- Sydney Metro is Australia’s biggest public transport project
- This new standalone railway will deliver 31 metro stations and more than 66 kilometres of new metro rail, revolutionising the way Australia’s biggest city travels
- There will be ultimate capacity for a metro train every two minutes in each direction under the city, a level of service never before seen in Sydney
- Sydney’s new metro railway will have a target capacity of about 40,000 customers per hour, similar to other metro systems worldwide. Sydney’s current suburban system can reliably carry 24,000 people an hour per line
- When Sydney Metro is extended into the central business district (CBD) and beyond in 2024, metro rail will run from Sydney’s booming North West region under Sydney Harbour, through new underground stations in the CBD and beyond to the south west. Features will include:
  - 16.5 kilometres of new metro line between Chatswood and Sydenham
  - 15.5 kilometres of new twin rail tunnels
  - 13.5-kilometre upgrade and conversion of the T3 Bankstown Line to metro standards
  - Customers are at the centre of Sydney Metro’s 21<sup>st</sup> century design, including the development of Sydney’s new metro train, new metro railway stations, interchanges and precincts
- John Holland Pty Ltd and Laing O’Rourke Australia Construction Pty Ltd has been awarded the contract for major rail work at Sydenham, including the upgrade of Sydenham Station to Metro standards as well as works associated with the Sydenham to Bankstown (Bankstown Line) upgrade, now known as Southwest Metro.
- Upgrading the T3 Bankstown Line to Sydney Metro standards is vital to the future of Sydney’s transport network – it will boost capacity across wider Sydney and provide a more reliable journey for customers.
- Customers will get a metro train every four minutes in the peak in each direction on the upgraded Bankstown Line – that’s almost four times as many as now at stations like Canterbury and Wiley Park, which only get four trains an hour.
- All upgraded stations will be fully accessible with level access between the train and the platform, removing the step up into the train
- Heritage buildings such as ticket offices and platform buildings will be retained and refreshed or renovated where appropriate, retaining the rich history of the Bankstown Line.

## 4.3 Consultation forums

As the SMU, SMEW and SWMC works move into construction, existing relationships held by Sydney Metro are being handed over to the JHLOR JV to manage. This includes responsibilities for engaging and consulting with local community, businesses, commuters/customers and various agencies.

Table 10 lists the types of consultation forums that the JHLOR JV will implement as well as a proposed frequency

Event type	Details	Responsibility	Frequency
<b>Agency consultation</b>	Forums and briefings will be held with various agencies to present and consult on traffic impact, site establishment, and mitigation measures etc  Consultation with environmental agencies is outlined in the CEMP	JHLOR JV	As required
<b>Community Connect events</b>	Events will be planned and coordinated by the JHLOR JV to inform or engage with the local community re project progress, key issues etc. Targeting residents within 200m radius of construction site. Format of events will be flexible to accommodate community feedback. Events will either be formal presentations or drop in coffee/bbq type sessions	JHLOR JV	Up to two (2) a year
<b>Business Connect</b>	Events will be planned and coordinated by the JHLOR JV to inform or consult the local businesses regarding impact, mitigation and project progress. Format of events will be flexible to accommodate local businesses. Events will either be formal presentations or drop in coffee/bbq type sessions	JHLOR JV	Up to two (2) a year
<b>Station / customer information pop up</b>	Information booth/ stand or similar will be set up at Sydenham Station to provide customers with information on upcoming changes or impacts as well as opportunities for engagement	JHLOR JV	Up to two (2) a year
<b>Local community events</b>	The JHLOR JV will attend events planned in the local area (within 2km radius) by a community group, Inner West Council or other key stakeholders	JHLOR JV	Various
<b>Site visits</b>	Site visit planned and coordinated by the Principal (Sydney Metro) for key stakeholders as part of the Sydney Metro Overarching Community Communication Strategy	Sydney Metro JHLOR JV, support as required to provide access to site and safety equipment	As requested
<b>Education / school program events</b>	School visit/ presentation or site activities aligned to the Sydney Metro Educational Program	Sydney Metro JHLOR JV, at request of Sydney Metro	Up to three (3) a year

Event type	Details	Responsibility	Frequency
<b>Principal arranged events</b>	Event planned and coordinated by the Principal (Sydney Metro) as part of the Sydney Metro Overarching Community Communication Strategy	Sydney Metro JHLOR JV, support as required	As requested
<b>Customer Centered Design</b>	Set up focus groups and station intercepts to identify innovative processes and methodologies to support the Sydenham Metro upgrade and Southwest metro early works	JHLOR JV	During design phase
<b>Media events</b>	Media activity or event planned and coordinated by the Principal (Sydney Metro) as part of the Sydney Metro Overarching Community Communication Strategy/ Media Strategy	Sydney Metro JHLOR JV, support as required to provide access to site and safety equipment	As required
<b>VIP events</b>	Key stakeholder event (not inclusive of media), planned and coordinated by the Principal (Sydney Metro) as part of the Sydney Metro Overarching Community Communication Strategy	Sydney Metro JHLOR JV, support as required to provide access to site and safety equipment	As requested

**Table 10: Event matrix**

All forums and events will:

- Be planned in collaboration with Sydney Metro
- Be delivered professionally
- Be purposeful and meaningful to targeted stakeholders
- Aim to build trust, awareness and presence within the local community
- Be organised to ensure safety of all attendees
- Be in accordance with current Government advice on Covid-19

The frequency of some of the above mentioned community consultation forums may be impacted by COVID-19 restrictions. Alternative methods will be put in place such as telephone conferences, Zoom and Microsoft Team meeting conferences.

#### **4.4 Branding and approval**

All written material and publications will follow the Sydney Metro Brand Guidelines and Sydney Metro Editorial Style Guide.

All material will be submitted to Sydney Metro for approval before publication. Appendix A outlines the approvals matrix for various notification materials.

## 5.0 Enquiries and Complaints

### 5.1 Management approach

Each stakeholder contact is an opportunity to build understanding about the SMU, SWEW and SWMC works and address any concerns. Enquires and complaints provide important feedback to improve project processes, mitigation measures and to avoid or minimise further concerns.

The JHLOR JV will take all reasonable measures to prevent the reoccurrence of stakeholder and community complaints and will manage all complaints in accordance with the OCCS, Construction Complaints Management System and the Sydney Metro Construction Complaints Management System (A5526715). The strategic approach to managing enquiries and complaints consists of:

- Courtesy
- Accessibility
- Responsiveness
- Delegation of authority to resolve the issue
- Access to accurate information.

All JHLOR JV staff, including subcontractors, will be required to at all-time respond to all stakeholders with courtesy and professionalism. These expectations will be reinforced during the inductions while specific tool box talks will further consolidate the approach.

Table 11 summarises the service standards for response to enquiries and complaints:

Category	Response time
<b>General enquiries received by phone or in person</b>	At least an oral response within 2 hours unless the enquirer agrees otherwise
<b>Written enquiries (letters and emails)</b>	Initial written response within 24 hours of receipt of the letter/ email
<b>Complaints – received by telephone or face to face</b>	Initiate investigation upon receipt of complaint Oral 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 Keep the complainant informed of the process until the complaint is resolved
<b>Complaints – emails</b>	Respond written response by email within 4 hours of the email received or orally within 2 hours if a telephone number is available on Consultation Manager or as otherwise agreed with the complainant Keep the complainant informed of the process until the complaint is resolved
<b>Complaints – written complaints (letters/faxes)</b>	Respond in writing and mail to: <b>Sydney Metro, Level 43, 60 George Street, Sydney, NSW, 2000</b> within 4 hours of receipt (or 2 hours if a telephone number is available on Consultation Manager)

Category	Response time
Details of each enquiry or complaint recorded in the Consultation Manager Database	Within 24 hours of receipt

Table 11: Enquiry and Complaint categories and service standards

## 5.2 Complaints process

Any communication received from a stakeholder that expresses dissatisfaction will be classified as a complaint. This is a purposely broad definition to assist with a prompt resolution and prevention of the matter escalating unnecessarily.

A community information and complaints line 1800 171 386 and an email address [SydenhamMetro@transport.nsw.gov.au](mailto:SydenhamMetro@transport.nsw.gov.au) and [southwestmetro@transport.nsw.gov.au](mailto:southwestmetro@transport.nsw.gov.au) have been established by Sydney Metro. These provide direct access to Sydney Metro and in turn the JHLOR JV CLT. All SMU, SMEW and SWMC works communication materials and signage will contain these contact details.

Complaints may also be received via other means including in writing, in person or through referral from third parties such as Inner West Council and City of Canterbury Bankstown.

All complaints will be responded to 24 hours a day, seven days a week. Complaints received via the 1800 community information line will be answered by a Sydney Metro call centre that will record contact details and basic information about the nature and location of the complaint. The complainant will be advised that an on-call officer will contact them shortly to address the issue which ensures the caller is not placed on hold or referred to a recorded message. The Community Place Manager will manage the ongoing communication with the complainant until they are satisfied with the action taken.

If the complainant remains unsatisfied, the complaint may be escalated in line with the Sydney Metro Construction Complaints Management System.

The JHLOR JV will make use of translator services if a stakeholder or community member is unable to communicate their concerns in English.

Complaint handling responsibilities are listed in Table 12.

Enquiry and complaint type	Responsibility
Enquiries and complaints about construction activities during business hours	Community Place Manager
Enquiries and complaints about construction activities after hours	Rostered CLT member
Complaint about works that are not Sydenham Metro upgrade or Southwest Metro Early Works or Southwest Metro Corridor works related	Sydney Metro to refer to relevant contractor
Complaints unrelated to Sydney Metro	Sydney Metro to refer to relevant organisation
Complaints not resolved by JHLOR JV	Escalated in line with the Sydney Metro Construction Complaints Management System

Table 12: Enquiry and complaint responsibilities

### 5.3 Contacts register and reporting

The JHLOR JV will use Sydney Metro’s Communication Management System - Consultation Manager to record all community and stakeholder contact (at the end of each working day) including, enquiries, complaints, notifications, door knocks, meetings etc.

The following information will be recorded in Consultation Manager with regards to complaints

- Unique identifying number
- Complainant name, contact details and address
- Nature of complaint
- Time and date of complaint and time and date response was provided
- Details of response provided and action taken or committed to.

A daily complaints report will be provided to Sydney Metro (and EPA once the EPL is issued to JHLOR JV) by 2pm each business day to cover the period from 12pm to 12 pm each day. Complaints received after 2pm on Friday will be included in the Monday report.

Ability to prevent avoidable complaints and resolve complaints in a timely and proactive manner will be evidenced through the information recorded in Consultation Manager.

Information recorded in Consultation Manager will be used to generate content for monthly reports on community and stakeholder contact, complaints, enquiries and issues management.

## 6.0 Processes and Protocols

### 6.1 Training and Induction

All SMU, SWEW and SWMC works staff, workforce and subcontractors are required to attend a site induction, prior to starting work which covers all aspects of the project including:

- Safety and personal protection requirements (PPE)
- Environment management
- Drugs and alcohol
- Incident management
- Community interaction expectations and media enquiries.

From a community perspective, all personnel are expected to understand the importance of being a 'good neighbour' on site and respecting the community. This includes:

- Minimising disruption to adjacent residents, property owners, and transport users
- Understanding the project's commitment to keeping the community informed in a timely, clear and concise manner
- Working to the approved project hours – including approved night and weekend work
- Expectations of behaviour including watching their language (no shouting/profanities)
- Site management – keeping areas clean and tidy in and around the site
- Understanding the enquiries, complaints and media enquiry process
- Always carrying the project information card to promptly refer members of the public to the community information line.

Additional sessions will also be carried out periodically as part of the project's commitment to educating all site personnel. These sessions will relate to a specific topic such as – 'Community perception (what we do and how the community perceives us'.

Weekly 'Toolbox' inductions will also be carried out, introducing 'Safety Alerts', revisiting parts of the formal induction and refreshing staff and subcontractors understanding of the project's requirements.

Key senior staff will undergo more intensive training to prepare them for the requirement to present at public meetings and possibly media in the event of a critical incident. This covers communication and presentation skills, media awareness and media interview training.

Specific training will be provided to construction site supervisors to ensure they respond effectively to community complaints, particularly those from hostile and emotional complainants.

The JHLOR JV Community and Stakeholder Manager will be responsible for ensuring the community relations training and induction is implemented.

## 6.2 Graffiti management

The JHLOR JV is committed to maintaining a clean and tidy site. No signage, advertising or branding, excluding safety signage, will be placed on the external face of any hoarding, site sheds and fencing without the prior approval of Sydney Metro.

All signage, fencing and hoarding will be maintained free of graffiti and advertising not authorised by Sydney Metro during the construction period.

Regular inspections for graffiti and unauthorised advertising will be carried out and material removed or covered within the following time frames:

- Offensive graffiti to be cleaned/covered within 24 hours
- Highly visible but non offensive graffiti and unauthorised advertising to be cleaned / covered within one week
- Other graffiti to be cleaned/covered within one month.

## 6.3 Crisis communication

A crisis communication procedure has been developed in the unlikely event that a crisis or incident associated with the construction activities that may have an impact on the community, environment, employees, subcontractors or any other stakeholders, that may attract the attention of the media or government representatives.

Any such event would be managed in accordance with Sydney Metro's Project Work Health and Safety Management Plan which is aligned with Sydney Metro Incident Reporting requirements.

The JHLOR JV will not contact or provide information to any person (other than that which is required to directly manage the incident or to comply with law), including any stakeholder, the media or the public.

The JHLOR JV will provide Sydney Metro with all necessary communications and engagement materials, information or make available senior personnel that may need to be publicly disseminated as a result of such incidents.

The response times for incident reporting by the project are:

- Verbal notification to Sydney Metro (once the JHLORJV project management team are advised) within 10 minutes of an incident occurring. If this is not practicably possible, the incident must be reported within one hour of occurring. Examples of such incidents include:
  - any delays to train timetables caused by the incident
  - incidents where employees or Sydney Metro subcontractors or a member of the community is harmed
  - access to trains is blocked and preventing (or severely restricting) access by commuters.
- Issue a report detailing the incident to Sydney Metro within 24 hours of the incident occurring, using:
  - 'the project's Incident Report Form, relating to all other incidents or issues a Corrective Action Report prepared by the project in line with 'AS/NZS ISO 9001 (2008)' and submitted to Sydney Metro within five business days of the incident occurring.

#### **6.4 Media relations and protocol**

The following protocol will be followed when dealing with media enquiries including referring media enquiries to Sydney Metro, dealing with unexpected visits as well as processes for when media are invited on site tours by Sydney Metro.

Sydney Metro will manage all media relations with regards to the SMU, SWEW and SWMC works.

The JHLOR JV will:

- Advise Sydney Metro within 2 hours of any media enquiry
- Not make any statement (oral /written) or provide any photographs or illustrations to the media
- Not permit any media representatives on a worksite without prior written approval from Sydney Metro
- Provide information in a timely manner, as required to support and enable Sydney Metro to respond to media enquiries, and attend any briefings, if required
- Ensure media protocols are included in the project induction.

The JHLOR JV personnel, subcontractors, consultants or suppliers will not issue any information (verbal or written), photograph, illustration, publication, document or article for publication concerning the SMU, SWEW and SWMC works via any media including on the internet, without the prior written approval of the Principal's Representative.

Major milestones will be forecast in monthly reports and in accordance with the required notification timeframes a minimum, 20 business days for major media events.

#### **6.5 Government relations**

Sydney Metro is responsible for all liaison with elected government representatives (local, state and federal). The JHLOR JV will provide information as required to help Sydney Metro keep these stakeholders briefed or to respond to enquiries, and attend any briefings as necessary.

The JHLOR JV will record all contact with elected government representatives into Consultation Manager and refer to Sydney Metro any enquiry or request for site visit received.

#### **6.6 Privacy policy and statement**

The JHLOR JV is committed to protecting the privacy of all individuals and will comply with relevant legislation. Any information supplied by stakeholders will be treated confidentially and in accordance with the JHLOR JV Privacy Policy.

Personal information will only be accessed by authorised project team members for the approved purpose for which it was collected.

The team will abide by the Privacy Act as amended by the *Privacy Amendment (Private Sector) Act 2000 (Act)*, the National Privacy Principles contained within that Act, and the NSW Government's Privacy Scheme.

All employees, officers and subcontractors of the JHLOR JV will be required to comply with the Privacy Policy and Privacy Statement.

## 6.7 Priority Community and Wellbeing Objectives

Priority community health and wellbeing objectives have been developed with due regard to the Inner West Council's Community Strategic Plan, called Our Inner West 2036 (<https://www.innerwest.nsw.gov.au/about/the-council/corporate-planning-performance-budget/community-strategic-plan>). The Project derived its priority community and wellness objectives from Our Inner West 2036 and includes:

<p>An ecologically sustainable Inner West</p>		<ul style="list-style-type: none"> <li>• Infrastructure is sympathetic to the local environment setting, positively contributes to the environment and reflects climate change projections</li> <li>• Infrastructure incorporates water sensitive urban design features</li> <li>• Provide local recycling facilities to minimise waste going to landfill</li> </ul>
<p>Unique, liveable, networked neighbourhoods</p>		<ul style="list-style-type: none"> <li>• Transport infrastructure improves public transport services, aligns with population growth, integrates other travel networks and is safe, connected and well maintained</li> <li>• Development identifies and pursues innovative and creative solutions to transport issues</li> <li>• Development improves the quality, access and use of existing community assets</li> <li>• Manage urban change with respect to the community's heritage and history and deliver public spaces that are of high quality and fulfil the needs of the community</li> </ul>
<p>Creative communities and a strong economy</p>		<ul style="list-style-type: none"> <li>• Strengthen the economic viability of the community</li> <li>• Promote a unique and safe urban hub</li> </ul>
<p>Caring, happy, healthy communities</p>		<ul style="list-style-type: none"> <li>• Empower and support disadvantaged community members</li> <li>• Provide facilities for the community to participate in recreational activities and support their health and wellbeing</li> <li>• Provide community education programs and activities</li> </ul>
<p>Progressive local leadership</p>		<ul style="list-style-type: none"> <li>• Community is engaged well informed of works and communication is transparent</li> </ul>

## 6.8 Priority Community and Wellbeing Objectives

Safe & Strong		<ul style="list-style-type: none"> <li>Construct efficient and effective transport services and transport facilities</li> <li>Work closely with community groups for local projects</li> <li>Protect heritage during construction works</li> </ul>
Clean & Green		<ul style="list-style-type: none"> <li>Protect and enhance bushland biodiversity during construction phase of project</li> <li>Keep streets and worksites clean</li> <li>Provide local recycling facilities to minimise waste going to landfill</li> <li>Collect and manage waste and recyclables</li> <li>Regulate noise levels on worksites</li> </ul>
Prosperous & Innovative		<ul style="list-style-type: none"> <li>Identify the need and opportunity for innovation by analysing construction methods during planning phase, potential alternatives and innovative ideas that will help attain local community objectives, benefits and competitive advantage</li> <li>Work with local small businesses and facilitate growth and trade</li> </ul>
Moving & Integrated		<ul style="list-style-type: none"> <li>Provide an efficient and reliable standalone line with low dwell times during high peak periods</li> <li>New rail network will increase rail capacity through the South West, improve capacity and reliability on the rest of the rail network and enhance resilience of the wider transport network</li> </ul>
Healthy & Active		<ul style="list-style-type: none"> <li>Provide cleaner trains due to design and materials used</li> </ul>
Liveable & Distinctive		<ul style="list-style-type: none"> <li>Ensure rail network and infrastructure will support the growing Inner West</li> <li>Work closely and collaboratively with other Councils i.e. Inner West Council</li> </ul>
Leading & Engaged		<ul style="list-style-type: none"> <li>Work closely with Canterbury-Bankstown City to provide clear and transparent communication for residents</li> <li>Provide multiple platforms to communication and enable ongoing community participation in the construction phase</li> </ul>

These priorities have been discussed further during Sustainability Leadership Committee (SLC) meetings which are monthly meetings to discuss sustainable priorities. During the SLC meetings, community and stakeholder views have been represented by the Community and Stakeholder Engagement Lead, the Workforce Development Lead, and the Construction Lead. These leads engaged with community and stakeholders within other forums, and have led to sustainability objectives being revised to now also include priority community and health well-being objectives.

## 7.0 Appendices

### Appendix A – Approvals timing matrix

Communication activity	Timeframe for client approval	Notification requirements prior to work starting
<b>Planning</b> – revised CCS	Sydney Metro arranges DPE approval	On website once approved
<b>Template</b> opening and closing paragraphs for frequently used communications	Five (5) business days	N/A
<b>Letterbox, email notifications and OOH proposed work schedule plan</b> to potentially affected stakeholders and community regarding: <ul style="list-style-type: none"> <li>• vegetation clearing</li> <li>• installing environmental controls</li> <li>• start of construction</li> <li>• demolition</li> <li>• significant milestones</li> <li>• changes to scope of work</li> <li>• night works</li> <li>• changes to traffic conditions</li> <li>• modifications to pedestrian routes, cycle ways and bus stops</li> <li>• OOHW and deliveries</li> <li>• disruption of residential or business access</li> <li>• changing or disrupting of utility services</li> <li>• investigations (surveys, drilling, pot-holing)</li> <li>• changes to availability of parking</li> </ul>	Five (5) business days	Delivered seven (7) days before activity Final version on website OOH proposed work scheduled plan (1) month before activity
<b>Traffic signage advising:</b> <ul style="list-style-type: none"> <li>• changes to pedestrian routes</li> <li>• impacts on cycle ways</li> <li>• changing traffic conditions</li> <li>• disrupted access to bus stops</li> </ul>	Five (5) business days	Installed seven (7) days before change
<b>Traffic alert Email</b> advising of changes to traffic an access arrangements to transport and traffic stakeholders: <ul style="list-style-type: none"> <li>• relevant authorities</li> <li>• transport operators – bus, coach taxi operators</li> <li>• couriers</li> </ul>	Five (5) business days	Seven (7) days before change
<b>Sydney Metro Community Emails</b>	Provide information as required	As required
<b>Local community email progress updates</b>	Five (5) business days	Monthly

<b>Communication activity</b>	<b>Timeframe for client approval</b>	<b>Notification requirements prior to work starting</b>
<b>Invitations, notifications and materials</b> for distribution at <i>Community Connect</i> Information Sessions and <i>Business Connect</i> briefing	Five (5) business days	Quarterly
<b>Condition surveys correspondence</b> with property owners- letters and report templates	Five (5) business days	Timing as per process in (refer to plan)
<b>Utility service works</b> – Notification to Utility Service Authorities	Five (5) business days	Seven (7) days before change
<b>Emergency work</b> - Doorknocks with written notice	Advised ASAP	Within two (2) hours of starting emergency work
<b>JHLOR JV advertisements</b> – as required to comply with approvals and advise of: <ul style="list-style-type: none"> <li>• detours</li> <li>• traffic disruptions</li> <li>• work outside working hours in environmental documents</li> </ul>	Five (5) business days	Seven (7) days before change
<b>JHLOR JV local construction update newsletters</b>	Five (5) business days	Quarterly
<b>Photographs, graphics, video and other digital assets</b>	Five (5) business days	NA
<b>Website updates (new material)</b>	Provide text at least five (5) business days before upload	As required
<b>Website</b> updates (previously approved material newsletters and notifications)	Notification of upload in weekly report	Upload to coincide with distribution
<b>Display material</b>	Five (5) business days	NA
<b>Corporate promotional</b> material, award submissions, website text and graphics, case studies, photographs, sponsorships, advertisements, technical papers, presentation at conferences	Five (5) business days	Development or commitment to participation not permitted without prior approval
<b>Media enquiry request for information from Sydney Metro</b>	NA	Provide response to Sydney Metro within two (2) hours
<b>Induction presentations</b>	Five (5) business days	NA
<b>Factsheet</b>	Five (5) business days	NA
<b>CIC materials</b>	Five (5) business days	NA

Table 13: Approvals timing matrix

## Appendix B – Impacted stakeholders

The directly impacted and/or sensitive stakeholders are those residential or commercial stakeholders within close proximity of and up to 100m of the SMU, SWEW and SWMC works.

The preliminary list of stakeholders is outlined in the below table and will be updated throughout the project life cycle.

All interactions including details, contact, enquiries, complaints and correspondence with stakeholders, including any property or stakeholder specific issues, will be recorded in the Sydney Metro Consultation Manager Database. All entries will be in accordance with the requirements in the Sydney Metro Overarching Community Communications Strategy.

Stakeholder	Location	Property Type
<b>Residential properties</b> – potentially sensitive receivers (Approx. 50 properties)	2– 8 Swain Street, Sydenham 6, 136 Burrows Avenue 1-11 Swain Street, Sydenham 114-134 George Street, Sydenham 103-114 Railway Road, Sydenham 82 – 110 Railway Road , Sydenham 2-30 Hogan Avenue, Sydenham 41 – 63 and 198 – 258 Unwins Bridge Road 2 - 36 Calvert Street, Marrickville NSW 2204 98 – 177 Darley Street	Residential
Sydney Railway News Agency and Kiosk, Sydenham Station concourse	Sydenham Station, Sydenham NSW 2044	Business
Tommy Black Espresso	4 Burrows Ave, Sydenham NSW 2044	Business
Sydenham Kebabs	3 Gleeson Ave, Sydenham NSW 2044	Business
The Palm Court Orchestra	11 Swain St, Sydenham NSW 2044	Business
Steam Espresso	4 Burrows Ave, Sydenham NSW 2044	Business
ANJ Container Services	Burrows Ave, Sydenham NSW 2044	Business
Inner West Council Works Depot	15-17 Unwins Bridge Rd, St Peters NSW 2044	Local Council
Sidd Rishi Photography	Unit 4, 2 Bolton Street, Sydenham NSW 2044	Business
Ozelle Container Depot	1 Bolton St, Sydenham NSW 2044	Business
Sydenham Library	39 Unwins Bridge Rd, Sydenham NSW 2044	Local Council
City Automotive	103 Railway Rd, Sydenham NSW 2044	Business
Sydenham Pit & Drainage Pumping Station No.001	Marrickville NSW 2204	Public Utility

Stakeholder	Location	Property Type
Fulfilment Partners	Hogan Ave, St Peters NSW 2044	Business
Barbanera's Prestige Smash Repairs	3-5 Hogan Ave, Sydenham NSW 2044	Business
Payless Fuel	31 Unwins Bridge Rd, Sydenham NSW 2044	Business
Bonds Outlet, Sydenham	47 Unwins Bridge Rd, Sydenham NSW 2044	Business
Sydney City Auto Care	103 Railway Rd, Sydenham NSW 2044	Business
Rose Graphics Pty Ltd	85-87 Railway Parade, Marrickville NSW 2204	Business
Promo Screen	85-87 Railway Parade, Marrickville NSW 2204	Business
MIYO Australia	85-87 Railway Parade, Marrickville NSW 2204	Business
Alfamotive	81 Railway Parade, Marrickville NSW 2204	Business
AES Australian Enviro Services	Railway Parade, Marrickville NSW 2204	Business
Pegasus Supply Solutions	71 Railway Parade, Marrickville NSW 2204	Business
Pilpel Fine Foods	Railway Parade, Marrickville NSW 2204	Business
In Style Apparel	69 Railway Parade, Marrickville NSW 2204	Business
Crown Doors	57 Railway Parade, Marrickville NSW 2204	Business
Lanopearl Australia	19-23 Sydenham Rd, Marrickville NSW 2204	Business
Speak Out Ltd.	57 Railway Parade, Marrickville NSW 2204	Business
Industries Clothing Outlet	1/55 Railway Parade, Marrickville NSW 2204	Business
Camelot Lounge	Marrickville Rd & Railway Parade, Marrickville NSW 2204	Business
VPB Productions	19 Marrickville Rd, Marrickville NSW 2204	Business
Rallis Timber	21-29 Marrickville Rd, Marrickville NSW 2204	Business
Di Lorenzo Café	33-35 Marrickville Road, Marrickville NSW 2204	Business
Australia Music Group	1/1-11 Sydenham Rd, Marrickville NSW 2204	Business
Blackline Hire Stage Systems	1 Sydenham Rd, Marrickville NSW 2204	Business
Fraser Park Football Club	100 Marrickville Rd, Marrickville NSW 2204	Business
Sydenham Smash Repairs	1 Buckley Street, Marrickville NSW 2204	Business
Air Conditioning Repairs	3 Buckley Street, Marrickville NSW 2204	Business

Stakeholder	Location	Property Type
Buckley Auto Electrical	5-11 Buckley Street, Marrickville NSW 2204	Business
Rock Posters	13 - 15 Buckley Street, Marrickville NSW 2204	Business
The Pasta Factory	17 – 21 Buckley Street, Marrickville NSW 2204	Business
Faros Seafood	23 -25 Buckley Street, Marrickville NSW 2204	Business
Epicurian Kitchen	27 Buckley Street, Marrickville NSW 2204	Business
Mr Focaccia Pty Ltd	29 Buckley Street, Marrickville NSW 2204	Business
Acme Case Co Pty Ltd	33 Buckley Street, Marrickville NSW 2204	Business
Oz Swim group	47 – 49 Buckley Street, Marrickville NSW 2204	Business
Split	34 Buckley Street, Marrickville, NSW, 2204	Business
The Plant Hunter	51 Buckley Street, Marrickville NSW 2204	Business
Rallis Timber	54 Buckley Street, Marrickville NSW 2204	Business
Escargot	52 Buckley Street, Marrickville NSW 2204	Business
Prestige Tyre and Auto	44 – 50 Buckley Street, Marrickville NSW 2204	Business
Zest	40-42 Buckley Street, Marrickville NSW 2204	Business
Total Butcher Supplies	26 28 Buckley Street, Marrickville NSW 2204	Business
Buckley Auto	5-7 Buckley Street, Marrickville NSW 2204	Business
Honour Motor	8 - 12 Buckley Street, Marrickville NSW 2204	Business
Sasha Embroidery Service	4 Buckley Street, Marrickville NSW 2204	Business
Pleb City	14 Buckley Street, Marrickville NSW 2204	Business
Anything Theming	2 Garden Street, Marrickville NSW 2204	Business
Revolution Electronic Services	4 Garden Street, Marrickville NSW 2204	Business
Advanced Chemicals	6 Garden Street, Marrickville NSW 2204	Business
Richard Edmondson (distributor)	16-24 Garden Street, Marrickville, NSW 2204	Business
Richard Edmondson (distributor)	14-16 Garden Street, Marrickville NSW 2204	Business

**Table 14a: Impacted sensitive stakeholders within 100m of Sydenham Station**

The directly impacted and/or sensitive stakeholders are those residential or commercial stakeholders within close proximity of and up to 100m of the Southwest Metro Early works and Southwest Metro Corridor works.

Stakeholder	Location	Property Type
<b>Residential Marrickville properties</b> – potentially sensitive receivers	2-30 Arthur Street	Residential
	38-68 Arthur Street	
	9-17 Warburton Street	
	2-12 Warburton Street	
	26-40 Challis Avenue	
	43-31 Challis Avenue	
	1-45 Greenbank Street	
	36-2 Jersey Street	
	222-252 Livingstone Road	
	254-256 Livingstone Road	
	221-229 Livingstone Road	
	1-7 Randall Street	
	2-22 Randall Street	
	15-29 Albermarle Street	
	37-43 Kays Avenue East	
	24-34 Kays Avenue East	
	10-22 Kays Avenue West	
	2-14 Wilga Avenue	
	3a-7 Wilga Avenue	
	29-47 School Parade	
24-30 School parade		
1-3 Dudley Street		
12-24 Marrickville Road		
1-15 Marrickville Avenue		
1 Myrtle Street		
1 Charlotte Avenue		
1 Riverdale Avenue		
<b>Businesses properties - Marrickville</b>		
Unknown	3 Carrington Road	Business
A1 Mechanical & Smash Repairs	5 Carrington Road	Business
Aboriginal Child, Family and Community Care	21 Carrington Road	Business

Stakeholder	Location	Property Type
Stylish Cement Rendering	64 Arthur Street	Business
Maronite Sisters of The Holy Family Village	28 Marrickville Avenue	Business
Braddock Playground	127 Meeks Road	Business
The Yoghurt Co	3 Myrtle Street	Business
St Nicholas Greek Orthodox Church	203-207 Livingstone Road	Business
St Andrew Orthodox Press	201 Livingstone Road	Business
Café Rima	220 Livingstone Road	Business
Casimir Catholic College	200 Livingstone Road	Business
St. Brigid Catholic Church	392 Livingstone Road	Business
<b>Residential Dulwich Hill properties</b> – potentially sensitive receivers	63-69 Ewart Street 73-101 Ewart Street 82-106 Ewart Street 108-116 Ewart Street 5-19 Floss Street 66-72 Garnet Street 2 Terrace Lane 2-10 The Parade 14-24 The Parade 26-38 The Parade 49-53 Garnet Street 64-66 Garnet Street 2-10 Hampden Street 29 Albermarle Street 33 - 37 Kayes Avenue E 22-26 Kayes Avenue E 45-47 School Parade 30 School Parade 1-3 Dudley Street 30-36 Challis Avenue 12 – 14 Wilga Avenue 5 - 9 Wilga Avenue	Residential
<b>Businesses properties - Dulwich Hill</b>		

Stakeholder	Location	Property Type
Dulwich Hill Child Care	66 Garnet Street	Business
All Bumper Repairs & Buffing	90 Reset Avenue	Business
Montessori Learning Tree	16/263 Wardell Avenue	Business
<b>Residential Hurlstone Park properties – potentially sensitive receivers</b>	2-10a Hopetoun Street 1-5 Railway Street 1-5A Foord Aveue 5a-13 Foord Avenue 13-17 Burnett Street 2-6 Keir Avenue 1-27 Hurlstone Avenue 2-8 Hutton Street 24 Hutton Street 74 - 76 Floss Street 2-8 Acton Street 21-31 Kilbride Street 22-48A Kilbride Street 48a Melford Street 57-63 Melford Street 120-124 Melford Street 2-6 Canberra Road 3-9 Canberra Road 105-107 Minter Street 110-114 Minter Street 92-94 Church Street 2-30Tincombe Street	Residential
<b>Businesses properties – Hurlstone Park</b>		
CK Convenience Store	96 Duntroon Street	Business
Sensuous Hairdresser Studio	96-108 Duntroon Street	Business
Legend Barbershop	112 Duntroon Street	Business

Stakeholder	Location	Property Type
<b>Residential Canterbury properties</b> – potentially sensitive receivers	20 Close Street	Residential
	2 – 2c Charles Street	
	15 Charles Street	
	4 Broughton Street	
	8 - 10 Broughton Street	
	20 Close Street	
	1-2 S Parade	
	3-11 S Parade	
	12-15 S Parade	
	16 S Parade	
	18-19 S Parade	
	20-24 S Parade	
	26-32 S Parade	
	34-39 S Parade	
	4—44 S Parade	
	1 Nowra Street	
	4-8 Nowra Lane	
	2-26 Bellombi Street	
	37- 47 Bellombi Street	
6-21 N Parade		
68-86 Frederick Street		
24-25 N Parade		
26-34 N Parade		
226 Canterbury Road		
<b>Business properties - Canterbury</b>		
Canterbury Bankstown Family Day Care	12b Campsie Street, Campsie	Business
Canterbury Olympic Ice Rink	17a Phillips Avenue	Business
Canterbury Leisure and Aquatic Centre	Phillips Avenue	Business
Bamboo Building Products	1 Close Street	Business
Unknown	3 - 5 Close Street	Business
Aerialize	7-9 Close Street	Business
Unknown	11 – 13 Close Street	Business

Stakeholder	Location	Property Type
Unknown	2 Close Street	Business
Unknown	4 Close Street	Business
Unknown	8 Close Street	Business
McKonnan Marketing	8A Close Street	Business
Canterbury Hotel	208 Canterbury Road	Business
Imperial Marble Pty Ltd	33 Bellombi Street	Business
Canterbury Girls High School	44 Church Street	Business
St Paul's Canterbury	33 Church Street	Business
<b>Residential Campsie properties – potentially sensitive receivers</b>	2-3 Wilfred Avenue 1 – 3 Assests Street 26-54 Campsie Street 59-67 Lillian Street 48-64 Lilian Street 5 Butler Avenue 59 – 67 Anglos Road 71 - 83 Anglo Road 64a Lillian Lane 66 Lillian Lane 14 – 16 Loftus Street 18 – 24 Loftus Street 15 – 23 Loftus Street 26 – 30 Loch Street 23 – 33 Loch Street 15 – 21A Wilfred Lane 1A – 10A Lincoln Street 26- 36 Campsie Street 42 – 54 Campsie Street	Residential
<b>Business properties - Campsie</b>		
Campsie Day Surgery	56-58 Campsie Street	Business
Campsie Police Station	58 Campsie Street	Business

Stakeholder	Location	Property Type
Campsie RSL	25 Anglo Road	Business
Campsie Commuter Car Park	Lilian Street	Business
Station House Hotel	201-203 Beamish Street	Business
Campsie Medical and Dental Centre	17 Anglo Road	Business
Campsie Day Surgery	56-58 Anglo Road	Business
Dr Marcia Llewellyn	3 Wilfred Avenue	Business
Campsie Mechanical Transmission and Body Repairs	19-21 Wilfred Avenue	Business
Muslim Care	3/2 Carrington Street	Business
Carrington Centre	66 Carrington Square	Business
Campsie Public School	3 Harold Street	Business
St Mel's Church	7 Evaline Street	Business
Leonard Kuo Orthopaedics	1 Duke Street	Business
NSW Ambulance Campsie	3/7 Duke Street	Business
Fusion Sydney South	40 S Parade	Business
Church of Living Water	34 N Parade	Business

Stakeholder	Location	Property Type
<b>Residential Belmore properties –</b> potentially sensitive receivers	1 – 3 Hall Street	Residential
	2 - 8 Hall Street	
	2 - 8 Lark Street	
	1 – 16 Redman Parade	
	17 – 23 Redman Parade	
	4 Sudbury Street	
	1-4 Myall Street	
	2-10 Myall Street	
	1a – 7 Cleary Avenue	
	2-10 Cleary Avenue	
	2 – 3 Railway Parade	
	4-11 Railway Parade	
	1 – 7 Belmore Avenue	
	2-8 Belmore Avenue	
	64 – 70 Bridge Road	
	101 Bridge Road	
	1 Oxford Street	
	1 Brande Street	
2- 4 Brande Street		
26-34 Peel Street		
17 - 23 Peel Street		
1-3 The Boulevarde		
<b>Business properties - Belmore</b>		
Belmore Oval	Belmore Oval	Business
Bulldogs Rugby League Club	Edison Lane	Business
Sydney Olympic FC	3 Edison Lane	Business
Belmore Youth and Resource Centre	38-40 Redman Parade	Business
Belmore Community Centre	38-40 Redman Parade	Business
Montessori Child Care	25 Redman Parade	Business
Regis Belmore	27 Redman Parade	Business
Belmore Hotel	383 Burwood Road	Business
Sydney Trains depot	348 Belmore Road	Business

Stakeholder	Location	Property Type
Belmore PCYC	332-344 Belmore Road	Business
<b>Residential Lakemba properties – potentially sensitive receivers</b>	28 – 38 Moreton Street 29 – 33 Moreton Street 4- 10 The Boulevarde 11 – 19 The Boulevarde 63 - 73 The Boulevarde 76 – 96 The Boulevarde 11a Railway Parade 28-30 Taylor Street 12 – 23A Railway Parade 25-27 Dennis Street 17 Croydon Street 54 – 57 Railway Parade 65 – 75 Railway Parade 13 Bellevue Avenue 14-14a Ernest Street N	Residential
<b>Business properties - Lakemba</b>		
The Lakemba Club	23 - 25 The Boulevarde	Business
Canterbury City Community Centre	130 Railway Parade	Business
Printino	25 Railway Parade	Business
Lakemba Medical Services SMS Medical Services 2020	27 – 31 Railway Parade	Business
Royal City Solicitors	32 Railway Parade	Business
BHC Medical Centre	53a Railway Parade	Business
Arabic Community Centre	54a Railway Parade	Business
Lakemba Christian Fellowship	63 Railway Parade	Business
Indonesian Asian Groceries	68 The Boulevarde	Business

Stakeholder	Location	Property Type
<b>Residential Wiley Park properties – potentially sensitive receivers</b>	13-15 Alice Street N	Residential
	19 Alice Street S	
	97 – 108 The Boulevard	
	76 King Georges Road	
	1A Shadforth Street	
	2-6 Shadforth Street	
	3 - 7 Shadforth Street	
	1-5 Cornelia Street	
	2A Cornelia Street	
	2 - 12 Urunga Parade	
	12A & B – 26 Urunga Parade	
	2 Defoe Street	
	4 Defoe Street	
	118 – 143 The Boulevard	
32 – 32A Rosemont Street S		
<b>Business properties – Wiley Park</b>		
Unknown (vacant)	81 King Georges Road	Business
Unknown (vacant)	83 King Georges Road	Business
Latash Financial Services	85 King Georges Road	Business
Unknown (vacant)	87 King Georges Road	Business
Unknown (vacant)	89 King Georges Road	Business
Unknown (vacant)	89a King Georges Road	Business
Wiley Park Public School	95 King Georges Road	Business
Wholesale Cleaning Rags	9/74 King Georges Road	Business
Wiley Park Girls High School	1A Hillcrest Street	Business

Stakeholder	Location	Property Type
<b>Residential Punchbowl properties</b> – potentially sensitive receivers	27 – 41 Urunga Parade 147 – 150 The Boulevard 13B Bruest Place 15 Bruest Place 17 Bruest Place 21B Bruest Place 23 Bruest Place 15 South Terrace 17A South Terrace 65 Kelly Street 1-3 Mount Lewis Avenue 2 Mount Lewis Avenue 16 – 68 South Terrace	
<b>Business properties - Punchbowl</b>		
Punchbowl Children's Centre	42 Urunga Parade	School
Association of Islamic Da'wah in Australia (AIDA)	Catherine Street	Business
TPS Cook Freely	170 The Boulevard	Business
Plus Fitness	1 Breust Place	Business
Awafi Chicken	7 Breust Place	Business
Unknown	9 Breust Place – vacant	Business
Chalhoub's Barber Salon	11 Breust Place	Business
Income Tax	13 Breust Place - Vacant	Business
Unknown	15A Breust Place	Business
Unknown	19 Breust Place	Business
Eternity Funerals	25 Breust Place	Business
Punchbowl Boys High School	Kelly Street	Business
South Terrace Health Centre	15 South Terrace	Business
The Andary Group	50 South Parade	Business
Bankstown Childcare Academy	70 South Terrace	Business
Al Afrah Pastry Shop	751 Punchbowl Road	Business

Stakeholder	Location	Property Type
<b>Residential Bankstown properties</b> – potentially sensitive receivers	100 – 106 Stanfield Avenue 97 – 111 Stanfield Avenue 1 - 95 Stanfield Avenue 148B – 168 Wattle Street 72 – 108 South Terrace 116 – 142 South Terrace 148 – 198 South Terrace 2 – 6 Carnation Avenue	Residential
<b>Business properties - Bankstown</b>		
Rubia Coffee Traders Pty Ltd	87 Stanfield Avenue	Business
Metro Petroleum	160 South Terrace	Business
Human Initiative	178 South Terrace	Business
Mechanical	190 South Terrace	Business

**Table 14b: Impacted sensitive stakeholders within 100m of Southwest Metro Early works and Southwest Metro Corridor works**

**Appendix C – Sensitive Receiver Surveys**

Prior to construction, a sensitive receiver survey was undertaken with sensitive businesses and facilities including medical practices, childcare centre facilities, aged care facilities, places of worship, optometrist and dental surgeries. Consultation helped identify measures to manage specific construction impacts such as noise, dust, vibration and traffic impacts on the below sensitive receivers.

Table 14c represents all the sensitive receivers surveyed prior to construction.

<b>Sensitive Receiver Surveys conducted (within close proximity of and up to 100m of the Southwest Metro Early works and Southwest Metro Corridor works)</b>	<b>Sensitive Receiver</b>	<b>Key Issues</b>	<b>Measures</b>
<b>Medical Practices</b>	<ul style="list-style-type: none"> <li>• Hearing Australia, Marrickville</li> <li>• Illawarra Road, Surgery</li> <li>• JDM Family Medical Centre, Marrickville</li> <li>• Campsie Medical Imaging and Specialist Nuclear Medicine</li> <li>• Seoul Family Medicine Clinic, Campsie</li> <li>• Campsie Medical Practice</li> <li>• Ambulance Service NSW – Response Station</li> <li>• Dr Young Ki Hong, Campsie</li> <li>• Campsie Medical and Dental Centre</li> <li>• Associated Medical Centre, Campsie</li> <li>• Blessed Health Care, Campsie</li> <li>• Campsie Day Surgery</li> <li>• Dr Marcia Llewellyn</li> <li>• Lakemba Medical Services</li> <li>• BHC Medical Centre</li> <li>• South Terrace Health Centre</li> </ul>	Noise Dust Traffic management and access Vibration Parking	Individual meetings, door knocks, regular progress updates, notifications and newsletters 1800 complaints process Social media, website and email Site tours Community information sessions

<b>Sensitive Receiver Surveys conducted (within close proximity of and up to 100m of the Southwest Metro Early works and Southwest Metro Corridor works)</b>	<b>Sensitive Receiver</b>	<b>Key Issues</b>	<b>Measures</b>
<b>Education/ Schools</b>	<ul style="list-style-type: none"> <li>• Casimir Catholic College</li> <li>• St Mel's Catholic Primary School - Campsie</li> <li>• Wiley Park Public School</li> <li>• Wiley Park Public School Girls High School</li> <li>• Punchbowl Boys High School</li> </ul>	Traffic management and access  Parking	
<b>Childcare Centre Facilities</b>	<ul style="list-style-type: none"> <li>• City of Canterbury Bankstown Childcare Centre</li> <li>• Canterbury Family Day Care</li> <li>• Campsie Childhood Early Health Centre</li> <li>• Occasional Care Child Care Facility, Marrickville</li> <li>• Canterbury Family Day Care</li> <li>• Dulwich Hill Child Care Centre</li> <li>• Happy Clown Kindergarten, Hurlstone Park</li> <li>• MTC Australia Marrickville</li> <li>• Campsie Primary OSH Care Centre</li> <li>• Montessori Learning Tree</li> <li>• Punchbowl Children's Centre</li> <li>• Bankstown Child Care Academy</li> </ul>	Noise Dust Traffic management and access Vibration Parking	Individual meetings, door knocks, regular progress updates, notifications and newsletters  1800 complaints process  Social media, website and email  Site tours  Community information sessions

Sensitive Receiver Surveys conducted (within close proximity of and up to 100m of the Southwest Metro Early works and Southwest Metro Corridor works	Sensitive Receiver	Key Issues	Measures
<b>Aged Care Facilities/Community Centres</b>	<ul style="list-style-type: none"> <li>• Dulwich Hill Nursing Home</li> <li>• Aboriginal Child, Family and Community Care – Marrickville</li> <li>• Maronite Sisters of the Holy Family Village (Marrickville)</li> <li>• Rotary Club of Campsie</li> <li>• Campsie Anglican Centre</li> <li>• The Salvation Army Campsie Corps</li> <li>• Muslim Care</li> <li>• Carrington Centre</li> <li>• Belmore PCYC</li> <li>• Belmore Community Centre</li> <li>• Canterbury City Community Centre</li> <li>• Arabic Community Centre</li> <li>• Association of Islamic Da'wah in Australia (AIDA)</li> </ul>	Noise Dust Traffic management and access Vibration Parking	Individual meetings, door knocks, regular progress updates, notifications and newsletters 1800 complaints process Social media, website and email Site tours Community information sessions
<b>Places of Worship</b>	<ul style="list-style-type: none"> <li>• Uniting Church of Uniting Respite Centre and Ages Care, Marrickville</li> <li>• St Nicholas Greek Orthodox Church, Marrickville</li> <li>• St Brigid Catholic Church – Marrickville</li> <li>• Church of Living Water – Campsie</li> <li>• Lakemba Christian Fellowship</li> </ul>	Noise Dust Traffic management and access Vibration Parking	Individual meetings, door knocks, regular progress updates, notifications and newsletters 1800 complaints process Social media, website and email Site tours Community information sessions

Sensitive Receiver Surveys conducted (within close proximity of and up to 100m of the Southwest Metro Early works and Southwest Metro Corridor works)	Sensitive Receiver	Key Issues	Measures
Optometrist	<ul style="list-style-type: none"> <li>My Specs Optometry</li> </ul>	Noise Dust Traffic management and access Vibration Parking	Individual meetings, door knocks, regular progress updates, notifications and newsletters 1800 complaints process Social media, website and email Site tours Community information sessions
Dental Surgeries	<ul style="list-style-type: none"> <li>Dr David Lo, Dental Surgery, Campsie</li> <li>Wardell Dental Clinic, Campsie</li> <li>Your smile centre, Hurlstone Park</li> <li>Family Dental Centre, Canterbury</li> <li>Gadalla Dental Services, Marrickville</li> <li>Every Smile Dental, Marrickville</li> <li>Campsie Street Dental, Campsie</li> <li>Campsie Medical and Dental Centre</li> <li></li> </ul>	Noise Dust Traffic management and access Vibration Parking	Individual meetings, door knocks, regular progress updates, notifications and newsletters 1800 complaints process Social media, website and email Site tours Community information sessions

Table 14c: Impacted sensitive stakeholders

Table 14d represents the template used to undertake the sensitive receiver survey.

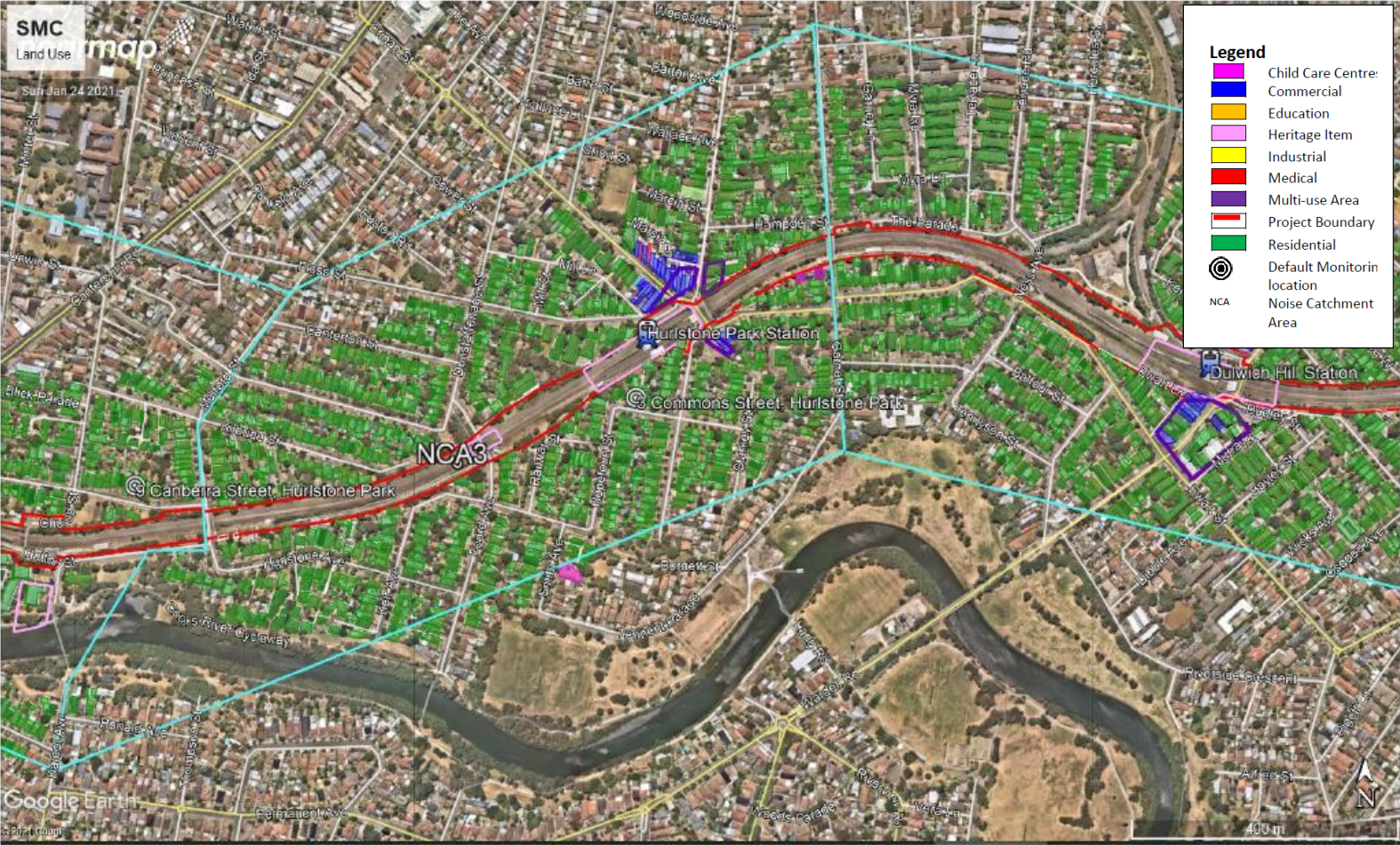
Sydney Metro Bankstown line upgrade – sensitive receiver survey 2019			
For internal use – name of staff attending survey	<i>E.g. May and Catherine</i>	Date of survey	
Organisation name			
Type of facility			
Preferred contact		Role	
Phone		Mobile	
Email			
Street address			
Primary language spoken		Translator required?	
Operating hours and planned holiday closures	Monday:	Tuesday:	Wednesday:
	Thursday:	Friday:	Saturday:
	Sunday:	Planned holiday closures:	
Sensitive periods and reasons	<i>E.g. Church - Sundays and funeral occasions, medical facilities - surgery hours</i>		
No. of customers/attendees during sensitive periods	<i>E.g. 50-100</i>		
What would be your most concerned construction impacts?	<i>E.g. noise, dust, vibration, access, traffic congestion, parking</i>		
Any existing mitigation measures in place?	<i>E.g. double glazed windows, designated parking, etc</i>		
In your opinion, what can we do to reduce any potential construction impacts?			
Any additional notes			

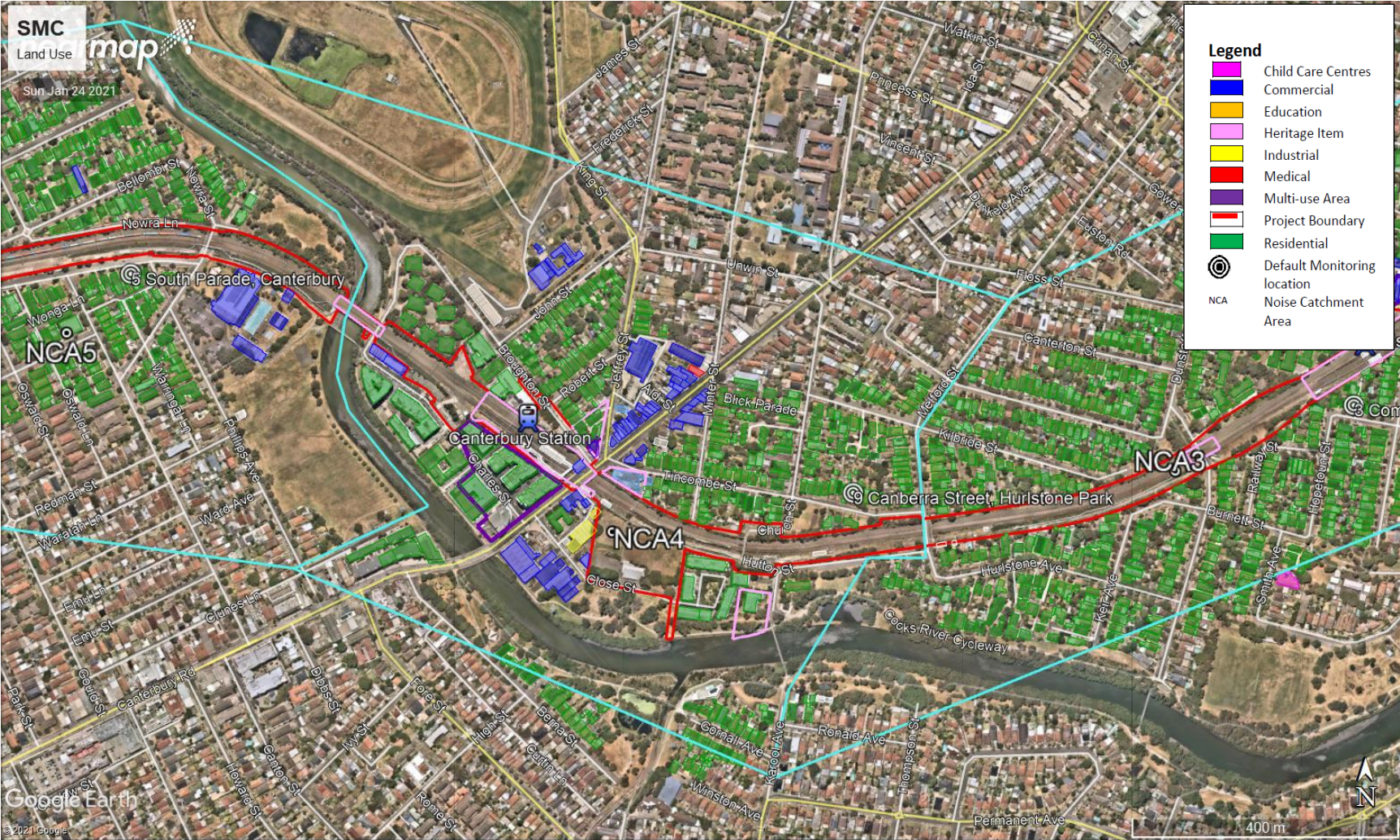
Table 14d: Sensitive Receiver Survey Template

Southwest Metro Corridor Works – Noise Catchment Areas includes residents and businesses included within 100 metres of project works

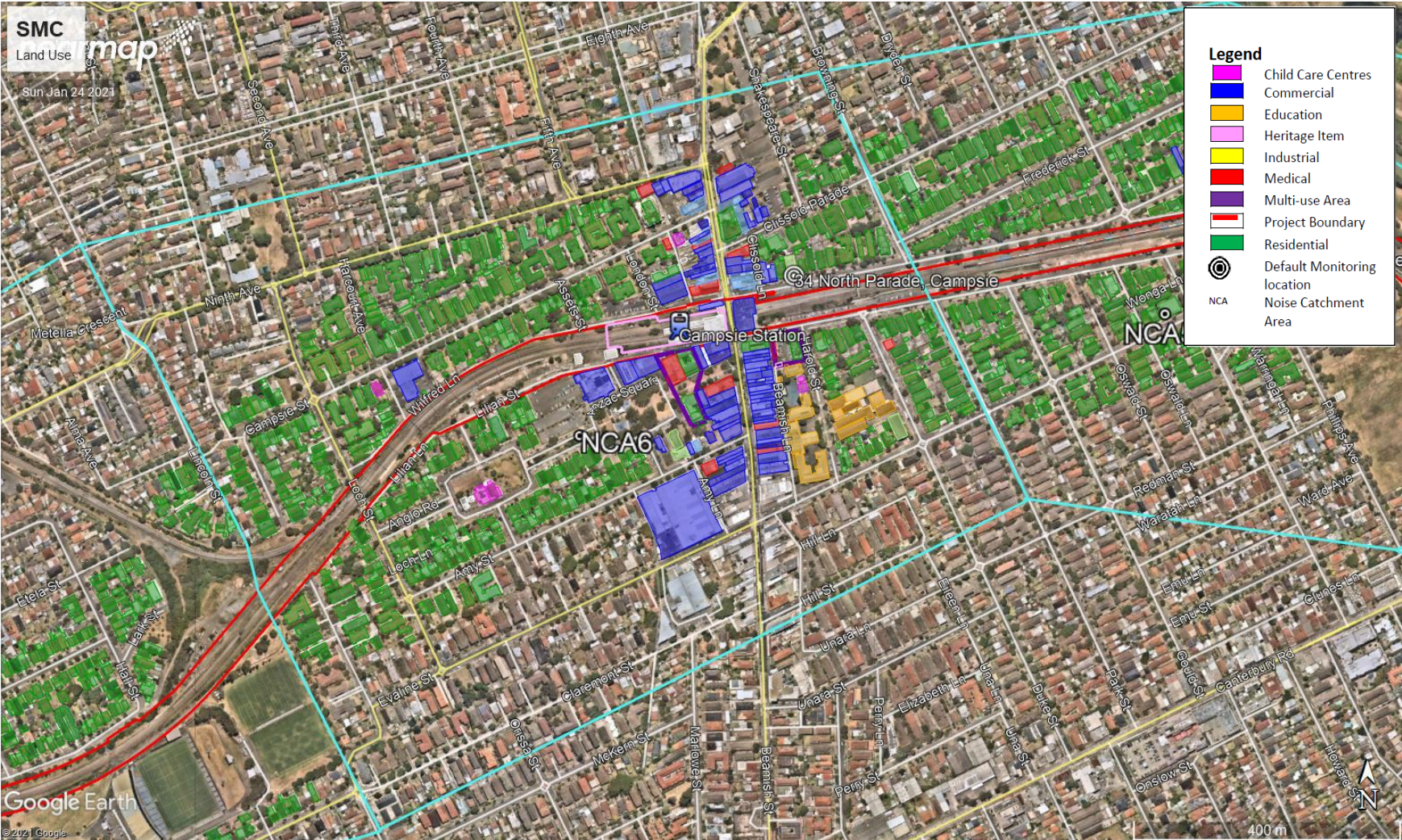


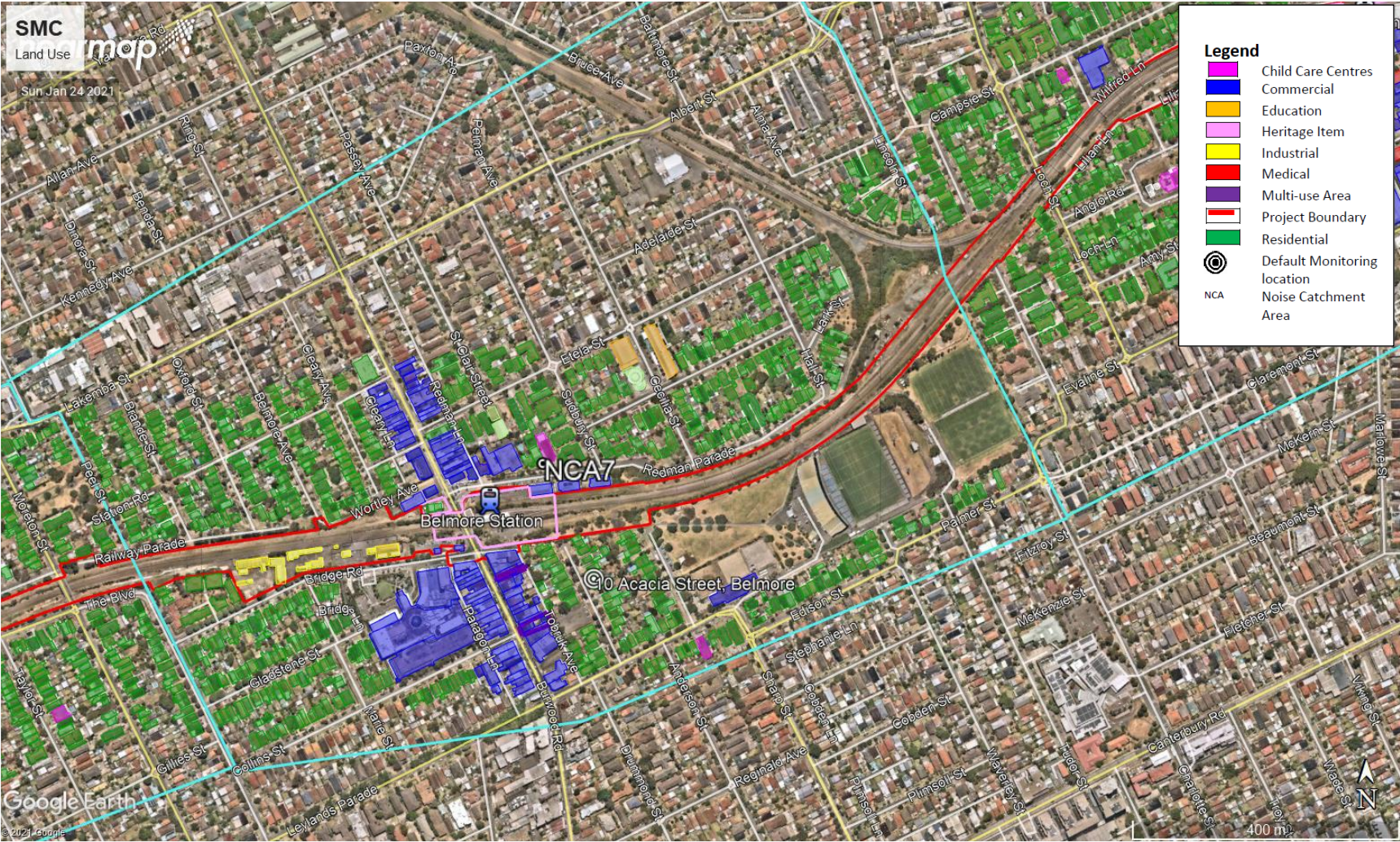










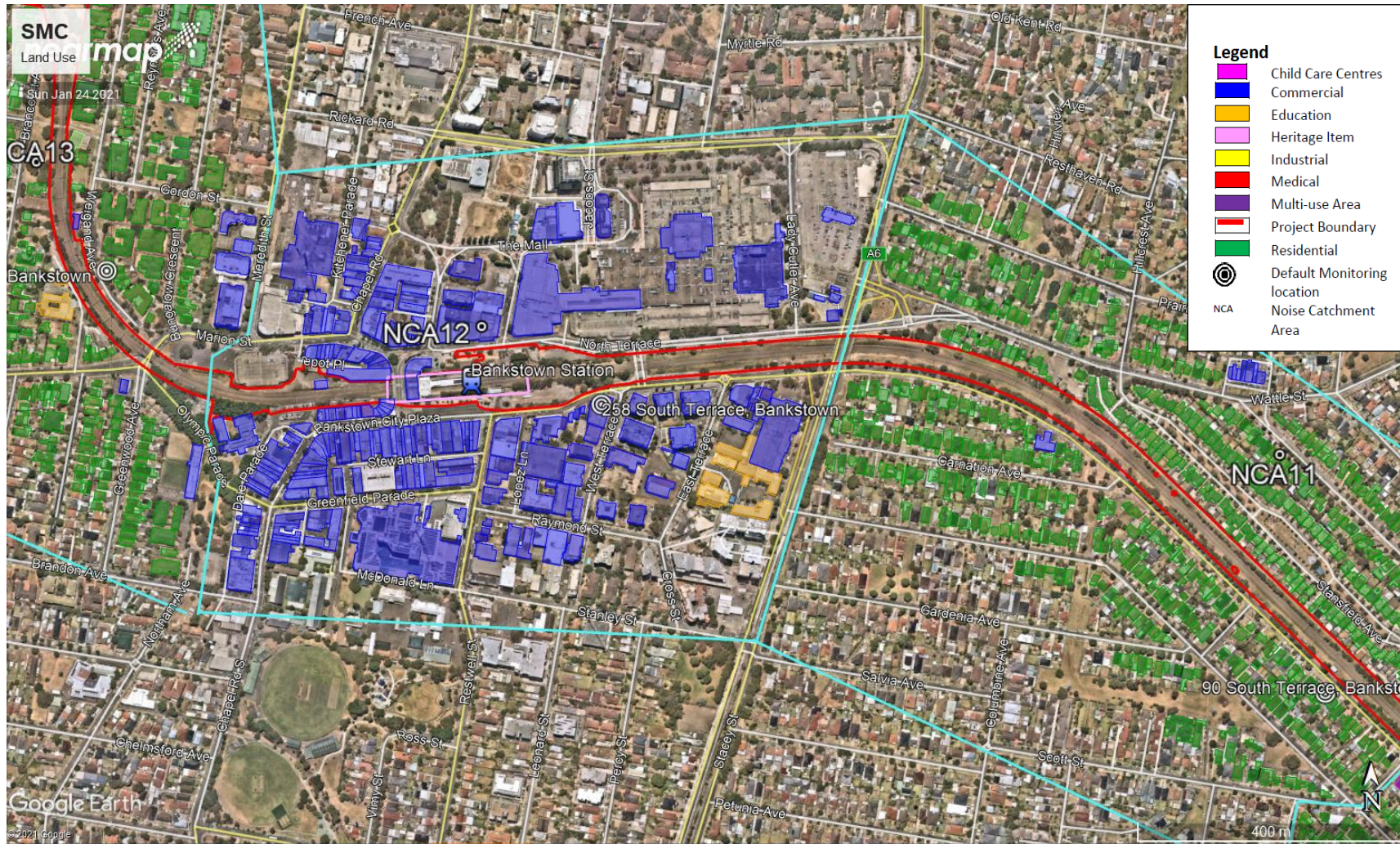


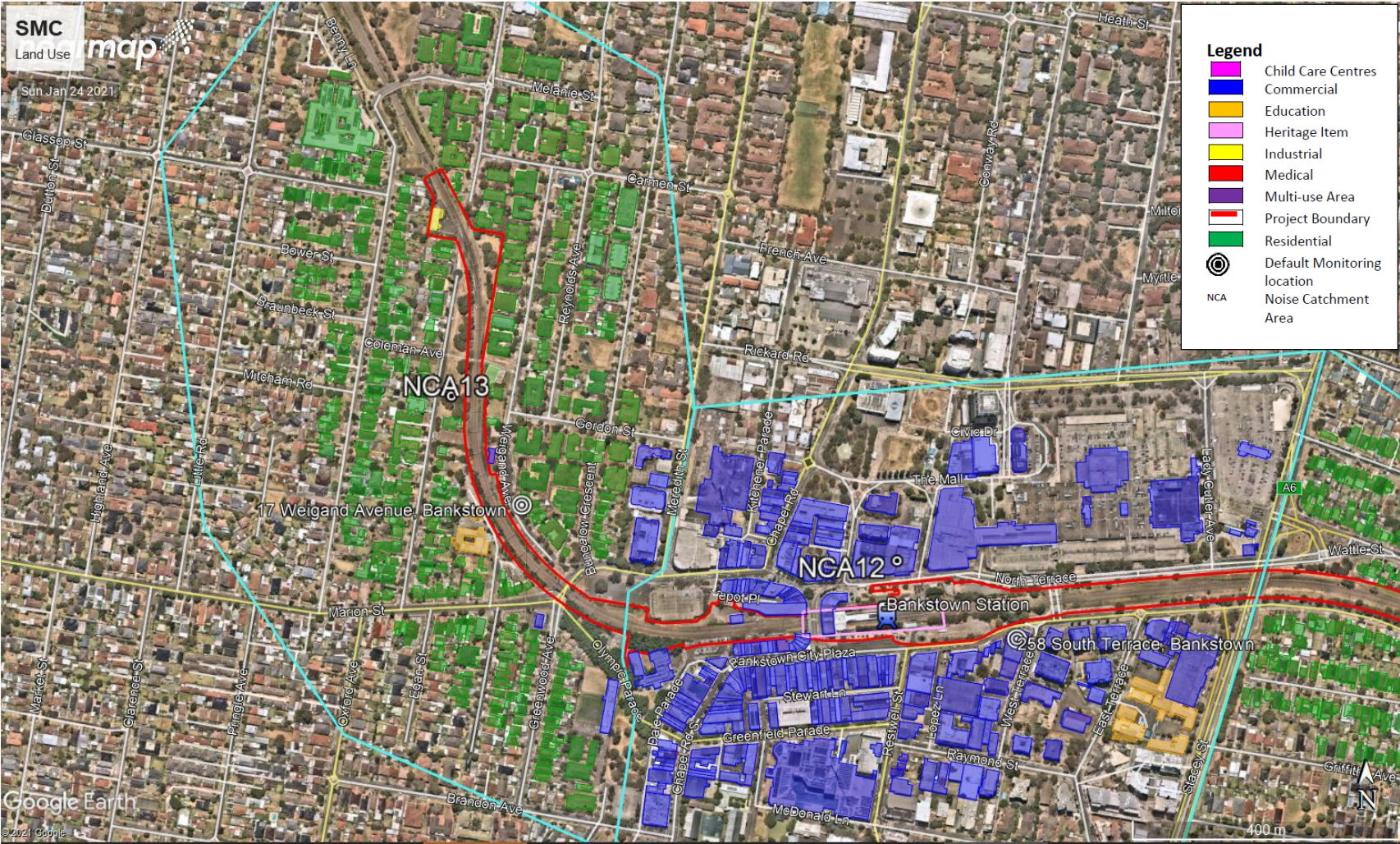












## Appendix D – Implementation plan

This implementation plan outlines activities scheduled to occur within the first several months of the project followed by an overview of the activities/mitigation measures to be utilised. Communication activity lead times are indicative and will be included in the detailed construction program.

Note that this table is a summary only and will be developed through consultation, updated and provided to Sydney Metro in the form of 2-4 Week Look Ahead as well as the and 6 monthly Community Liaison Program.

Project phase / activity	Communication action	Stakeholders	Resources	Timing
<p><b>Project start up</b></p>	<ul style="list-style-type: none"> <li>• Establish regular communication coordination meetings with Sydney Metro; Agree approvals procedure, enquiry and complaint management process and incorporate branding requirements</li> <li>• Identify demographics (people and organisations) and set up a regular distribution of accessible information, including to LOTE and CALD communities relevant to Southwest metro upgrade works</li> <li>• Agree time-lapse camera locations</li> <li>• Get approval for CCS and sub-plans</li> <li>• Set up templates for notifications, newsletter, condition survey letters etc</li> <li>• Establish the JHLOR JV website and publish environmental approval documentation</li> <li>• Doorknock nearby properties to introduce the Community Place Manager</li> <li>• Issue project notifications as required</li> <li>• Installation of project signage</li> <li>• Pre-construction condition surveys</li> </ul>	<ul style="list-style-type: none"> <li>• Sydney Metro</li> <li>• Local community</li> <li>• Businesses</li> <li>• Key stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• CLT</li> <li>• Project Director</li> <li>• Interface Manager</li> <li>• OHS &amp; Rail Safety Managers</li> <li>• Construction Manager</li> <li>• Environment Manager</li> <li>• Design Manager</li> </ul>	<ul style="list-style-type: none"> <li>• Before construction</li> </ul>

Project phase / activity	Communication action	Stakeholders	Resources	Timing
<b>Project start up</b>	<ul style="list-style-type: none"> <li>Establish regular communication coordination meetings with Sydney Metro; Agree approvals procedure, enquiry and complaint management process and incorporate branding requirements</li> <li>Identify demographics (people and organisations) and set up a regular distribution of accessible information, including to LOTE and CALD communities relevant to Southwest metro upgrade works</li> <li>Agree time-lapse camera locations</li> <li>Get approval for CCS and sub-plans</li> <li>Set up templates for notifications, newsletter, condition survey letters etc</li> <li>Establish the JHLOR JV website and publish environmental approval documentation</li> <li>Doorknock nearby properties to introduce the Community Place Manager</li> <li>Issue project notifications as required</li> <li>Installation of project signage</li> <li>Pre-construction condition surveys</li> </ul>	<ul style="list-style-type: none"> <li>Sydney Metro</li> <li>Local community</li> <li>Businesses</li> <li>Key stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>CLT</li> <li>Project Director</li> <li>Interface Manager</li> <li>OHS &amp; Rail Safety Managers</li> <li>Construction Manager</li> <li>Environment Manager</li> <li>Design Manager</li> </ul>	<ul style="list-style-type: none"> <li>Before construction</li> </ul>

Project phase / activity	Communication action	Stakeholders	Resources	Timing
<b>Site investigations and site establishment</b>	<ul style="list-style-type: none"> <li>Issue notifications</li> <li>Installation of project signage</li> <li>Project newsletter</li> <li>Hoarding design</li> <li>Stakeholder meetings</li> <li>Doorknock nearby properties and businesses</li> <li>Community and Business Connect events</li> <li>Social media posts and emails</li> </ul>	<ul style="list-style-type: none"> <li>Local community</li> <li>Businesses</li> <li>Commuters</li> <li>Pedestrians</li> <li>Inner West/ City of Canterbury Bankstown Councils</li> <li>Sydney Trains/ARTC</li> </ul>	<ul style="list-style-type: none"> <li>CLT</li> <li>Interface Manager</li> <li>Construction Manager</li> </ul>	<ul style="list-style-type: none"> <li>Before construction</li> <li>Seven (7) days before actual construction activity</li> </ul>
<b>Utility work</b> <b>Identification and relocation - ULX</b> <b>Installation of CSR/GLT and fencing</b>	<ul style="list-style-type: none"> <li>Issue notifications</li> <li>Doorknock nearby properties and businesses</li> <li>Offer respite where required</li> </ul>	<ul style="list-style-type: none"> <li>Local community</li> <li>Businesses</li> <li>Sydney Trains/ARTC</li> <li>Utility owners/providers</li> </ul>	<ul style="list-style-type: none"> <li>CLT</li> <li>Environment Manager</li> <li>Interface Manager</li> <li>Construction Team</li> </ul>	<ul style="list-style-type: none"> <li>Seven (7) days s before activities</li> </ul>
<b>Pedestrian and traffic impacts (detours, closures)</b>	<ul style="list-style-type: none"> <li>Issue notifications</li> <li>Doorknock nearby properties and businesses</li> <li>Install pedestrian and traffic detour signage</li> <li>Variable Message Signs</li> <li>Traffic control plans</li> <li>Traffic controllers</li> <li>Social media posts and email</li> </ul>	<ul style="list-style-type: none"> <li>Motorists</li> <li>Pedestrians</li> <li>Commuters</li> <li>Local community</li> <li>Businesses</li> <li>Council</li> </ul>	<ul style="list-style-type: none"> <li>CLT</li> <li>Construction Team</li> <li>Interface Manager</li> </ul>	<ul style="list-style-type: none"> <li>Seven (7) days before activities</li> </ul>

Project phase / activity	Communication action	Stakeholders	Resources	Timing
<b>Demolition of 11 Sydenham Road</b>	<ul style="list-style-type: none"> <li>Issue notifications</li> <li>Doorknock nearby properties and businesses</li> <li>One on one meetings with sensitive stakeholders</li> <li>Install pedestrian and other signage</li> <li>Use time-lapse cameras</li> </ul>	<ul style="list-style-type: none"> <li>Local community</li> <li>Businesses</li> <li>Pedestrians</li> </ul>	<ul style="list-style-type: none"> <li>CLT</li> <li>Construction team</li> <li>Environment Manager</li> </ul>	<ul style="list-style-type: none"> <li>As required in lead up to the work</li> </ul>
<b>Delivery of oversized equipment</b>	<ul style="list-style-type: none"> <li>Issue notifications</li> <li>Liaise with directly affected landowners</li> </ul>	<ul style="list-style-type: none"> <li>Local community</li> <li>Businesses</li> </ul>	<ul style="list-style-type: none"> <li>CLT</li> <li>Construction team</li> <li>Environment Manager</li> </ul>	<ul style="list-style-type: none"> <li>Seven (7) days in advance of deliveries</li> </ul>
<b>Station construction and plaza work</b>	<ul style="list-style-type: none"> <li>Issue notifications</li> <li>Install signage</li> <li>Commuter pop-ups</li> <li>Community and Business Connect events</li> <li>Social media and events</li> <li>Fixed and portable time-lapse cameras</li> <li>Media events to support milestones</li> <li>On site media events</li> </ul>	<ul style="list-style-type: none"> <li>Commuters</li> <li>Pedestrians</li> <li>Local community</li> <li>Businesses</li> <li>Station Master</li> <li>Sydney Trains</li> </ul>	<ul style="list-style-type: none"> <li>CLT</li> <li>Construction team</li> <li>Interface Manager</li> <li>Safety Manager</li> </ul>	<ul style="list-style-type: none"> <li>As required in advance of work and to mark progress</li> </ul>

Project phase / activity	Communication action	Stakeholders	Resources	Timing
<b>Track and corridor works</b> <b>Bridge works</b>	<ul style="list-style-type: none"> <li>Issue notifications</li> <li>Install signage</li> <li>Doorknock nearby properties and businesses</li> <li>Offer respite where required</li> <li>FAQs on various topics e.g. track installation, signalling, OHW installation</li> <li></li> <li>Social media and email</li> </ul>	<ul style="list-style-type: none"> <li>Commuters</li> <li>Local community</li> <li>School</li> <li>Businesses</li> <li>Pedestrians</li> <li>Inner West/ City of Canterbury Bankstown Councils</li> <li>Sydney Trains / ARTC</li> </ul>	<ul style="list-style-type: none"> <li>CLT</li> <li>Construction team</li> <li>Interface Manager</li> </ul>	<ul style="list-style-type: none"> <li>As required in advance of work</li> </ul>
<b>Finishing work</b>	<ul style="list-style-type: none"> <li>Issue notifications and newsletters</li> <li>Develop case studies</li> <li>Community and Business Connect events</li> <li>Media events to support milestones</li> <li>Social media posts and email</li> <li>Post construction condition surveys</li> </ul>	<ul style="list-style-type: none"> <li>Commuters</li> <li>Local community</li> <li>Businesses</li> <li>Sydney Trains</li> </ul>	<ul style="list-style-type: none"> <li>CLT</li> <li>Construction team</li> <li>Environment Manager</li> <li>Interface Manager</li> </ul>	<ul style="list-style-type: none"> <li>As required in advance of work and to mark progress</li> </ul>

Table 15: Implementation Plan

**Appendix E – Ministers’ Conditions of Approval compliance matrix – Sydenham Metro Upgrade (SSI 15\_7400)**

**Table 16: Ministers’ Conditions of Approval compliance matrix**

CoA or REMM	Requirement	Section
<b>COMMUNITY COMMUNICATION STRATEGY</b>		
<b>B2</b>	A <b>Community Communication Strategy</b> must be prepared to facilitate communication between the Proponent, and the community (including Relevant Councils, adjoining affected landowners and businesses, and others directly impacted by the CSSI), during the design and construction of the CSSI and for a minimum of 12 months following the completion of construction of the CSSI	This Plan
<b>a)</b>	identify people or organisations to be consulted during the design and construction phases;	Section 3.3 and Appendix B
<b>b)</b>	set out procedures and mechanisms for the regular distribution of accessible information about or relevant to the CSSI	Section 4
<b>c)</b>	identify opportunities to provide accessible information regarding regularly updated site construction activities, schedules and milestones at each construction site including use of construction hoardings to provide information regarding construction, specific to the location;	Section 4 and Appendix C
<b>d)</b>	identify opportunities for the community to visit construction sites (taking into consideration workplace, health and safety requirements);	Section 4 and PEMP
<b>e)</b>	involve construction personnel from each construction site in engaging with the local community;	Section 3.4
<b>f)</b>	provide for the formation of issue or location-based community forums that focus on key environmental management issues of concern to the relevant communities for the CSSI	Section 4.3
<b>g)</b>	set out procedures and mechanisms: i. through which the community can discuss or provide feedback to the Proponent; ii. through which the Proponent will respond to enquiries or feedback from the community; and iii. to resolve any issues and mediate any disputes that may arise in relation to environmental management and delivery of the CSSI	Section 4 and Section 5
<b>h)</b>	Identify community demographics and approaches to address the needs of LOTE and CALD and vulnerable communities	Section 3
<b>COMPLAINTS MANAGEMENT SYSTEM</b>		
<b>B6</b>	A <b>Complaints Management System</b> must be prepared before the commencement of any works in respect of the CSSI and be implemented and maintained for the duration of works and for a minimum for 12 months following completion of construction of the CSSI	Section 5

CoA or REMM	Requirement	Section
B7	The <b>Complaints Management System</b> must include a <b>Complaints Register</b> to be maintained recording information on all complaints received about the CSSI during the carrying out of any works associated with the CSSI and for a minimum of 12 months following the completion of construction. The Complaints Register must record:	Section 5
a)	number of complaints received;	Section 5
b)	number of people affected in relation to a complaint; and	Section 5
c)	nature of the complaint and means by which the complaint was addressed and whether resolution was reached, with or without mediation	Section 5
B8	The Complaints Register must be provided to the Secretary upon request, within the timeframe stated in the request	Section 5
B9	The following facilities must be available within one (1) month from the date of this approval and for 12 months following the completion of construction and appropriately broadcast to collect community enquiries and complaints:	
a)	A 24 hour telephone number for the registration of complaints and enquiries about the CSSI	Section 4
b)	A postal address to which written complaints and enquires may be sent	Section 4
c)	An email address to which electronic complaints and enquiries may be transmitted	Section 4
d)	Place-based community manager for each of the station locations available to meet with community members on request	Section 3.4
B10	The telephone number, postal address and email address required under Condition B9 must be published in a newspaper circulating in the local area and on site hoarding at each construction site before commencement of construction and published in the same way again before commencement of operation. This information must also be provided on the website as required under Condition B15	Section 4 and Section 5
<b>PROVISION OF ELECTRONIC INFORMATION</b>		
B15	A website providing information in relation to the CSSI must be established before commencement of works and maintained for the duration of construction, and for a minimum of 12 months following the completion of construction or other timeframe as agreed with the Secretary. The following up-to-date information (excluding confidential, private and commercial information) must be published prior to the relative works commencing and maintained on the website or dedicated pages:	Section 4
a)	information on the current implementation status of the CSSI;	Section 4
b)	a copy of the documents listed in Condition A1 and Condition A2 of this approval, and any documentation relating to any modifications made to the CSSI or the terms of this approval	Section 4
c)	a copy of this approval in its original form, a current consolidated copy of this approval (that is, including any approved modifications to its terms), and copies of any approval granted by the Minister to a modification of the terms of this approval	Section 4
d)	a copy of any Environment Protection Licence required and obtained in relation to the CSSI	Section 4

CoA or REMM	Requirement	Section
e)	A current copy of each document required under the terms of this approval and any endorsements, approvals or requirements from the ER and Secretary, all of which must be published before the commencement of any works to which they relate or before their implementation as the case may be	Section 4

**Appendix F – Ministers’ Conditions of Approval compliance matrix – Southwest Metro Early works and Southwest Metro Corridor works (SSI 8256)**

**Table 17: Ministers' Conditions of Approval compliance matrix**

CoA or REMM	Requirement	Section
<b>COMMUNITY COMMUNICATION STRATEGY</b>		
B1	A <b>Community Communication Strategy</b> must be prepared to facilitate communication between the Proponent, and the community (including Relevant Councils, adjoining affected landowners and businesses, and others directly impacted by the CSSI), during the design and construction of the CSSI and for a minimum of 12 months following the completion of construction of the CSSI	This plan
B2	The <b>Community Communication Strategy</b> must:	
i)	identify people and organisations to be consulted during the design and Work stages	Section 3.3 and Appendix B
j)	identify community demographics and approaches to address the needs of LOTE and CALD and vulnerable communities;	Section 3
k)	set out procedures and mechanisms for the regular distribution of accessible information, including to LOTE and CALD communities. The information to be distributed must include information regarding current site Construction activities, schedules and milestones at each Construction site	Section 3
l)	provide for the formation of issue or location-based community forums that focus on key environmental management issues of concern to the relevant communities	Section 4
m)	establish place managers for each construction site to engage with the local community; and set out procedures and mechanisms	Section 3

CoA or REMM	Requirement	Section
n)	set out procedures and mechanisms: (ii) through which the community can discuss or provide feedback to the Proponent (ii) through which the Proponent will respond to enquiries or feedback from the community; and (iii) to resolve any issues and mediate any disputes that may arise in relation to Construction of the CSSI	Section 4 and Section 5
<b>COMPLAINTS MANAGEMENT SYSTEM</b>		
B5	A <b>Complaints Management System</b> must be prepared and implemented before the commencement of any works in respect of the CSSI and be implemented and maintained for the duration of works and for a minimum for 12 months following completion of construction of the CSSI	Section 5
B6	The following information must be available to facilitate community enquiries and manage complaints one (1) month before the commencement of Work and for 12 months following the completion of Construction	Section 5
d)	a 24- hour telephone number for the registration of complaints and enquiries about the CSSI	Section 4
e)	a postal address to which written complaints and enquires may be sent	Section 4
f)	an email address to which electronic complaints and enquiries may be transmitted; and	Section 4
d)	a mediation system for complaints unable to be resolved	Section 5
B7	The telephone number, postal address, website URL and email address required under <b>Condition B6</b> of this approval must be published in a newspaper circulating in the relevant local area and on site hoarding at each Construction site before the commencement of Construction and published in the same way again before the commencement of Operation. This information must also be provided on the website required under <b>Condition B14</b> of this approval	Section 4 and Section 5
B8	A <b>Complaints Register</b> must be maintained recording information on all complaints received about the CSSI during the carrying out of Work and for a minimum of 12 months following the completion of Construction. The <b>Complaints Register</b> must record the:	Section 5
e)	number of complaints received	Section 5
f)	number of people affected in relation to a complaint; and	Section 5
g)	means by which the complaint was addressed and whether resolution was reached, with or without mediation	Section 5

CoA or REMM	Requirement	Section
<b>B9</b>	The <b>Complaints Register</b> must be provided to the Planning Secretary upon request, within the timeframe stated in the request	Section 5
<b>B10</b>	A <b>Community Complaints Mediator</b> selected by Sydney Metro that is independent of the design and construction personnel will be nominated by the Proponent, approved by the Planning Secretary and engaged during Work associated with the CSSI. The request nominating the <b>Community Complaints Mediator</b> must be submitted to the Planning Secretary for approval within one (1) month of the date of this approval.	Section 5
<b>PROVISION OF ELECTRONIC INFORMATION</b>		
<b>B14</b>	A website or webpage providing information in relation to the CSSI must be established before commencement of Work and maintained for the duration of Construction, and for a minimum of 12 months following the completion of Construction. Up-to-date information (excluding confidential, private and/or commercial information or other documents as agreed to by the Planning Secretary) must be published on the website before the relevant Work commencing and maintained on the website including:	Section 4
f)	information on the current implementation status of the CSSI	Section 4
g)	the telephone number, postal address and email address required under <b>Condition B6</b>	Section 4
h)	a copy of the documents listed in <b>Conditions A1</b> and <b>A2</b> of this approval	Section 4
i)	a copy of this approval in its original form, a current consolidated copy of this approval (that is, including any approved modifications to its terms), and copies of any approval granted by the Minister to a modification of the terms of this approval	Section 4
<b>REVISED ENVIRONMENTAL MITIGATION MEASURES</b>		
<b>REMM SO1</b>	Sydney Metro would continue to work with stakeholders and the community to ensure they are informed about the project and have opportunities to provide feedback to the project team. The existing community contact and information tools would remain in place throughout the duration of the project.  <b>Consultation prior to and during construction</b> would involve the use of appropriate tools, including, but not limited to, tools such as community information sessions, forums, briefings, and displays; distribution of project materials in a variety of languages; door knocks; Place Managers; and site signage.	OCCS and This Plan
<b>REMM SO2</b>	<b>Prior to construction</b> , consultation would be undertaken with sensitive community facilities (including aged care, childcare centres, educational institutions, and places of worship). Consultation would aim to identify and develop measures to manage the specific construction impacts for individual sensitive community facilities. These measures would be incorporated into the relevant management plans.	Section 3

**Appendix G – Sydney Metro Overarching Community Communications Strategy compliance**

Section of OCCS	Title	CCS Reference
<b>1</b>	<b>About this plan</b>	
1.2	Outline	Section 1.3, 1.4
1.3	Conditions of Approval	Section 1.3 and Appendix D
<b>2</b>	<b>Accountabilities</b>	
2.1	Reviewing this plan	Section 1.5
2.2	Relationship to other plans	Section 1.4
<b>3</b>	<b>Our Approach</b>	
3.1	Sydney Metro approach	Section 2.1
3.2	Program Objectives	Section 1.2
3.3	Our relationships	Section 3.3 and Appendix B
3.4	Working with Culturally and Linguistically Diverse and Vulnerable Communities	Section 3.5
<b>4</b>	<b>Stakeholder identification</b>	
4.1	Definition	Section 3 and Appendix B
4.2	Sydney Metro Stakeholders	Section 3 and Appendix B
4.3	Sydenham to Bankstown review	Section 3 and Appendix B
<b>5</b>	<b>Known issues</b>	
5.1	Understanding the issues	Section 2.3 and 2.4
5.2	Key Issues	Section 2.4
5.3	Managing the impact and issues	Section 2.4
<b>6</b>	<b>Communication tools</b>	Section 4
<b>7</b>	<b>Structures</b>	
7.1	Organisational Chart/Roles	Section 3.4
7.2	Sydney Metro team key accountabilities and deliverables	Section 3.2 and 3.4
7.3	Contractor delivery communications teams	This Plan
<b>8</b>	<b>Responsibilities</b>	
8.1	Stakeholder Liaison	Section 3.1
8.2	Stakeholder database	Section 5.3 and Appendix I
8.3	Community Communications Strategies	This Plan
8.4	Communications Management Control Group	Section 4.1
8.5	Meetings with stakeholders and the community	Section 4.1 and 4.3
8.6	Notifications	Section 4.1 and Appendix A
8.7	Advertisements	Section 4.1 and Appendix A
8.8	Newsletters	Section 4.1 and Appendix A
8.9	Project milestone/Newsletter Email	Section 4.1 and Appendix A
8.10	Marketing and promotional opportunities	Nil
8.11	Stakeholder presentations and forums	Section 4.3
8.12	Community email/written correspondence	Section 4.1 and 5.1
8.13	Community phone enquiries	Section 5.1 and 5.2
8.14	Community complaints	Section 5.2
8.15	Community information sessions	Section 4.1
8.16	Branding and logos	Section 4.4
8.17	Issues and Media management	Section 6.4
8.18	Government relations	Section 6.5
8.19	Strategic partnerships	Section 3.2
8.20	Crisis communications	Section 6.3
8.21	Construction site access	Section 4, 4.3
8.22	Photography and video recordings	Section 4 and Appendix A
8.23	Animations	Section 4 and Appendix A
8.24	Website	Section 4 and Appendix A
8.25	Social media	Section 4
8.26	School engagement program	Section 4.3
8.27	Site inductions and training	Section 6.1

8.28	Community information centre and mobile displays	Section 4.3
8.29	Community and business-based forums	Section 4.3
8.30	Site signage and hoarding banners	Section 4.1 and 6.2
8.31	Fact sheets	Section 4.1
<b>9</b>	<b>Sydney metro overarching implementation plan</b>	
<b>10</b>	<b>Low impact activities implementation plan</b>	
10.1	Purpose	Section 1.1
10.2	Relationships to other plans	Section 1.4
10.3	Low impact activities	Section 2.8
10.4	Stakeholder identification	Section 3.3 and 3.4
10.5	Monitoring and reporting	Section 2.7
10.6	Communication implementation plan	Appendix C

**Table 18: Sydney Metro Updated Overarching Community Communications Strategy**

**Appendix H – Priority Community Health and Wellbeing Issues Matrix**

Inner West Council's Community Strategic Direction		Construction								
No.	Objective	Evidence/ Implementation	Measures	Indicators	Monitoring	Frequency	Notes			
1	Provide local recycling facilities to <b>minimise waste going to landfill.</b>	Waste Management and Recycling Plan Commingled recycling bins and paper and cardboard bins will be adjacent to all general waste bins throughout the site	ISCA Was-2 Level 3 Targets	Divert the following from landfill: → 100% reusable spoil → 95% inert waste → 60% office waste	Waste reports	Monthly	→ Can consider soft plastics and bottle deposits (return and earn) if implemented on the Project			
2	Transport infrastructure improves public transport services, aligns with population growth, integrates other travel networks and is safe, connected and well maintained.	Security Management Plan Traffic Management Plan	Alternative transport modes are provided during possessions and arrangements are suitable communicated to commuters.	→ No. of alternate transport modes per possession → Communication types and frequencies to commuters → % Complaints received	→ Site inspections → Community survey → Complaints Register	→ Monthly → As per survey frequency				
3	Strengthen the economic viability of the community	Community Strategy Workforce Development and Industry Participation Procurement	→ \$ invested into local businesses → Employing locally	→ Base case vs. staff spend over life of Project → Spend on SME local businesses → No. of local employees	→ Community survey → Number of new businesses starting annually → Number of local commuters using transport network → JV employees supporting local businesses → Maxine's WF/IP Reports	→ Monthly → As per survey frequency	→ Monthly staff survey for use of businesses (at monthly pre start) → \$ invested that otherwise wouldn't have been → Offset loss of business with site coffee/sandwich cart			
4	Provide facilities for the community to participate in recreational activities and support their health and wellbeing	Minor Subcontract (Fraser Park) Schedule 3- Scope of Works	→ Support the upgrade and improvements to Fraser Park for community and sport club use → Donations to community health programs	→ No. and frequency of community events. → No. and frequency of sport activities and bookings at Fraser Park	→ Community survey- community satisfaction with Fraser Park, expressed as a percentage of those who utilised/ visited the facility → m <sup>2</sup> /Sydenham population or m2/total recreational m <sup>2</sup>	→ As per events → As per survey frequency				
5	Provide community education programs and activities	Workforce Development and Industry Participation Community Strategy	→ Participate in the Client's Stem programme → School visits, donations to education programs etc.	→ Create a community engagement centre (Y/N) → No. people reached (various demographics, for example, total, age, ethnic background) → No. of students reached → No. of students on work experience No. of students on work experience	→ Maxine's WF/IP Reports → School student survey → Number of school students on placement	→ Monthly → As per survey frequency	→ Engage with year 11 and 12 high school students to do a 3 week work placement on site etc. → Community engagement centre- bilingual engineers providing information to community groups			
6	Community is engaged and well informed of works and communication is transparent	Community Strategy	→ Community information Centre, → Newsletters, letter drops etc.	% of queries satisfactorily resolved	→ Community survey- Feeling 'part of the community' through informative engagement. Index score- 0= very unsatisfied, 10= very satisfied	→ As per events → As per survey frequency				

Operation										
Inner West Council's Community Strategic Direction	No.	Objective	Evidence/ Implementation	Measures	Indicators	Monitoring	Frequency	Notes		
An ecologically sustainable Inner West	1	Infrastructure is sympathetic to the local environment setting, positively contributes to the environment and reflects climate change projections.	Architecture and Landscape Design Report	<ul style="list-style-type: none"> <li>→ Increase in green/ permeable/ soft surfaces</li> <li>→ Increase in tree canopy</li> </ul>	<ul style="list-style-type: none"> <li>→ m2 before and after</li> <li>→ No. of trees before and after</li> </ul>	<ul style="list-style-type: none"> <li>→ Included in the O&amp;M manual.</li> <li>→ Infrastructure is managed in accordance with the urban and landscape design plan to ensure high survival rates of plants</li> <li>→ Tracking of survival and replacement of important pre-existing and new vegetation and maintaining vegetation canopy targets</li> </ul>	In accordance with the program of maintenance and watering			
An ecologically sustainable Inner West	2	Infrastructure incorporates water sensitive urban design features.	Architecture and Landscape Design Report	<ul style="list-style-type: none"> <li>→ Improve water quality</li> <li>→ Replace hard pit and pipe with WSUD (W/N)</li> </ul>	<ul style="list-style-type: none"> <li>→ Gross pollutants, pH, TDS etc. before and after</li> <li>→ No. of (feature) OR m<sup>2</sup>/linear metres</li> </ul>	<ul style="list-style-type: none"> <li>→ Included in the O&amp;M manual:</li> <li>→ Removal of Rubbish from GPT's</li> <li>→ Infrastructure is managed in accordance with the urban and landscape design plan</li> <li>→ Tracking of survival and replacement of important vegetated WSUD features</li> </ul>	In accordance with the program of maintenance			
Unique, liveable, networked neighbourhoods	3	Development identifies and pursues innovative and creative solutions to transport issues	Station and Urban Design Report Customer Centred Design	<ul style="list-style-type: none"> <li>→ Kiss and ride areas</li> <li>→ Access and services for disabled users as well as aged</li> <li>→ Improved access / flow with bike storage</li> <li>→ Hearing loops in the plaza and station</li> <li>→ High contrast design as safety elements for the visually impaired, i.e., high contrast nosing on stairs.</li> </ul>	<ul style="list-style-type: none"> <li>→ Base case VS No. of kiss and ride facilities after upgrade</li> <li>→ Base case VS No. of safety installations for visually impaired etc.</li> <li>→ Base case VS No. of bike storage</li> </ul>	<ul style="list-style-type: none"> <li>→ Opal card data for customers using the network</li> <li>→ Customer satisfaction and feedback surveys</li> <li>→ Feedback from Virtual Reality demonstrations</li> </ul>	<ul style="list-style-type: none"> <li>→ As per Opal data monitoring frequency</li> <li>→ As per frequency of operational surveys</li> </ul>			
Unique, liveable, networked neighbourhoods	4	Development improves the quality, access and use of existing community assets	Minor Subcontract (Fraser Park) Schedule 3- Scope of Works Station and Urban Design Report Customer Centred Design	<ul style="list-style-type: none"> <li>→ Improve the condition of Fraser Park + Sydney Portugal Community Club</li> <li>→ Improve assets at the train station</li> <li>→ Increase connectivity</li> </ul>	<ul style="list-style-type: none"> <li>→ No. of fields OR m<sup>2</sup></li> <li>→ Condition report for Fraser Park</li> <li>→ Condition report for Sydney Portugal Community Club</li> <li>→ Community facility usage</li> <li>→ Base case vs No. OR m<sup>2</sup> of activated safe welcoming public spaces</li> <li>→ Base case vs No. of points/tie-ins</li> <li>→ Base case vs No. of connection to features/ destinations such as amenities, town centre, club etc.</li> </ul>	<ul style="list-style-type: none"> <li>→ No. of sports club/ community groups utilising Fraser Park</li> <li>→ Opal card data for customers using the network</li> <li>→ Customer satisfaction and feedback surveys</li> <li>→ Feedback from Virtual Reality demonstrations</li> </ul>	<ul style="list-style-type: none"> <li>→ As per Opal data monitoring frequency</li> <li>→ As per frequency of operational surveys</li> </ul>			
Caring, happy, healthy communities	5	Manage urban change with respect to the community's heritage and history	Architecture and Landscape Design Report Heritage Interpretation Strategy	Restoring and adaptive reuse of disturbed heritage	Report for station buildings, pump house and sandstone	Community satisfaction with the protection / adaptive reuse of heritage	As per frequency of operational surveys			
Unique, liveable, networked neighbourhoods	6	Deliver public spaces that are of high quality and fulfil the needs of the community	Architecture and Landscape Design Report	Improve safe welcoming public spaces	→ Base case vs No. OR m2 of activated safe welcoming public spaces	<ul style="list-style-type: none"> <li>→ Community satisfaction with safety of public spaces</li> <li>→ Customer satisfaction and feedback surveys</li> <li>→ Feedback from Virtual Reality demonstrations</li> </ul>	As per frequency of operational surveys			
Unique, liveable, networked neighbourhoods	7	Transport infrastructure improves public transport services, aligns with population growth, integrates other travel networks and is safe, connected and well maintained.	Station and Urban Design Report Architecture and Landscape Design Report Customer Centred Design	<ul style="list-style-type: none"> <li>→ Well connected to a range of transport modes</li> <li>→ Connected to shops, facilities and services</li> <li>→ Well maintained and cared for</li> </ul>	<ul style="list-style-type: none"> <li>→ No. of users before and after</li> <li>→ No. of Sydney Trains, Sydney Metro Trains and Buses</li> <li>→ No. of mode shifts</li> <li>→ Condition report of footpaths</li> <li>→ Improvements in journey time/ station time</li> <li>→ modes of transport connected to before and after</li> </ul>	<ul style="list-style-type: none"> <li>→ Community satisfaction with safety of public spaces</li> <li>→ Customer satisfaction and feedback surveys</li> <li>→ Feedback from Virtual Reality demonstrations</li> </ul>	<ul style="list-style-type: none"> <li>→ As per frequency of operational surveys</li> <li>→ In accordance with the program of maintenance</li> </ul>			
Creative communities and a strong economy	8	Promote a unique and safe urban hub	AGIV Security Risk and CPED Report Architecture and Landscape Design Report	<ul style="list-style-type: none"> <li>→ Opportunities for local business to thrive</li> <li>→ Connected to shops, facilities and services</li> <li>→ End to end visibility find walking paths</li> </ul>	<ul style="list-style-type: none"> <li>→ No. of local businesses before and after</li> <li>→ No. of access paths before and after</li> </ul>	<ul style="list-style-type: none"> <li>→ Community survey- How safe people feel at the station</li> <li>→ Local business feedback</li> </ul>	As per frequency of operational surveys			
Caring, happy, healthy communities	9	Empower and support disadvantaged community members	DDA Report Customer Centred Design	<ul style="list-style-type: none"> <li>→ DDA Compliant</li> <li>→ Customer Centred Design</li> </ul>	<ul style="list-style-type: none"> <li>→ DDA status before and after</li> <li>→ Increased quality of connections for other groups, e.g. elderly, non-English speaking</li> </ul>	<ul style="list-style-type: none"> <li>→ Community satisfaction with safety of public spaces</li> <li>→ Customer satisfaction and feedback surveys</li> <li>→ Feedback from Virtual Reality demonstrations</li> </ul>	<ul style="list-style-type: none"> <li>→ As per Opal data monitoring frequency</li> <li>→ As per frequency of operational surveys</li> </ul>			

Table 19: Priority Community Health and Wellbeing Issues Matrix

**Appendix I – Out of Hours proposed work schedule plan – Garnet Street bridge**



**Southwest Metro Early Works – Out of hours proposed work schedule**

Southwest metro Early Works is being delivered by John Holland Pty Ltd and Laing O'Rourke Australia Construction Pty Ltd, including station and bridge investigations and installation of electrical cabling within the rail corridor.

Trenching and cable installation works are scheduled to take place on **Garnet Street Bridge, Hurlstone Park** in the next coming months. The works are expected to take place for a duration of up to **3 weeks** including a **single lane closure on Garnet Street**. In order to carry out these works there will be two kinds of work activities taking place: high impact works including activities such as jack hammering and concrete sawing; and low impact works such as the use of generators, excavation trucks, and hand held tools. The high impact works will be noisy. A single lane will be open on Garnet Street Bridge for cars and buses to use at all times.

Sydney Metro in accordance with the Environmental Protection License (EPL) conduct work activities during the hours of 7am to 6pm Monday to Friday and 8am to 1pm on Saturdays. As the Dulwich Hill Childcare center is in close proximity to the works, Mel your Place Manager from Sydney Metro and the Manager from Dulwich Hill Childcare have been working closely to ensure the children are not highly impacted from the noise. Together, both parties have created a special new work schedule just for these works that ensure the children will receive minimal noise impacts when these works take place.

In order for the specially designed hours of work schedule to take place, we need the support of the Dulwich Hill childcare neighbour's. When the commencement date is confirmed, Mel the local Place Manager will letterbox drop and email a separate notification 14 days prior detailing all dates and times. At this stage the works are expected to be no earlier than July and no later than November 2020 for a duration of up to 3 weeks.

We ask that you consider all the information you have read, review the times of the work schedule below and sign this letter showing your support for this schedule to take place for up to a period of 3 weeks.

**Please note: If we do not receive a substantial majority agreement from the neighbour's these works will still take place, they will occur during normal scheduled work hours of 8am to 6pm. Any works taking place on Saturday will be between the hours of 8am and 1pm.**

**New proposed hours of work Monday to Friday for Garnet Street works:**

Time	Works taking place	Childcare considerations
07.30am-10.00am	No works	Children to arrive / play outside
10.00am-11.00am	Site set up	Children play outside
11.00am-2.30pm	Low impact works	Children nap time
2.30pm-5.30pm	High impact works	Children to play inside
5.30pm-6.30pm	Low impact works	Children to play outside / pick up time
6.30pm-9.30pm	High impact works	Childcare centre closed
9.30pm-10.00pm	Site to pack up	Childcare centre closed

I, \_\_\_\_\_ of address \_\_\_\_\_, consent to Sydney Metro completing works over the months of July and August 2020. I understand the works and working hours will be carried out in accordance with the above specified information.

**Name:** \_\_\_\_\_ **Sydney Metro representative:** \_\_\_\_\_  
**Signature:** \_\_\_\_\_ **Signature:** \_\_\_\_\_  
**Date:** \_\_\_\_\_ **Date:** \_\_\_\_\_



**Keeping you informed/ getting in contact**

Properties close to the rail corridor and local work areas will receive notifications when construction work is scheduled to occur. Works will be scheduled when no other out of hours works are concurrently taking place, however if external companies carry out works in the same location we will provide regular updates on how this will be coordinated. If there is a rail possession shutdown scheduled at the same time these works take place, you will be informed of our coordinated approach. For all questions or complaints about works taking place please ask for your local Place Manager Mel. You can contact us on 1800 171 386 (24 hour community information line) or e-mail [SouthwestMetro@transport.nsw.gov.au](mailto:SouthwestMetro@transport.nsw.gov.au).

**References**

- 1) <https://www.sydneymetro.info/documents>
- 2) [http://majorprojects.planning.nsw.gov.au/index.pl?action=view\\_job&job\\_id=8256](http://majorprojects.planning.nsw.gov.au/index.pl?action=view_job&job_id=8256)
- 3) <https://apps.epa.nsw.gov.au/prpoeoapp/Detail.aspx?instid=21147&id=21147&option=licence&searchrange=licence&range=POEO licence&prp=no&status=Issued>

sydneymetro.info



**Contact us**

- 1800 171 386 Community information line open 24 hours
- [Southwestmetro@transport.nsw.gov.au](mailto:Southwestmetro@transport.nsw.gov.au)
- Sydney Metro City & Southwest, PO Box K659, Haymarket NSW 1240
- if you need an interpreter, contact TIS National on 131 450 and ask them to call 1800 171 386