



Southwest Metro Corridor Works Southwest Metro Conversion and Station Works Community Communication Strategy

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Table of acronyms

JHLORJV	John Holland Laing O'Rourke Joint Venture
CoAs	Condition of Approvals
OCCS	Overarching Community Communications Strategy
CCS	Community Communication Strategy
S2B	Sydenham to Bankstown
ER	Environment Representative
OOHW	Out-of-Hours work
CBD	Central Business District
ARTC	Australian Rail Track Corporation
SWM3	Southwest Metro Conversion and Station Works
TSE	Tunnels and Station Excavation
LWW	Line-wide works
TSOM	Trains, Systems, Operations and Maintenance
CMCGs	Communications Management Control Groups
LGA	Local Government Area
CBLGA	Canterbury Bankstown Local Government Area
CLT	Community Liaison team
ISCA	Infrastructure Sustainability Council of Australia
IAP2	International Association for Public Participation
LOTE	Languages other than English
CALD	Culturally and Linguistically Diverse Communities
TfNSW	Transport for NSW
DPIE	Department of Planning, Industry, and Environment
CEMP	Construction Environmental Management Plan
EPA	Environment Protection Authority
WAD	Works Authorisation Deeds
TMP	Transport Management Plan
TLLG	Traffic and Transport Liaison Group
NRAR	Natural Resources Access Regulator
TCG	Traffic control Group
SPOIAG	Station Precincts Operational Impact Assessment Group
KPI	Key performance indicator
EPA	Environment Protection Authority
EPL	Environment Protection Licence
PPE	Personal Protection Equipment
SLC	Sustainability Leadership Committee

1. Introduction

1.1 Purpose

This Community Communications Strategy (CCS) outlines the John Holland and Laing O'Rourke Joint Venture's (JHLORJV) approach to managing communications and engagement during design and construction of the Southwest Metro Corridor Works (SWM) Southwest Metro Conversion and Station Works (SWM3) Packages.

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

- Comply with the Ministers Conditions of Approval (CoAs) and relevant Revised Environmental Mitigation Measures (REMM's) for SSI 8256 Infrastructure Approval (relevant to SWM1/2/3)
- 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 Southwest Metro project, 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 COVID-19 pandemic advice and where required implement physical distancing, travel and hygiene measures to protect employees and members of the community
- Where relevant, comply with Sydney Metro's COVID-19 approach to alternative engagement tools as outlined in the OCCS.

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 Southwest Metro Sydenham to Bankstown Community Communications Strategy (CCS).

The CCS will be reviewed by the Principal, endorsed by the Environmental Representative (ER) and submitted under Sydenham to Bankstown approval to the Secretary of the Department of Planning, Housing and Infrastructure (DPHI) 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, SWM1/2/3 works will be provided for under the revised OCCS.

The CCS will be implemented for the duration of the project work and for 12 months following the completion of construction for the SWM1/2/3 works.

SWM1/2/3 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

This Strategy has been prepared in line with the Sydney Metro Overarching Community Communications Strategy (OCCS) and Project Conditions of Approval. This Strategy will be implemented in conjunction with the Sydenham to Bankstown Business Management Plan and relevant Temporary Transport Plans, as outlined in Figure 1.



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 SWM 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. Project context and key issues

2.1 Sydney Metro

Sydney Metro is Australia's biggest public transport project. New, fast and reliable metro rail services started in May 2019 in Sydney's North West and will be extended to Sydenham in 2024 as part of the City & Southwest project. Within 12 months this will be extended to Bankstown.

Sydney Metro is revolutionising how Australia's biggest city travels, connecting Sydney's north west, south west and greater west to fast, reliable turn-up-and-go metro services with fully accessible stations. By 2030, Sydney will have a network of four metro lines, 46 stations and 113km of new metro rail.

Sydney Metro City & Southwest project is a 30 kilometre metro rail between Chatswood and Bankstown, including; 17 kilometres of new tunnel from Chatswood, under the harbour to Sydenham connecting 7 new underground stations at Crows Nest, Victoria Cross, Barangaroo, Pitt Street, Martin Place, Central and Waterloo, and upgrading 13 kilometres of the T3 Bankstown Line to metro standards, including 11 existing stations: Sydenham, Marrickville, Dulwich Hill, Hurlstone Park, Canterbury, Campsie, Belmore, Lakemba, Wiley Park, Punchbowl and Bankstown.

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

- Chatswood to Sydenham Project
- Sydenham to Bankstown (S2B) upgrade, now known as Southwest Metro Corridors works (SWM1/2) and Southwest Metro Conversion & Station Works (SWM3).

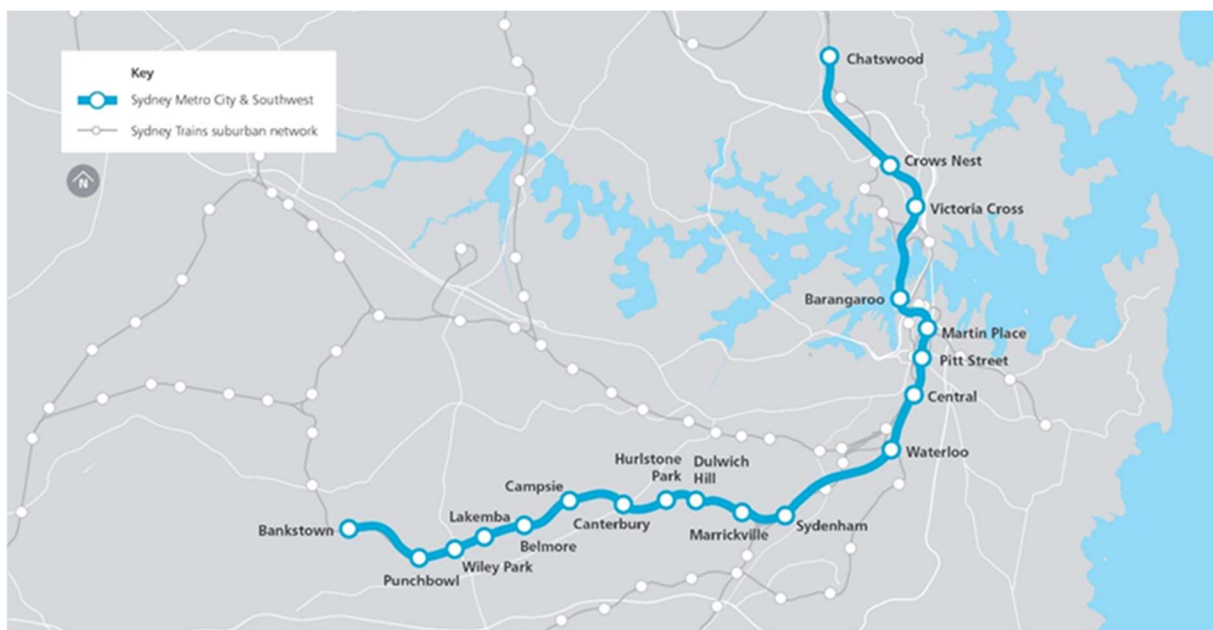


Figure 2 Sydney Metro City & Southwest alignment and stations

2.2 Southwest Metro Corridor works (SWM1/2)

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:

- Installation and commissioning of Combined Service Route (GST, GLT, pit & pipe)
- Signalling, communications and HV diversions
- Rail embankment stabilisation including retaining walls
- Installation of drainage
- Installation of security and segregation fencing
- Civil enabling works for traction substations
- Vegetation clearing
- Access road upgrades/establishment
- Utility diversions
- Bridge remedial works, including installation of crash barriers and throw screens

- Modifications to the existing rail track (including crossovers diamond crossings, hi rail ramps, buffer
- stops, hi-rail access pads and earthworks),
- Overhead wire works (including structure and footings installation/removal)
- Demolition of redundant infrastructure
- Bankstown Service Building works inclusive of:
 - Installation of contiguous piled retaining wall
 - Form Reo Pour for ground slab and first floor slab
 - erection of structural steel frame,
 - installation of precast walls,
 - internal fit out of building inclusive of LV reticulation, HVAC systems, Hydraulic services, fire suppressant services and architectural finishings
 - external finishing inclusive of masonry brickwork and architectural cladding
 - installation of containment and building service
- Bankstown Southern (down) platform inclusive of
 - piling
 - FRP ground beams and slab
 - installation of structural steel sub frame,
 - installation of precast platform decks and cast in-situ capping slab
 - installation of modular platform canopies
 - installation of all containment and building service
 - complete platform architectural and civil finishes
- Bankstown Northern (up) platform inclusive of
 - Bulk out excavation for piling platform
 - Installation of DGB for piling platform
 - Piling
 - FRP ground beams and slab
 - installation of structural steel sub frame
 - installation of precast platform decks and cast in-situ capping slab
 - installation of modular platform canopies
 - installation of all containment and building service
 - complete platform and civil finishes to facilitate PSD installation
- ULX rectification, Station bracket installation and secondary containment at the following stations:
 - Marrickville Station
 - Dulwich Hill Station
 - Hurlstone Park Station
 - Canterbury Station
 - Belmore Station
 - Lakemba Station
 - Wiley Park Station
 - Campsie Station
 - Punchbowl Station
 - Station refresh and deep clean of all stations along the alignment during the Final Conversion period

2.3 Southwest Metro Conversion & Station Works (SWM3)

The SWM3 project scope is divided into five separate components being delivered by the JHLORJV:

- Bankstown Station and Precinct Works.
- Southwest Station Works

- Southwest Corridor Works
- Asset Upgrade Works, and
- Final Conversion Works.

2.3.1 [Bankstown Station and Precinct Works](#)

The Bankstown Station and Precinct Works comprise of the demolition of the existing facilities and the installation of new Bankstown Metro Station entrance, concourse area and entrance buildings with the works split into stages to allow First Passenger Service train operations, and the final stage for the completion of the Bankstown Metro Station. The precinct will comprise of new and modifications of the existing, infrastructure and systems to facilitate a new cross-corridor plaza between The Appian Way (north of the Rail Corridor) and Restwell Street (South of Rail Corridor), retail facilities, station precinct and Public Domain Improvements.

2.3.2 [Southwest Station Works](#)

The Southwest Station works comprise of the completion of works to nine “other” Metro Stations (Marrickville, Dulwich Hill, Hurlstone Park, Canterbury, Campsie, Belmore, Wiley Park, Lakemba and Punchbowl) - these works cover a range of items to complete the station upgrades to the final Sydney Metro Specification, including: demolition; removal of redundant assets; repairs and upgrades to station buildings and structures; painting; secondary egress provisions at selected stations; fencing; re-roofing; wayfinding; bridge upgrades including hostile vehicle mitigation; heritage interpretation works and landscaping.

2.3.3 [Southwest Corridor Works](#)

Works include the clearing and repair of corridor access stairs, new metal screens fixed to combined services routes on bridges, vegetation management, acoustic treatments and boundary fencing works. For the Bankstown Metro corridor works, there will be the installation of Sydney Metro combined services routes and associated lineside equipment, civil and earthworks including retaining walls, drainage, fencing and noise walls; modifications to track alignment; adjustment to OHW/S; installation of buffer stops.

There will be new and modified infra structure systems required to allow for continued Sydney Trains operations at the existing Sydney Trains operations at the existing Sydney Trains Bankstown Station and new terminus operations at Bankstown Station following the commencement of Metro operations; including:

Modification of the existing Sydney Trains Bankstown Station to initially enable Sydney Trains 4 car train shuttle between Lidcombe and Bankstown, and then an extension of the existing platforms further west to enable Sydney Trains 8 car train operations; a new eastern entrance to Bankstown Station complete with Gate Lines and back of house operational spaces; and

New and modified infrastructure including track adjustments, new diamond crossing, OHW/S and signalling and rail systems infrastructure to accommodate the modifications to Bankstown Station and continued operations between Bankstown and Yagoona stations.

2.3.4 [Asset Upgrade Works](#)

Works include removal of kinematic envelope infringements, track rectifications work, bridge upgrades and renewal works, and culvert, sewer and drainage inspections.

2.3.5 Final Conversion Works

Works include the connection to the City section (Track and OHW); configuration works (remaining security and segregation fencing, wayfinding and signage, Building Management Control Systems (BMCS) and lift conversions, master keying and electrical configuration; alteration works (tree trimming, bonding of insulated rail joints, earthing and bonding works); clean-up works (final tamping and rail grinding and station refresh/ deep clean, station meal room alterations); removal of redundant assets in corridor; and fixed gap filler works.

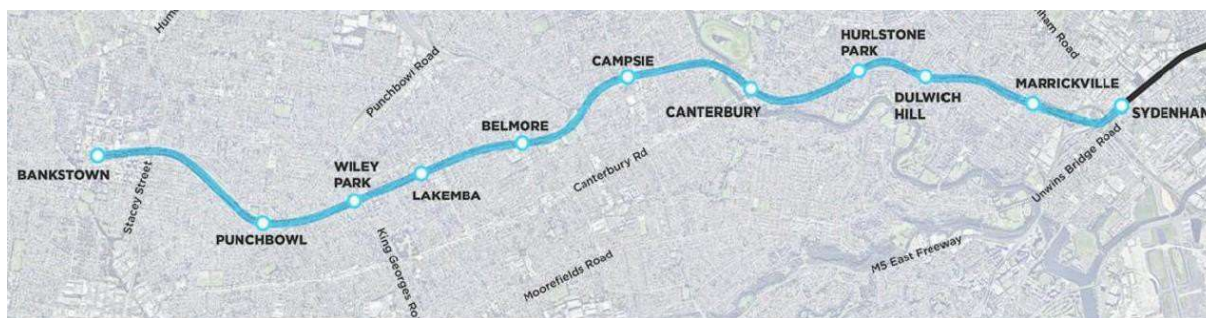


Figure 3 Existing T3 Bankstown Line from Sydenham to Bankstown

2.4 Project phases and Timing SWM1/2/3

Phase	Timing	Details
Phase 1	October 2020 – March 2021 (SWM1/2)	Geotechnical investigations Service searching Bridge examination Conditions inspections Establishment of Vegetation Protection zones
Phase 2	March 2021 – October 2022 (SWM1/2)	Combined Service Route installation Segregation Fencing Clearing and Grubbing Sydney Trains signalling, communications and HV diversions Overhead Wire Works Removal of redundant ARTC infrastructure Canterbury Compound Set-up
Phase 3	March 2021 – October 2022 (SWM1/2)	Bridge works

		Retaining Wall construction Drainage Track works Civil works Bankstown Compound set-up at North Terrace Bankstown Metro Service Building works Bankstown southern (down) platform
Phase 4	January 2023 – October 2024 (SWM1/2) (SWM3 elements commencing from mid 2024)	Bankstown northern (up) platform Segregation fence UTO (Security fencing) Bridge Works Boundary Fencing Station Bracket MGF and PSD installation support works Sydenham junction final configuration work (track/ OHW/ fencing/ wayfinding etc) All elements of the Bankstown Station and Precinct Works required to enable Sydney Trains to commence 4-Car turn back operations including demolition of parcel office, council amenity block and eastern end of existing Bankstown Station island platform

Phase 5	October 2022 – September 2025 (SWM1/2) (SWM3 elements commencing from mid 2024)	All elements of the Bankstown Station and Precinct Works required to enable Sydney Trains to commence 8-Car turn back operations; Extending the platform, (remove and reinstate heritage ramp) and associated track, OHW and signalling modifications, Bankstown Precinct Works (Cross-corridor plaza and precinct) Bankstown Metro Works Asset Upgrade works Finalisation of works Heritage platform building
Phase 6	May 2026	All remaining elements of the Bankstown Station and Precinct Works required to achieve the final station and precinct configuration

***Note that some work may occur outside standard construction hours for all phases depending on the scope of the works.**

Table 1 – Project delivery phases

2.5 Key issues and mitigation approach

The JHLORJV will adopt a robust approach to managing potential and emerging issues associated with the SWM1/2/3 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 2 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.

Key issues	Potential Impacts	Proposed mitigation
Disruption to customers and general public	<ul style="list-style-type: none"> Bankstown stations will remain open during construction and train services will be maintained Customer amenity and pedestrian flow during construction is a key priority The project will carry out work during Sydney Trains rail shutdowns or possession weekends. Depending on the possession configuration Bankstown station may close or remain partially open to customers and commuters There will be some temporary reduced access to the Bankstown station during construction. However, impacts will be minimised where possible SWM1/2/3 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. SWM1/2/3 work will primarily be carried out adjacent to the rail corridor. Short term temporary lane closures and long-term pedestrian closures will be required for extended periods. SWM3 will require Temporary station closures between Marrickville and Punchbowl 	<ul style="list-style-type: none"> Ensure clear, current and regular information is communicated to stakeholders, customers and the general public – notification, newsletters, signage Where required install pedestrian corridor to protect customers and pedestrians from construction impacts Wayfinding and visibly prominent signage with clear directions regarding changes to access. Use communication channels including visual content and live way finding assistants to communicate changes to access Ensure communication and wayfinding strategies take into account people with reduced visibility, people from non-English speaking backgrounds and people with a disability Ensure graphics are used wherever possible and information is developed in plain-English Effective and timely response to complaints and enquiries and in accordance with relevant management requirements Ensure stakeholders understand how they can find out more information and who to contact in the event they have an enquiry or complaint Traffic management and signage to safely direct vehicles and pedestrians around the construction site Use of social media for long term / permanent changes Buses replacing trains during weekend possession, shutdowns and the temporary full line closure

Construction noise and vibration – day /night work (including possessions)	<ul style="list-style-type: none"> • Construction activities will be carried out both during the day and at night • Some construction activities may cause increased noise and traffic • Accessing the worksite/rail corridor may cause disturbances at nearby receptors during construction activities 	<ul style="list-style-type: none"> • Community notifications and face to face meetings to advise stakeholders of upcoming noisy works to ensure stakeholders are fully informed of potential impacts • Ensure stakeholders understand how they can find out more information and who to contact in the event they have an enquiry or complaint • A respite and relocation procedure will be implemented for high impact work as required • Implementation of the OOHW approval • Effective and timely response to complaints and enquiries
Temporary changes at Bankstown Station and Plaza including changes to bridge road overpass	<ul style="list-style-type: none"> • Changes to station access and amenities • Pedestrian route changes • Alternative travelling arrangements during possessions • Reduced access to station facilities and amenities, including (but not limited to) vending machines, advertisements, public phones and toilets 	<ul style="list-style-type: none"> • Proactively advise stakeholders of upcoming access changes to ensure stakeholders are fully informed of changes and potential impacts through notifications, signage and flyers • Wayfinding and visibly prominent signage with clear directions about changes to access • Pedestrian corridors will be installed on the concourse to minimise impact to customers and pedestrians while construction occurs • Develop communication and way finding strategies for people with reduced visibility, people from non-English speaking backgrounds and for people with a disability. • Effective and timely response to complaints and enquiries • Buses replacing trains during weekend possession, shutdowns and the temporary full line closure • Use of social media for long term/permanent changes

Impact to nearby businesses	<ul style="list-style-type: none"> • Construction noise and vibration • Parking • Changed pedestrian access during construction • Air quality and dust • Perceived economic loss • Damage to property • Construction hours 	<ul style="list-style-type: none"> • Ensure information about construction impacts is clear, current and regularly updated for retailers operating near the construction site • One on one meetings • Effective and timely response to complaints and enquiries • Provide signage showing access to businesses open during construction. • Implement the BMP • Escalate unresolvable small business issues as required in accordance with the Small Business Owners Support Programme, with action plans activated as required
Air quality and dust	<ul style="list-style-type: none"> • Potential for some retailers operating adjacent to the Sydenham Station concourse to be impacted by dust • Closest residences to dust generating activities are listed in Appendix B – Impacted Stakeholders 	<ul style="list-style-type: none"> • Where possible engage dust suppression methods and/or dust monitoring • Consider alternative construction methods • Proactively advise stakeholders of upcoming works to ensure stakeholders are fully informed of potential impacts and can amend their business practices, where appropriate. This will be achieved through notifications, one on one meetings and presentations • Ensure stakeholders understand how they can find out more information and who to contact in the event they have an enquiry or complaint • Effective and timely response to complaints and enquiries
Traffic, parking and access	<ul style="list-style-type: none"> • Temporary changes to vehicle access and increased road traffic • Changed pedestrian around stations along the SWM1/2/3 works 	<ul style="list-style-type: none"> • Potential changed pedestrian access to and around a number of work zones along the rail alignment and local streets • Temporary changes or closure of parking near the station and or local streets • Truck delivery routes • Temporary changes or closure of parking near the stations, to and around works zones along the corridor alignment or local streets • Truck delivery routes

Construction fatigue/cumulative impact from nearby projects	<ul style="list-style-type: none"> • Cumulative effect of construction in the local area including interface, with the following projects/other Sydney Metro contractors: <ul style="list-style-type: none"> ○ Corridor Intrusion Risk Assessment (CIRA) and Hostile Vehicle Mitigation (HVM) works contractors ○ Sydney Metro Line-wide works (LWW) ○ Trains, Systems, Operations and Maintenance (TSOM) contractor ○ Corridor Intrusion Detection System and Object Detection System (CIDSODS) contractor ○ Mechanical Gap Filler and Platform Screen Door (MGF/PSD) contractors ○ Other SWM contractors ○ Sydney Trains / ARTC maintenance work ○ Other property developments 	<ul style="list-style-type: none"> • Work with Sydney Metro to understand the programs (and potential program conflicts) of other projects close the project • Work with Sydney Metro and the Traffic Management Centre on any traffic and/or access implications • Ensure messages and information developed for the project is responsive to other developments and their impacts • Attend Communications Management Control Groups (CMCGs) meetings as required • Regular contact with other nearby projects
Construction worker behaviour	<ul style="list-style-type: none"> • Not following signed parking conditions and community agreements • Littering or failure to clean up work area • Subcontractors, or supplier using unapproved access routes to site • Noise and disruption after hours (early arrival, night shift) • Use of inappropriate language / swearing 	<ul style="list-style-type: none"> • Detailed induction for all staff, subcontractor and supplier that includes information about community expectations and sensitives • Implement disciplinary/contractual proceedings as required to correct ongoing inappropriate behaviours • Information as part of procurement process included for all subcontractors and supplier • Complaints management reporting
Concerns about property damage	<ul style="list-style-type: none"> • Proximity of work to properties • Perceived impact vibration has on property 	<ul style="list-style-type: none"> • Pre-construction condition surveys offered to eligible properties and structures • Vibration monitoring information • Vibration impact fact sheet • Consider selection of alternative lower vibration generating equipment

Table 2 - Key community issues and proposed mitigation measures

2.6 Priority Community and Wellbeing Issues for the SWM1/2/3 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.

2.7 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 SWM1/2/3 works area, stakeholders could experience cumulative impacts from Sydney Trains and ARTC maintenance work Inner West Council and City of Canterbury Bankstown Council maintenance works as well as adjoining Southwest Metro projects:

- CIRA and HVM works contractors – early work is currently under way
- LWW – construction work is currently underway
- TSOM contractor – construction work is currently underway
- CIDSODS contractor – early work is currently underway
- MGF/PSD contractors – construction work is currently 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. Community and Stakeholder Engagement

3.1 Engagement Approach

JHLORJV's overall approach to community and stakeholder engagement during design and construction of the SWM1/2/3 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 JHLORJV 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 JHLORJV 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 3 outlines the proposed level on engagement during the project phases. Level of engagement will be regularly reviewed to consider 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 outcome
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 decommissioning	Inform	

Table 3 - 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 will be 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 SWM1/2/3 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 SMW 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 (IWC) area includes approximately 183,000 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. It includes four (4) suburbs related to the SWM1/2/3 works: Sydenham, Marrickville, Dulwich Hill and parts of Hurlstone Park.

Whilst a majority of residents from the IWC are English speaking, more than a third of residents speak a language other than English at home. The mix of cultural backgrounds includes a broad range of countries across Asia, Europe, the Americas and parts of Northern Africa and the Middle East. The top 5 spoken languages are Greek, Mandarin, Vietnamese, Cantonese and Arabic in the areas which the SWM1/2/3 project is being constructed.

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

The City of Canterbury Bankstown (CoCB) area includes approximately 372,459 residents and an area of 110 square kilometres. It includes eight (8) of the suburbs related to the SWM1/2/3 works: Parts of Hurlstone Park, Canterbury, Campsie, Belmore, Lakemba, Wiley Park, Punchbowl and Bankstown.

Many residents in the CoCB area speak a language other than English at home. The mix of cultural backgrounds includes a broad range of countries across Northern Africa and the Middle East, Asia, and Europe. The top 5 spoken languages are Arabic, Vietnamese, Mandarin, Greek and Cantonese.

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 and 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
- Allow plenty of time when communicating with stakeholders note important information when receiving information.
- Avoid inappropriate or gratuitous references to a person's culture
- Respond to stakeholders by using empathetic qualities and understanding.
- Ask open ended questions and keep conversation broad
- 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 above 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 multiple existing stakeholder relationships that have been managed by Sydney Metro and JHLORJV. Sydney Metro retains responsibility for key stakeholders including Government ministers, MPs and other Government stakeholders.

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

Table B includes a working 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 Southwest Metro 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.

Stakeholder Category	Specific Stakeholders	Issues/ interest in project	Communication Strategy and tools	Primary points of contact	Indicative timing
Government – elected representatives	NSW Premier	Successful delivery of project within required timeframe and budget Media opportunities Construction timeframe Impacts to the community	Briefings as required via Sydney Metro – JHLORJV to provide information as requested Identify media opportunities	Sydney Metro Delivery Team unless requested otherwise	Ongoing throughout the project life cycle and in advance of key stages of works
	NSW Minister for Transport and Infrastructure	Successful delivery of project within required timeframe and budget	As above	As above	Ongoing throughout the project life cycle and in advance of key stages of works
	NSW Minister for Planning and Public Spaces	Compliance with approvals	As above	As above	Ongoing throughout the project life cycle and in advance of key stages of works
	NSW Minister for Energy and Environment	Management of energy, environmental and heritage impacts and compliance with project Environmental Protection Licence (EPL) Construction timeframe Impacts to the community	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 project	Communication Strategy and tools	Primary points of contact	Indicative timing
	NSW State Members for: <ul style="list-style-type: none"> • Heffron • Summer Hill • Newtown • Canterbury • Lakemba • Bankstown 	Impact on constituents during construction Community engagement process Cumulative impacts Urban renewal	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"> • Grayndler • Barton • Blaxland • Watson 	Impact on constituents during construction Community Engagement process Cumulative impacts Urban renewal	As above	As above	Ongoing throughout the project life cycle and in advance of key stages of works
State government departments, corporations and agencies	TfNSW	Successful project delivery within required timeframe and budget with the least impact on the community Compliance with Interface Agreements with other Project contractors and Works Authorisation Deeds (WAD) Interface with wider project development	Meetings, reporting, workshops, coordination forums in accordance with contractual requirements	Project Director Interface Manager	Ongoing throughout the project life cycle

Stakeholder Category	Specific Stakeholders	Issues/ interest in project	Communication Strategy and tools	Primary points of contact	Indicative timing
	Sydney Metro	Successful project delivery within required timeframe and budget with the least impact on the community Compliance with Interface Agreements with other Project contractors and Works Authorisation Deeds Interface with wider project development	Meetings, reporting, workshops, coordination forums in accordance with contractual requirements CCMG Meetings Weekly site meetings Fortnightly Southwest Metro works Community and Environment meetings	Project Director Interface Manager Rail Safety Managers Environment Manager Construction Managers Design Manager CLT	Throughout the project life cycle
	Sydney Trains Australian Rail Track Corporation (ARTC)	Safety Management Impacts on rail operations Asset condition /protection Compliance with WAD Engagement with interface contractors	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	Interface meetings and possession meetings (as and when required to coordinate works during rail shutdown weekends)

Stakeholder Category	Specific Stakeholders	Issues/ interest in project	Communication Strategy and tools	Primary points of contact	Indicative timing
	Department of Planning, Housing and Infrastructure, & Department of Climate Change, Energy, the Environment and Water (formerly NSW Department of Planning, Industry, and Environment (DPIE))	Implementation of the Bankstown 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	Throughout the project life cycle
	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 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 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	As above

Stakeholder Category	Specific Stakeholders	Issues/ interest in project	Communication Strategy and tools	Primary points of contact	Indicative timing
Local Government	Inner West Council	Storm water and Flooding Management Plan	Engagement and consultation Regular meetings with council officers to address specific issues, information at council office – JHLORJV to provide information	Sydney Metro Delivery Team	Monthly Council meetings throughout the project life cycle
	City of Canterbury Bankstown	Noise, vibration and dust	Community connect sessions	Interface Manager	
	Councillors	Road and asset damage	Local community events	CLT	
	Relevant council officers e.g. Aboriginal Liaison, Environmental, Planning, Community, Traffic and Interface)	OOHW	Property Management Plan	Environmental Manager	
		Ecological monitoring program, dilapidation surveys	Road condition surveys	Construction Manager	
		Heavy vehicles movements	Traffic Management Plan		
		De-vegetation and tree removal			
		Impacts and interface with council infrastructure and utilities			
		Impact on local roads, traffic, parking, public transport and community facilities			
		Impact on residents and businesses during construction			
		Community engagement process			

Stakeholder Category	Specific Stakeholders	Issues/ interest in project	Communication Strategy and tools	Primary points of contact	Indicative timing
Utility providers	Sydney Water Endeavour Energy TransGrid Ausgrid Jemena Telstra Optus AAPT Vocus NBN Co Genos	Impact on existing infrastructure Consultation on settlement criteria for individual utility structures and on access, diversion, protection and or support Notification to residents, businesses and sensitive receivers of any disruption of services	Written correspondence and meetings to identify requirements and address specific issues Notification of planned works Incident response protocols Utilities Management Plan Property Management Plan Asset condition surveys	Utilities Manager Construction Manager Interface Manager CLT Safety, quality and Environmental Managers	Throughout the project life cycle
Emergency services	Ambulance Service of NSW – Campsie, Bankstown Fire and Rescue NSW – Marrickville Fire Station, Campsie Fire Station State Emergency Services NSW Police Force – Marrickville Police, Campsie Police and Bankstown Police	Impacts on local roads during construction Emergency access procedures during construction Site orientation, emergency facilities and incident scenario planning	TTLG (via Sydney Metro) Written correspondence, meetings, regular construction updates, updates on changes to local roads/traffic conditions Approval of emergency safety and security plans by relevant agencies Site visit and emergency scenario exercise	OHS & Rail Safety Manager Construction Manager CLT	Throughout the project life cycle
Neighbouring projects	Local roads and utilities upgrades Walking and cycling improvements projects Council projects Other Sydney Metro packages of work	Coordination of activities and information, referral of enquiries and complaints as appropriate Coordination with planned works schedule Minimising cumulative impacts	Written correspondence, meetings, exchange of key contacts, progress updates Communications Liaison meetings	Sydney Metro Delivery Team CLT Interface Manager	Throughout the project life cycle

Stakeholder Category	Specific Stakeholders	Issues/ interest in project	Communication Strategy and tools	Primary points of contact	Indicative timing
Directly affected property owners and tenants (within 100m of the project site)	Residential owners/tenants in directly affected properties (within 100m of the project works) on the SWM1/2/3 project Body corporates and owners' corporations 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, slips. 1800 community infoline Social media, website and email Site tours Project Milestones and Events Plan Business Connect Events	Sydney Metro Delivery Team CLT	Throughout the project life cycle Community connect events - up to two (2) per year
	Local businesses/tenants in directly affected properties on the Southwest Metro alignment Refer to Appendix B for impacted stakeholders	Loss of amenity during construction (noise, vibration, visual) Changes to pedestrian access Changes to vehicle access and parking Loss of business Work hours and project duration Potential for property damage Consultation on environmental management measures	Individual meetings, door knocks, regular progress updates, notifications and newsletters 1800 community infoline Social media, website and email Site tours BMP Project Milestones and Events Plan Business Connect Events	Sydney Metro Delivery Team CLT	During construction and throughout the project life cycle Business connect events - up to two (2) per year

Medical (for identified medical sensitive receivers within close proximity to works, refer to Appendix C)	Every smile dental, Marrickville (150m)	Loss of amenity during construction (noise, vibration, visual)	Regular progress updates, notifications and Newsletters	CLT	As above
	Gadalla Dental Services (100m)	Changes to pedestrian access	Verbal, electronic and social media updates Site tours and community forums		
	JMD Family Medical Centre (200m)	Changes to vehicle access and parking			
	Dr Nabil Behary (200m)				
	Marrickville Vet Hospital (350m)				
	Illawarra Road Medical Centre (400m)				
	Marrickville Medical Centre (500m)				
	Optometrist				
	Belmore Senior Citizen's Centre				
	Belmore Early Childhood Health Centre (50m)				
	Ausbridge Family dentist				
	Crinan Street Medical, Hurlstone Park				
	United medical centre, Campsie				
	Family medical centre, Marrickville				
	Chemist warehouse, Campsie				
	Specialist nuclear medicine, Campsie				
	Seoul Family Medicine Clinic Campsie (100m)				
	Campsie Medical & Dental Centre (100m)				
	Alfred Imaging Campsie (100m)				

	<p>Campsie MedHealth Centre (150m)</p> <p>Associated Medical Centre (150m)</p> <p>Campsie Medical Imaging (150m)</p> <p>Campsie Healthcare Medical Practice (150m)</p> <p>Campsie Centre Medical Clinic (200m)</p> <p>Campsie St Dental (200m)</p> <p>Blessed Health Care (200m)</p> <p>Campsie Medical Practice (200m)</p> <p>Douglass Hanly Moir Campsie Collection Centre (200m)</p> <p>Baili Chinese Health & Medical Centre (250m)</p> <p>Dr Van Vinh, Marrickville</p> <p>Dyvest Health Care</p> <p>Bankstown Medical Practice (50m)</p> <p>Medical Imaging Bankstown</p> <p>Glory Medical Centre (50m)</p> <p>Bankstown Hospital (2km away)</p> <p>Looks Wow Dental Clinic</p> <p>Lakemba Medical Services - After Hours Sydney, Home Visits²⁷ (100m)</p>				
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Stakeholder Category	Specific Stakeholders	Issues/ interest in project	Communication Strategy and tools	Primary points of contact	Indicative timing
	A2Z Medical Centre (150m) Isra Medical Services Lakemba (200m) Dovan Dental (250m) ONG Paul E S (300m) Dr Rachel Amin (300m) Punchbowl Medical and Dental Centre (50m) Australian Ambulatory Surgical Centre (150m) Punchbowl Medical Centre (50m)				

Education (for identified educational sensitive receivers within close proximity to works, refer to Appendix C)	Lakemba Public School (200m)	Transport impacts	Consultation on replacement facilities via Sydney Metro	CLT	During construction and throughout the project lifecycle
	Campsie Public School (250m)	General interest in the project	Participation in school's program via Sydney Metro	Sydney Metro Delivery Team	
	TAFE NSW Campsie – Adult Migrant English Program (350m)	Noise, vibration, dust	One on one meetings		
	Wiley Park Girls High School (100m)	Work hours	Notifications, newsletters		
	Wiley Park Public School (50m)	Changes to local pedestrian access	Parent information letters		
	Marrickville High School (1.3km)	Construction vehicles on surrounding roads	Telephone hotline		
	Marrickville West Primary School (600m)	Safety around schools and educational facilities	Website and social media		
	St Maroun's College (400m) Dulwich Hill	Safety around work sites	Site signage		
	Dulwich Hill Public School (450m)		Interactive displays		
	Canterbury Public School (400m)		Community Information sessions		
	Canterbury Girls High School (450m)				
	St Mel's Catholic Primary School (150m)				
	Australian Comgold Education and Immigration Consultation Marrickville (100m)				
	MTC, Marrickville (100m)				
	Casimir Catholic College (350m)				
	St Brigid's Catholic Primary School (500m)				
	Creative Dance Co (200m)				

Stakeholder Category	Specific Stakeholders	Issues/ interest in project	Communication Strategy and tools	Primary points of contact	Indicative timing
	PCYC Belmore (100m) All Saints Grammar School – Junior Campus (250m) Sydney Greek Dancing School (250m) Belmore Boys High School (800m) Holy Spirit Catholic College Lakemba (150m) CIEC (The Catholic Intensive English Centre) (150m) Canterbury Vale School (450m) Hampden Park Public School (500m) St Jerome's Catholic Primary School (200m) Punchbowl Boys High School (250m) Punchbowl Public School (450m) Bankstown Girls High School (250m) Bankstown Public School (450m) St Brendan's Catholic Primary School (600m) St Euphemia College (400m) Alfirdaus College (250m)				

Preschool or Child care (for identified preschool or childcare sensitive receivers within close proximity to works, refer to Appendix C)	Dulwich Hill Childcare Centre	Noise, vibration, dust	One on one meetings	CLT	During construction and throughout the project lifecycle
	Happy Clown Kindergarten, Hurlstone Park	Work hours	Notifications and newsletters		
	Hurlstone Park Children's Centre	Changes to local pedestrian access	Parent information letters		
	Montessori Learning Tree, Dulwich Hill	Construction vehicles on surrounding roads	Telephone hotline		
	Montessori Child Care	Safety around child care centres and facilities	Website and social		
	Koorana Child & Family Services		Site signage		
	Leylands Learning Centre	Safety around work sites			
	Little Scribbles Early Learning Centre				
	First Grammar Belmore				
	Happy Child Family Day Care				
	Kidsworld Childcare Centre				
	Koorana Croydon Street Preschool				
	Colonial Child Care Centre				
	Little Troopers Childcare Centre				
	Lakemba Children's Centre				
	Maryanne's Long Day Childcare Centre				
	Advanced Kinder Care				
	Sunny Kids Wiley Park				
	Alice Street Childcare Centre				
	Buzzing Bees Family Day Care				
	Punchbowl Children's Centre				

	Cuddles4Kids Punchbowl				
	Growing Beans Early Education Centre				
	Tina's Kindergarten				
	Bankstown Childcare Academy				
	Shepard Early Leaning Centre – St Nicholas				
	Kingdom Kindy				
	Aboriginal Child, Family and Community Care, Marrickville				
	Learning Directions, Canterbury				
	Campsie Primary OHS Care Centre				
	St Mel's Catholic Primary School, Campsie				
	Campsie Primary OSHCare Centre				
	Canterbury Primary OSHCare Centre				
	Canterbury Family Day Care				
	Roly-Poly Care Bankstown				
	Good Start Early Leaning Bankstown				
	Bankstown OOSH				
	Better Future Family Day Care				
	Flinders Centre Early Learning School				
	QwertyKids (After school program)				

Places of worship (for identified places of worship sensitive receivers within close proximity to works, refer to Appendix C)	<p>Belmore Church of Christ</p> <p>The Potter's House Christian Church</p> <p>Shalom Church</p> <p>The Salvation Army Sydney Korean Church</p> <p>Won Buddhism of Australia (meditation centre)</p> <p>All Saints Greek Orthodox Church</p> <p>St Peters Anglican Church</p> <p>Uniting Church in Australia</p> <p>Siler St Baptist Mission</p> <p>Indonesia Christ Family Church</p> <p>Catholic Church of St Paul of the Cross</p> <p>Lakemba Uniting Church</p> <p>The Greek Orthodox Community</p> <p>St Andrew's Anglican Church</p> <p>Bulgarian Orthodox Church of St John of Rila</p> <p>Saint Therese Catholic Church</p> <p>Semang Uniting Church in Australia</p> <p>Christadelphian Ecclesia Lakemba</p> <p>Lakemba Mosque</p> <p>Masjid As-Sunnah Lakemba</p>	<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 and newsletters</p> <p>Information letters</p> <p>Telephone hotline website and social media</p> <p>Site signage</p>	CLT	During construction and throughout the project lifecycle
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	Darul Ulum Mosque Sydney				
	Ernest Masjid Mosque				
	Lakemba Christian Fellowship				
	Cao Dai Temple				
	Iqro Mosque				
	Uniting Church in Australia, Marrickville				
	Church of Christ, Marrickville				
	St Nicholas Greek Orthodox Church, Marrickville				
	MTC Australia Marrickville, Marrickville				
	St Paul's Canterbury				
	Saint John's Anglican Church, Campsie				
	St Mel's Church, Campsie				
	Church of Living Water, Campsie				
	The Salvation Army Campsie Corps				
	Sydney Galilee Church				
	Friendship Center				
	Uniting Church in Australia Campsie				
	St Euphemia Greek Orthodox Church				
	Bankstown Musalla				
	Punchbowl Baptist Church				
	The Church of Jesus Christ of Latter-Day Saints				

Stakeholder Category	Specific Stakeholders	Issues/ interest in project	Communication Strategy and tools	Primary points of contact	Indicative timing
	Punchbowl Musalla St Jerome Catholic Church St Nicholas Punchbowl Punchbowl Uniting Church Punchbowl Musalla The Korean Buddhist KwanUmSa Temple Truc Lam Temple Bankstown Corps Pho Minh Temple Bankstown Baptist Church St. Euphemia Greek Orthodox Church De La Salle Brothers Bankstown Mussallah Saint Paul's Anglican Church				
Heritage stakeholders	Heritage Council of NSW Office of Heritage Registered Aboriginal Parties Department of Climate Change, Energy, the Environment and Water Registered Aboriginal Parties	Impact of construction on heritage items	Meetings Construction Heritage Management Plan	Environmental Manager CLT Sydney Metro Delivery Team	During construction and throughout the project lifecycle

Stakeholder Category	Specific Stakeholders	Issues/ interest in project	Communication Strategy and tools	Primary points of contact	Indicative timing
Community groups	Disability Council of NSW Vision Australia Ethnic Communities' Council of NSW Disadvantaged groups (e.g. rough sleepers) Bankstown Senior Citizens Centre Accessible Transport Advisory Committee Disability Groups	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	CLT	During construction and throughout the project lifecycle
Business groups	Canterbury Bankstown Chamber of Commerce Belmore Shopkeepers Association Australia Arab Business Council Marrickville Business Association Marrickville Chamber of Commerce	Loss of amenity for local businesses during construction (noise, vibration, visual) Changes to pedestrian access Traffic changes, detours, lane closures and changes to public transport	Notifications Meetings Newsletters 1800 hotline Website and social media	CLT	Consultation in advance of construction and ongoing as needed

Stakeholder Category	Specific Stakeholders	Issues/ interest in project	Communication Strategy and tools	Primary points of contact	Indicative timing
Local community centres/ youth centres	Belmore Community Centre	Access to construction information	Notifications, newsletters Website and social media	CLT	During construction and throughout the project lifecycle
	Tripoli and Mena Association	Demolition, noise, vibration, dust	Community information sessions		
	Arabic Aged of Tripoli Mena Association	Protection of community assets			
	Greek Community Club				
	Canterbury City Community Centre				
	Canterbury Child & Family interagency				
	Islamic Women's Welfare Association				
	Canterbury Family Support				
	Punchbowl Community Centre				
	Bankstown Community Services Centre				
	Bankstown Senior Citizens' Centre				
	BaptistCare				
	The Multicultural Network				

Stakeholder Category	Specific Stakeholders	Issues/ interest in project	Communication Strategy and tools	Primary points of contact	Indicative timing
Culturally and Linguistically Diverse Communities (CALD) and Language Other Than English (LOTE)	Ethnic Communities' Council of NSW	Access to construction information	Access to translator services via number provided on notifications	CLT	During construction and throughout the project lifecycle
	Multicultural NSW				
	Chinese/Mandarin community				
	Greek community				
	Vietnamese community				
	Thai community				
	Cantonese community				
	Spanish community				
	Italian community				
	Arabic community				
	Bengali community				
	Portuguese community				

Community action groups	Cooks River Alliance Save Marrickville South Marrickville Resident Action Group Sydenham to Bankstown Alliance Facebook: Tempe 2020 Facebook: Marrickville 2020 Save Dully Action Group We love Canterbury Hurlstone Park Association Hurlstone Park and Neighbours Canterbury Community Action Group Restore Inner West Line Restore Inner West Line – Liverpool via Regents Park Marrickville PIF Community Forum I love Dulwich Hill Dulwich Hill 22023 residence voice Hurlstone Park Association (Facebook) Save T3 Bankstown Line Bankstown Community Resource Group Sydney Inner West Community	Impact of local community Demolition, noise, vibration, dust Protection of community assets	Presentations Notifications, newsletters, Website and social media Community information sessions	CLT Sydney Metro Delivery Team	During construction and throughout the project lifecycle
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Stakeholder Category	Specific Stakeholders	Issues/ interest in project	Communication Strategy and tools	Primary points of contact	Indicative timing
	Inner West Tenant Group				
Public transport users	Train users of T3 Bankstown Line	Changes to timetables or rail shutdown Temporary transport arrangements Progress of works	Signage and notification for changes to bus stops or temporary diversions Signage and coordinated wayfinding strategy with Sydney Trains Media articles and events	Sydney Metro CLT	Signage as required at least 7 days in advance of public transport changes Commuter updates in coordination with Sydney Trains and Sydney Coordination Office
Road users/commuters	Motorists Pedestrians Pedestrians with prams Elderly Wheelchair users (including motorised) Motorised scooters Cyclists Bus users in streets surrounding work sites	Traffic delays Traffic changes including detours Changes to access/parking including closure of car parking and closure of lanes	VMS Signage and posters at the station Construction Traffic Management Plan Traffic Control Plans Notice and consultation with bus operators as required Programming work, where reasonable and feasible to reduce impact	Interface Manager CLT Sydney Metro Delivery Team	During construction and throughout the project life cycle Quarterly meeting (as a minimum) with bus operators and Sydney Trains – buses replacing trains
Media	Local newspapers Metro newspapers Metropolitan Radio Community Radio National and local TV The Sydney Morning Herald Daily Telegraph	Project status and progress Project milestones Impact on residents and businesses Industry news	In accordance with Sydney Metro media liaison protocols	Sydney Metro Delivery Team Stakeholder and Community Relations Manager	As and when directed by Sydney Metro

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.

Stakeholder and Community Relation Manager	
Role	<p>Leadership and management of the CLT</p> <p>Provide strategic advice to the Sydenham Metro upgrade and Southwest metro early works senior leadership team on communications, stakeholder and community management issues</p> <p>Build and maintain effective working relationship with the Principal's representative and Stakeholder and CLT</p>
Responsibilities	<p>Oversees the development and implementation of the CCS and sub plans</p> <p>Responsible for a stakeholder and community relations induction and training program for all personnel involved in the performance of the project</p> <p>Approves the Communications, Stakeholder and Community Relations team roles, role descriptions and responsibilities</p> <p>Ensures the CCS and key activities are integrated into the project schedule</p> <p>Attends the Sydney Metro led Communications Management Control Group and reports on activities, strategies and issues</p> <p>Attends the monthly Project Management Review Group meeting to discuss project status and issues</p> <p>Part of the issues and crisis management team</p> <p>Manages media issues and acts as media spokesperson for the JHLOR JV (subject to Sydney Metro approval)</p> <p>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</p> <p>Required to be on call 24 hours</p>
Community Place Manager	
Role	<p>Build and maintain effective working relationship with community, businesses, and other stakeholders</p>

Responsibilities	<p>Support the Stakeholder and Community Relations Manager in successful delivery of the CCS and other requirements</p> <p>Implementation of the CCS, CEMP and any relevant sub plans</p> <p>Establish effective working relationships with local businesses, community members and other stakeholder to support the effective delivery of the project</p> <p>Required to be on call 24 hours based on the team rotation to respond to enquiries and complaints</p> <p>Liaison with design and construction team to ensure community and stakeholder matters are considered during the planning phase</p> <p>Review, approve and oversee the development and distribution of all notification, newsletter, social media, photography, and other communication material</p> <p>Maintain the Consultation Manager database and generate reports as required</p> <p>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</p>
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Table 4 Position Description for Stakeholder and Community Relations Manager and Community Place Manager

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 5 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.

Project Role	Key Stakeholder and Community Relations Responsibilities
Project Director	<p>Allocate sufficient resources and authorities to the Stakeholder and Community Relations Manager to meet contractual and Project Approval obligations.</p> <p>Liaise with the Principal as required</p>
Construction Managers, Interface Manager and teams	<p>Provide leadership to construction teams to ensure construction activities under their control are managed to minimise impacts and respond to reasonable community requirements</p> <p>Available to participate in key consultation activities if required</p> <p>Make appropriate allowances for stakeholder and community notifications in works programs</p> <p>Manage liaison with Traffic and Transport stakeholders including participation in Sydney Metro led Traffic and Transport Liaison Group</p> <p>Identify traffic changes requiring notification to stakeholders, community and travelling public and sign off on information prepared for that purpose</p>

Project Role	Key Stakeholder and Community Relations Responsibilities
Design Manager, Engineering Manager and Design Coordinators	<p>Sign off on technical elements of community information and notifications</p> <p>Be available to participate in stakeholder and community meetings as required</p>
Environment and Sustainability Managers and teams	<p>Manage all consultation with Authorities and Agencies as required in the Environmental Approvals</p> <p>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</p> <p>Be available to participate in stakeholder and community meetings as required</p>
Planning and Project Controls Manager	<p>Include appropriate allowances for stakeholder and community notifications in project programs</p>
Subcontractors and consultants	<p>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</p> <p>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</p>
All employees and subcontractors	<p>Complete project induction and site-specific induction and sign agreement that they understand and accept their relevant community responsibilities</p> <p>Identify community impacts during activity reviews and recommend preventative solution or process</p>

Table 5: Project team roles and responsibilities

4. Communications

4.1 Communications 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 6 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 an active list and will be updated to reflect and project scope changes, feedback received, new technologies.

Communication tool	Purpose	Frequency	Responsibility
Community contact tools			

Communication tool	Purpose	Frequency	Responsibility
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
Southwest Metro works community email address southwest@transport.nsw.gov.au	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 24hours/ day, seven (7)	Sydney Metro - forwarded to JHLOR JV for response
Information/ Notification material			
Monthly construction notification	Advise community and stakeholders of construction activities no later than one (1) month in advance: (i) scope of work (ii) location of work (iii) hours of work (iv) duration of activity (v) type of equipment used (vi) likely impacts including noise, vibration, traffic, access and dust (vii) the Sydney Metro 24 hour telephone number, postal address and email address	Monthly and as required for out of hours work, new activities or new impacts	Sydney Metro and JHLORJV
Biannual construction update newsletters	Inform the community and stakeholders of the progress of the SWM1/2/3 Works and key milestones or activities taking place during the following three months	Biannually	Sydney Metro and JHLORJV

Communication tool	Purpose	Frequency	Responsibility
Community email updates	Email updates sent to registered neighbours informing stakeholders on construction progress and any key milestones or activities	As required	Sydney Metro and JHLORJV
Fact sheets	Used to explain key aspects of the construction activities and mitigation measures	As required	Sydney Metro and JHLORJV
Community Signage	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	As required	JHLORJV
Advertisements	<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"> • Daily Telegraph – Inner West Region • Bankstown/Canterbury Torch 	As required	Sydney Metro and JHLORJV
Photography, time lapse photography and videography	<p>Used to record the construction process and explain aspects of the works. Short video packages will demonstrate progress of work.</p> <p>Images will be used in notifications, newsletters, website, information sessions, presentations and reports</p>	As required	Sydney Metro

Communication tool	Purpose	Frequency	Responsibility
Emergency work notifications	<p>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.</p> <p>Notifications must be delivered by doorknock, issued on Sydney Metro letterhead and include the following:</p> <ul style="list-style-type: none"> • Scope of work • Location of work • Hours of work • Duration of activity • Type of equipment to be used • Likely impacts including noise, vibration, traffic, access and dust • Mitigation measures • Contract information 	As required	JHLORJV
Site signage and hoarding banners	<p>Signage used to identify the site and provide contact information for the community</p> <p>Hoarding in line with Sydney Metro branding requirements</p>	As required	JHLORJV
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		Sydney Metro
Online/ digital tools			
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 – JHLORJV to provide input as required
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	JHLORJV

Communication tool	Purpose	Frequency	Responsibility
Sydney Metro social media	Up to three social media posts per month to communicate key information and milestones about the project	Up to 3 per 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 projects design and construction	As required	JHLORJV
Face to face and interactive tools			
Community information sessions	Held in collaboration with Sydney Metro team as required for major project updates	As required	Sydney Metro JHLORJV to attend and support
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 residents who are not at home	As required	JHLORJV
Meetings with individuals or groups	Discuss project activities including work in progress or upcoming work, including potential issues	As required	JHLORJV
Site visits	Inform selected stakeholders about progress of the project and any key milestones or activities taking place	As requested by Sydney Metro	JHLORJV
Briefings and media			
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 JHLORJV 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 JHLORJV to provide information as required
Project management requirements			

Communication tool	Purpose	Frequency	Responsibility
Site inductions and toolbox talks	All project team members and contractors will be made aware of community relations requirements	As required	JHLORJV
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	<p>Sydney metro – coordinate</p> <p>JHLORJV – attend</p>
Traffic communication			
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	JHLORJV
Traffic alert email	Communication to transport operators and emergency services to advise of traffic changes including road or lane closures and detours	As required	JHLORJV
Variable Message Signs (VMS)	Electronic variable message sign provides advanced notice to road users of traffic changes	As required	JHLORJV

Communication tool	Purpose	Frequency	Responsibility
Advertisements	Advertise in newspapers prior to major changes in traffic conditions	As required	JHLORJV

Table 6: Communication and engagement tools

4.2 Key messages

4.3 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. Enquiries and complaints

5.1 Management and Complaints

Each stakeholder contract is an opportunity to build understanding about the SWM1/2/3 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 toolbox talks will further consolidate the approach.

Table 7 summaries the service standards for responses to enquires and complaints:

Category	Response time
General enquiries received by phone or in person	At least an oral response within 2 hours unless the enquirer agrees otherwise
Written enquiries (letters and emails)	Initial written response within 24 hours of receipt of the letter/ email

Category	Response time
Complaints – received by telephone or face to face	<p>Initiate investigation upon receipt of complaint</p> <p>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</p> <p>Keep the complainant informed of the process until the complaint is resolved</p>
Complaints – emails	<p>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</p> <p>Keep the complainant informed of the process until the complaint is resolved</p>
Complaints – written complaints (letters/faxes)	<p>Respond in writing and mail to: Sydney Metro, Level 43, 60 George Street, Sydney, NSW, 2000 within 4 hours of receipt (or 2 hours if a telephone number is available on Consultation Manager)</p>

Table 7: Enquiry and Complaint categories and service standards

5.2 Complaint 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 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 SWM1/2/3 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 when construction works are occurring. 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 CLT 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 8.

Enquiry and complaint type	Responsibility
Enquiries and complaints about construction activities during business hours	CLT member
Enquiries and complaints about construction activities after hours	Rostered CLT member
Complaint about works that are not Sydney 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 8: Enquiry and complaint responsibilities

5.3 Contracts register and reporting

The JHLORJV 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 the EPA 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. Processes and Protocols

6.1 Training and induction

All SWM1/2/3 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 involved with the SWM1/2/3 works 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 JHLORJV 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 JHLORJV 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 JHLORJV 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 SWM1/2/3 works.

The JHLORJV 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 JHLORJV personnel, subcontractors, consultants or suppliers will not issue any information (verbal or written), photographs, illustrations, publications, documents or articles for publication concerning the via any media including but not limited to social media or 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 JHLORJV 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 JHLORJV 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 JHLORJV will be required to comply with the Privacy Policy and Privacy Statement.

7. Continual improvement

The overarching goal of the JHLORJV is to inform, engage and involve the community and stakeholders to minimise construction impacts and risks proactively and effectively. To achieve this goal the team will facilitate the process of continual improvement using a three-tiered approach:

Identification

- Stakeholders
- Potential issues
- Likelihood of impact if issue occurs
- Actions to minimise risk
- Level of resourcing
- Level of engagement.

Monitoring

- Stakeholders (existing and emerging)
- Issues or likelihood of emerging issues
- Actions implemented
- Level of resourcing
- Level of engagement.

Evaluation

- Stakeholder satisfaction
- Issues identification accuracy
- Response and engagement level effectiveness.

The Stakeholder and Community Relations Manager will monitor the performance and effectiveness of the communication activities on a regular basis with a minimum review every six months.

7.1 Audit and review

Processes and communication channels will be modified in light of any feedback or issues identified in the monitoring process. Performance indicators that will be monitored include the responsiveness and effectiveness of communication with the community and stakeholders as well as information flow.

Key elements of the evaluation will include:

- Availability, quality and distribution of information about the project to the local community and stakeholders
- Currency and accuracy of the enquiries and complaints management system
- Nature of issues/complaints raised and level of responsiveness and appropriateness of action taken by the team
- Response timeframes
- Quality of reporting
- Feedback received on the value of updates and other public information, responsiveness of the construction team and attendance at community information sessions or meetings with stakeholders
- Appropriate updates to the CCS will be made in light of any review.

This CCS will be made publicly available on the project website and digital portal once approved by the Planning Secretary.

8. Appendices

Appendix A - Approvals timing matrix

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

Communications activity	Timeframe for client approval	Notification requirements prior to works starting
Invitations, notifications and materials for distribution at <i>Community Connect</i> Information Sessions and <i>Business Connect</i> briefing	Five (5) business days	Quarterly
Condition surveys correspondence with property owners- letters and report templates	Five (5) business days	Timing as per process in (refer to plan)
Utility service works – Notification to Utility Service Authorities	Five (5) business days	Seven (7) days before change
Emergency work - Door knocks with written notice	Advised ASAP	Within two (2) hours of starting emergency work
JHLOR JV advertisements – as required to comply with approvals and advise of: <ul style="list-style-type: none"> • detours • traffic disruptions • work outside working hours in environmental documents 	Five (5) business days	Seven (7) days before change
JHLOR JV local construction update newsletters	Five (5) business days	Quarterly
Photographs, graphics, video and other digital assets	Five (5) business days	NA
Website updates (new material)	Provide text at least five (5) business days before upload	As required
Website updates (previously approved material newsletters and notifications)	Notification of upload in weekly report	Upload to coincide with distribution
Display material	Five (5) business days	NA
Corporate promotional 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
Media enquiry request for information from Sydney Metro	NA	Provide response to Sydney Metro within two (2) hours
Induction presentations	Five (5) business days	NA
Factsheet	Five (5) business days	NA
CIC materials	Five (5) business days	NA

Table 9a: 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 SWM1/2/3 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
Residential Marrickville properties – 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	

Stakeholder	Location	Property Type
	1 Riverdale Avenue	
Businesses properties - Marrickville		
Unknown	3 Carrington Road	Business
A1 Mechanical & Smash Repairs	5 Carrington Road	Business
Aboriginal Child, Family and Community Care	21 Carrington Road	Business
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
Residential Dulwich Hill properties – 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	Residential

Stakeholder	Location	Property Type
	29 Albermarle Street 33 - 37 Kayes Avenue E22- 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	
Businesses properties - Dulwich Hill		
Dulwich Hill Child Care	66 Garnet Street	Business
All Bumper Repairs & Buffing	90 Reset Avenue	Business
Montessori Learning Tree	16/263 Wardell Avenue	Business
Residential Canterbury properties – potentially sensitive receivers	20 Close Street 2 – 2e 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	Residential

Stakeholder	Location	Property Type
	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	
Business properties – Canterbury		
Canterbury Olympic Ice Rink – currently closed	17a Phillips Avenue	Business
Canterbury Leisure and Aquatic Centre – currently closed	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
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
Residential Campsie properties – potentially sensitive receivers	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	Residential

Stakeholder	Location	Property Type
	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	
Business properties – Campsie		
Campsie Day Surgery	56-58 Campsie Street	Business
Campsie Police Station	58 Campsie Street	Business
Campsie RSL	25 Anglo Road	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 Transmissionand 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

Stakeholder	Location	Property Type
Church of Living Water	34 N Parade	Business
Residential Belmore properties – potentially sensitive receivers	1 – 3 Hall Street 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	Residential
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

Stakeholder	Location	Property Type
Sydney Trains depot	348 Belmore Road	Business
Belmore PCYC	332-344 Belmore Road	Business
Residential Lakemba properties – potentially sensitive receivers	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
Business properties – Lakemba		
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
Residential Wiley Park properties – potentially sensitive receivers	13-15 Alice Street N 19 Alice Street S 97 – 108 The Boulevarde	

Stakeholder	Location	Property Type
	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 Boulevarde 32 – 32A Rosemont Street S	
Business properties – Wiley Park		
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
Residential Punchbowl properties – potentially sensitive receivers	27 – 41 Urunga Parade 147 – 150 The Boulevarde 13b Bruest Place 15 Bruest Place 17 Bruest Place 21b Bruest Place 23 Bruest Place 15 South Terrace 17a South Terrace 65 Kelly Street	

Stakeholder	Location	Property Type
	1-3 Mount Lewis Avenue 2 Mount Lewis Avenue 16 – 68 South Terrace	
Business properties – Punchbowl		
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
Residential Bankstown properties – potentially sensitive receivers	100 – 106 Stanfield Avenue 97 – 111 Stanfield Avenue 1 - 95 Stanfield Avenue 148b – 168 Wattle Street 231 – 247 Wattle Street 72 – 108 South Terrace 116 – 142 South Terrace 148 – 198 South Terrace 232 - 248 South Terrace	Residential

Stakeholder	Location	Property Type
	3– 6 Carnation Avenue 2-4 West Terrace	
Business properties – Bankstown		
Home Centre Realty	3 Bankstown City Plaza	Business
Home Centre Realty	4 Bankstown City Plaza	Business
Taste of Charlie Chan	5 Bankstown City Plaza	Business
Cash Converters Bankstown	6 Bankstown City Plaza	Business
LA Moosh Bakery Café	1/9-11 Bankstown City Plaza	Business
Yakim Cuts	7/9-11 Bankstown City Plaza	Business
ISAT	12 Bankstown City Plaza	Business
CROSSTax & Accounting Service	2/12 Bankstown City Plaza	Business
Accounting and Taxation First	3/12 Bankstown City Plaza	Business
Catwalk Nails and Beauty	14 Bankstown City Plaza	Business
ITP Accounting Professionals Bankstown	2/15 Bankstown City Plaza	Business
Breakthrough Wealth Solution	4/15 Bankstown City Plaza	Business
CBA ATM (Centro Bankstown)	16 Bankstown City Plaza	Business
Priceline Pharmacy Bankstown	19 Bankstown City Plaza	Business
At Thailand	24 Bankstown City Plaza	Business
Ozlux Healthfood Pty Ltd	26 Bankstown City Plaza	Business
Bankstown Plaza Newsagency	29 Bankstown City Plaza	Business
W.T. Newey & Co	30 Bankstown City Plaza	Business
Bread Station Bankstown	31 Bankstown City Plaza	Business
Bookafly Pty Ltd	32 Bankstown City Plaza	Business
Anglicare Op Shop - Bankstown	35 Bankstown City Plaza	Business
Anh Tuan Butchery	37 Bankstown City Plaza	Business

Stakeholder	Location	Property Type
Westpace Branch Bankstown	38 Bankstown City Plaza	Business
Future Partners - Real Estate	1/38 Bankstown City Plaza	Business
Huong Viet	43 Bankstown City Plaza	Business
Iwise Optometrist	43 Bankstown City Plaza	Business
	44 Bankstown City Plaza	Business
Tai Ky Restaurant	1/44 Bankstown City Plaza	Business
Viet Phat	45 Bankstown City Plaza	Business
Eyestore	47 Bankstown City Plaza	Business
TCM Health Solutions	50 Bankstown City Plaza	Business
Thai Son Butchery	53 Bankstown City Plaza	Business
Nam Fong Hot Bread Bankstown	54 Bankstown City Plaza	Business
Thien Huong Grocery	56 Bankstown City Plaza	Business
Chau Hoang Money Tranfer	58 Bankstown City Plaza	Business
Hai Yen Restaurant	61 Bankstown City Plaza	Business
Hai Ha Money Transfer Bankstown	62 Bankstown City Plaza	Business
GBT Express Australia Pty Ltd	63 Bankstown City Plaza	Business
Café Nho	64 Bankstown City Plaza	Business
Breadtop Bankstown	66 Bankstown City Plaza	Business
Old Town Mixed Business	67 Bankstown City Plaza	Business
Hoan My Jewellery	71 Bankstown City Plaza	Business
General Cosmetic & Implant Dentistry	73 Bankstown City Plaza	Business
Gong Cha Bankstown	75 Bankstown City Plaza	Business
Famous Coffee & Fruit cocktails	77 Bankstown City Plaza	Business
Bankstown Hotel	102 Bankstown City Plaza	Business
SydPath - Pathology Collection Centre	106 Bankstown City Plaza	Business

Stakeholder	Location	Property Type
Sydney Plastic Surgery Associates	107 Bankstown City Plaza	Business
	108 Bankstown City Plaza	Business
Bankstown Foot Clinic	109 Bankstown City Plaza	Business
Eye Lab Optometry	114 Bankstown City Plaza	Business
Family Doctor Surgery Dr: Don Nguyen	114 Bankstown City Plaza	Business
	115 Bankstown City Plaza	Business
Great Chicken	117 Bankstown City Plaza	Business
Saigon Vietlott	118 Bankstown City Plaza	Business
Khalil Lebanese Pizza	119 Bankstown City Plaza	Business
North Terrace Seafoods	120 Bankstown City Plaza	Business
Coffee shop	130 Bankstown City Plaza	Business
Jasmin Noir	132 Bankstown City Plaza	Business
Horizon Medical Centre: Dr Ashraf Philips	124 Bankstown City Plaza	Business
Mr Mac Phone Repairs Bankstown	294 Chapel Road	Business
Dr Thanh Mai Phuoc	1/294 Chapel Road	Business
Van's Hairdressing	2/294 Chapel Road	Business
Nguyen Tran & Sons Lawyers	3/294 Chapel Road	Business
M.H. Beauty Impressions	4/294 Chapel Road	Business
Aussie Home Loans	6/294 Chapel Road	Business
Milk Flower Bankstown	300 Chapel Road	Business
Vinh Duong & Associates	300 Chapel Road	Business
Toc Dep International Hairdresser	300 Chapel Road	Business
Ba Mien Bankstown	1/324 Chapel Road	Business
Asian Supermarket Bankstown	5/324 Chapel Road	Business

Stakeholder	Location	Property Type
De Oscar Hairdresser	11/324 Chapel Road	Business
Jenkins Cake Shop	1/335 Chapel Road	Business
Allied Travel	2/335 Chapel Road	Business
Van Nghi Le	2/335 Chapel Road	Business
A-Z Convenience Store	342 Chapel Road	Business
	344 Chapel Road	Business
Money Plus	346 Chapel Road	Business
About Face Cosmetics	354 Chapel Road	Business
Stream Wealth	354b Chapel Road	Business
Lil Hideout Café	357 Chapel Road	Business
Alterations by Irene	1/359 Chapel Road	Business
Fujiyama Japanese Cuisine	2/359 Chapel Road	Business
AGFA Accountants Pty Ltd	3/359 Chapel Road	Business
IH Accountants	7/359 Chapel Road	Business
	8/359 Chapel Road	Business
	9/359 Chapel Road	Business
	10/359 Chapel Road	Business
	12/359 Chapel Road	Business
	16/359 Chapel Road	Business
	18/359 Chapel Road	Business
	19/359 Chapel Road	Business
	20/359 Chapel Road	Business
	21/359 Chapel Road	Business
	22/359 Chapel Road	Business
Zahid Restaurant	361 Chapel Road	Business

Stakeholder	Location	Property Type
LH Brown & Co	366 Chapel Road	Business
Elan Security	1/366 Chapel Road	Business
Legal Aid Commission of NSW	369 Chapel Road	Business
Quest Realty Group Bankstown	370 Chapel Road	Business
Wiseberry Real Estate Bankstown	372 Chapel Road	Business
Luxo Hair & Beauty	1/372 Chapel Road	Business
Lawrence Removals	Shop 7/372 Chapel Road	Business
Bankstown Gospel Hall	374 Chapel Road	Business
Bankstown Library	375 Chapel Road	Business
Dr George Kassir	376 Chapel Road	Business
Crimcorp Defence Lawyers	378 Chapel Road	Business
Dental on Chapel	380 Chapel Road	Business
Vogue Unisex Hair Studio	382 Chapel Road	Business
MEGA	382 Chapel Road	Business
Benchmark National Bankstown	1/382 Chapel Road	Business
O'Neill Solicitors	386 Chapel Road	Business
The Tax Factor Pty Ltd - Accountant & Tax agents Bankstown	390 Chapel Road	Business
Eighteen22	392 Chapel Road	Business
	398 Chapel Road	Business
Lumus Imaging Bankstown	400 Chapel Road	Business
Professional Dental Care	1/400 Chapel Road	Business
Elders Real Estate Bankstown	2/400 Chapel Road	Business
	402 Chapel Road	Business
	432 Chapel Road	Business
Coco Bean Café	1/434 Chapel Road	Business

Stakeholder	Location	Property Type
Aura Beauty	2/434 Chapel Road	Business
Ahead of Hair	3/434 Chapel Road	Business
Dib Lawyers	4/434 Chapel Road	Business
ANE Business Solutions	5/434 Chapel Road	Business
The Back Clinic	6/434 Chapel Road	Business
Prime Tax Aid Group	Shop 1/21 Cross Street	Business
For the Playerz	Shop 1/21 Cross Street	Business
St Vincent De Paul Society	2 East Terrace Bankstown	Business
MKY Removalist Bankstown	3 East Terrace	Business
Battery Assist Australia	3 East Terrace	Business
Sydney Tile Solutions	13/3 East Terrace	Business
St Euphemia College	6 East Terrace Bankstown	Business
Roly-Poly Childcare	9 East Terrace Bankstown	Business
Polish Club Bankstown	11 East Terrace Bankstown	Business
Cash Stop	1/2-4 Fetherstone Street	Business
Mister Sydney	2/2-4 Fetherstone Street	Business
CHA Point Bankstown	3/2-4 Fetherstone Street	Business
	4/2-4 Fetherstone Street	Business
Aussie Immigration Services	5/2-4 Fetherstone Street	Business
	6/2-4 Fetherstone Street	Business
	7/2-4 Fetherstone Street	Business
	8/2-4 Fetherstone Street	Business
Flight Care Agency	9/2-4 Fetherstone Street	Business
Leicester J Accounting	14/2-4 Fetherstone Street	Business
Mechanical Institute Of Training And Technology Pty Ltd	6 Fetherstone Street	Business

Stakeholder	Location	Property Type
Bankstown Real Estate	8 Fetherstone Street	Business
Bankstown Education and Skills Training Centre	8 Fetherstone Street	Business
YUM YUM Lebanese Pizza Bankstown	10 Fetherstone Street	Business
Flix Entertainment	10 Fetherstone Street	Business
FutureLegal	12 Fetherstone Street	Business
Storner Music Bankstown	1/12 Fetherstone Street	Business
Truston Solicitors	14 Fetherstone Street	Business
Mustache: Barber by Ali	14 Fetherstone Street	Business
Edu-Kingdom College Bankstown	16 Fetherstone Street	Business
Eagle Eyes Group Pty Ltd	7 Greenfield Parade	Business
Quadque Digital	1/7 Greenfield Parade	Business
ITEC- International Training & Education Counsel	1/7 Greenfield Parade	Business
Recreation Sports and Aquatics Club	11 Greenfield Parade	Business
The Tang Hotspot & Karaoke	23 Greenfield Parade	Business
Bankstown Barber Salon	1 Kitchener Parade	Business
Al-Madina Dawah Centre Mosque	2 Kitchener Parade	Business
Forever Smooth Laser and Beauty Clinic	1/2 Kitchener Parade	Business
The Parlour for Hair	3 Kitchener Parade	Business
Andie Lam Lawyers	5 Kitchener Parade	Business
Ricky Travel Pty Ltd (MPSky Tour?)	5 Kitchener Parade	Business
K&M Hair & Beauty Lounge	7 Kitchener Parade	Business
Al Furqan Quranic Centre	15 Kitchener Parade	Business
LW Williams & Associates	17 Kitchener Parade	Business

Stakeholder	Location	Property Type
Bankstown Health	101/17 Kitchener Parade	Business
Podiatry and Injury Clinic Bankstown	G01/17 Kitchener Parade	Business
Face Plus Medispa, Bankstown	1/21 Kitchener Parade	Business
Salas Projects	7/21 Kitchener Parade	Business
Hayat House	29 Kitchener Parade	Business
Hallani & Associates Lawyers	6/29 Kitchener Parade	Business
Kapsis Solicitors	7/29 Kitchener Parade	Business
I Can Read System	2/35 Kitchener Parade	Business
My Favourite Physio Pty Ltd	1/44 Kitchener Parade	Business
Chaker Accounting Services	2/44 Kitchener Parade	Business
4Cyte Pathology Bankstown	48 Kitchener Parade	Business
Able Minds Clinical Psychology Services	50 Kitchener Parade	Business
Unique Physio Bankstown	2/50 Kitchener Parade	Business
Amplifon Bankstown	52 Kitchener Parade	Business
Laverty Pathology	3/52 Kitchener Parade	Business
Gastroenterology Specialist Centre	56 Kitchener Parade	Business
Imbuity	2/56 Kitchener Parade	Business
CPG (Commerical Property Goup) South West	3/56 Kitchener Parade	Business
Bankstown Family Medical Practice	54 Kitchener Parade	Business
EMK Global Australia Education Agent	58 Kitchener Parade	Business
Dr Leana Teston Specialist Plastic Surgeon	1/58 Kitchener Parade	Business
Creating Links (NSW) Ltd	2/58 Kitchener Parade	Business

Stakeholder	Location	Property Type
Everyday Independence	1/60 Kitchener Parade	Business
Bankstown Smile Design	2/60 Kitchener Parade	Business
Froggy Tuition Centre	9 Marion Street	Business
LJ Hooker Bankstown	11 Marion Street	Business
Azimuth Surveyors	11 Marion Street	Business
Gemstrux Consulting Engineers	1/11 Marion Street	Business
Investment Plus Accounting Group	13 Marion Street	Business
Commerical Finance Corporation Pty Ltd	13 Marion Street	Business
GovCorp Finance	13 Marion Street	Business
Dr John Simone	15 Marion Street	Business
Anytime Fitness	19 Marion Street	Business
Home World Realty	21 Marion Street	Business
Bankstown Neurology	1/23 Marion Street	Business
Zein Accounting	2/23 Marion Street	Business
Millennium Physiotherapy	3/23 Marion Street	Business
Bankstown RSL Club	1 Meredith Street	Business
NSW Ambulance	33 Meredith Street	Business
Incubate Artist Studios	80 North Terrace	Business
Ultimate Photography and Cinema	83 North Terrace	Business
Cedar Design & Construct	83 North Terrace	Business
Able & Cane Café	3/83 North Terrace	Business
Grand Form Servizi Pty Ltd	Shop 4, 83/85 NORTH TERRACE	Business
Love and Unity African Hairdressing salon	85 North Terrace	Business
Chaplus	121 North Terrace	Business

Stakeholder	Location	Property Type
7-Eleven Bankstown	122 North Terrace	Business
Bankstown Arts Centre	5 Olympic Parade	Business
Titanic Restaurant Café	49 Raymond Street	Business
Queen Anne English College	1/49 Raymond Street	Business
Glow Gym	51 Raymond Street	Business
Villa Blanca Reception	53 Raymond Street	Business
Muso's Supply and Service	1/55 Raymond Street	Business
Dental HQ	2/55 Raymond Street	Business
Glamour Sisters	3/55 Raymond Street	Business
The Bellevue Venue	2-10 Restwell Street	Business
Golden Night Restaurant	12 Restwell Street	Business
No 1 African Choice	1/12 Restwell Street	Business
Barberz Zone	12/12 Restwell Street	Business
Thai Hutt	13 Restwell Street	Business
Bankstown Welfare Center	15 Restwell Street	Business
Restwell Newsagency	17 Restwell Street	Business
Bankstown Lebanese Restaurant	19 Restwell Street	Business
Kanawati Medical Centre	1/19 Restwell Street	Business
Restwell Street Medical Centre	2/19 Restwell Street	Business
Restwell Street Medical Centre	3/19 Restwell Street	Business
Mourad's Pharmacy	4/19 Restwell Street	Business
Dimitri's Surgery	5/19 Restwell Street	Business
Lebanese Restaurant	7/19 Restwell Street	Business
Manoush Delight	8/19 Restwell Street	Business
	12/19 Restwell Street	Business

Stakeholder	Location	Property Type
	13/19 Restwell Street	Business
	14/19 Restwell Street	Business
	11/19 Restwell Street	Business
Vapor Kings	6/19 Restwell Street	Business
Merabi Groceries	10/19 Restwell Street	Business
Merabi Groceries	9/19 Restwell Street	Business
Australia Post	20 Restwell Street	Business
Pink Slip Today Bankstown	20 Restwell Street	Business
Shanahans Butlers Solicitors	22 Restwell Street	Business
Dougies Grill Bankstown	24 Restwell Street	Business
ChiroKinetix Sports Medicine Clinic	1/24 Restwell Street	Business
Hearing Australia	66 Rickard Road	Business
Western Sydney Uni - Bankstown Campus	74 Rickard Road	Business
Bryan Brown Theatre and Fuction Centre	80 Rickard Road	Business
South Terrace Plaza	212 South Terrace	Business
Domino's Pizza Bankstown	Shop 17/212 South Terrace	Business
St Jude's Refuge	218 South Terrace	Business
Jasmin 1 Bankstown	222 South Terrace Bankstown	Business
Bank of Sydney Bankstown	2/228 South Terrace	Business
Sweet City Café	1/232 South Terrace	Business
Fly Home Travels	39/232 South Terrace	Business
MICorporation	76/232 South Terrace	Business
Mobile Mechanic & Auto Electrician	242 South Terrace	Business

Stakeholder	Location	Property Type
Thai Village Massage and Spa Bankstown	Shop 3A/242 SOUTH TERRACE	Business
Skin & Things by Kat	Shop 3B/242 SOUTH TERRACE	Business
Quantum Radiology Bankstown	258 South Terrace	Business
Himalaya Emporium	1/258 South Terrace	Business
Techvisor Pty Ltd	1/258 South Terrace	Business
Vaper Choice	260a South Terrace	Business
Simplicity Funerals Bankstown	266 South Terrace	Business
Red Lantern Hotel	280 South Terrace	Business
Arab Bank Australia	304 South Terrace	Business
Amelias Beautiful Secret	192 Stacey Street	Business
Outback Vintage	194 Stacey Street	Business
St Euphemia Greek Orthodox	208 Stacey Street	Business
GY Kids	57a The Mall	Business
Success Tax Professionals	3/57 The Mall	Business
Psychcentral	4/57 The Mall	Business
Sassy Boutique	5/57 The Mall	Business
AMO Home Loans	1/69 The Mall	Business
Just Careers Trainin	2/69 The Mall	Business
Affiniti Café	3/69 The Mall	Business
Mezmerise Cafe & Restaurant	4/69 The Mall	Business
Alpha Omega Education	5/69 The Mall	Business
Revive Naturally	8/69 The Mall	Business
JJ Crawford	9/69 The Mall	Business
Australian Global Academy	11/69 The Mall	Business
Tender Loving Care Disability Services	1 West Terrace	Business

Stakeholder	Location	Property Type
Legal Accounting Services Pty Ltd	1 West Terrace	Business
John R Wilson	1 West Terrace	Business
Batabil Promotion and Marketing Service	2 West Terrace Bankstown	Business
Looks Wow Dental Clinic	3/2 West Terrace Bankstown	Business
Lava Lounge Café Restaurant	4/2 West Terrace Bankstown	Business
Haramain Traiding	36/2 West Terrace	Business
Westcare Medical	3 West Terrace	Business
Bmcp Bankstown	2/4 West Terrace	Business
Volcanos Steakhouse Bankstown	Shop 1 2/4 WEST TERRACE	Business

Table 9b: Impacted sensitive stakeholders within 100m of SWM1/2/3 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 9c represents all the sensitive receivers surveyed prior to construction.

Sensitive Receiver Surveys conducted (within close proximity of and up to 100m of the SWM1/2/3 works)	Sensitive Receiver	Key Issues	Engagement channels
Medical Practices	Hearing Australia, Marrickville	Noise	Individual meetings, door knocks, regular progress updates, notifications and newsletters
	Illawarra Road Medical Centre,	Dust	
	JDM Family Medical Centre, Marrickville	Traffic management and access	
	Campsie Nuclear Medicine	Vibration	1800 complaints process
	Seoul Family Medicine Clinic, Campsie	Parking	Social media, website and email
	Campsie Medical Practice		Site tours
	Ambulance Service NSW		Community information sessions
	Dr Young Ki Hong, Campsie		
	Campsie Medical and Dental Centre		
	Associated Medical Centre, Campsie		
	Blessed Health Care		
	Campsie Day Surgery (GP Medical Centre & Endoscopy Clinic)		
	Lakemba Medical Services		
	BHC Medical Centre		
	South Terrace Health Centre		
	Dyvest Health Care, Bankstown		
	Quantum Radiology Bankstown		
	Tender Loving Care Disability Services, Bankstown		

Sensitive Receiver Surveys conducted (within close proximity of and up to 100m of the SWM1/2/3 works)	Sensitive Receiver	Key Issues	Engagement channels
	Restwell Street Medical Centre, Bankstown Berlanty Medical Centre, Bankstown Family Doctor Surgery Dr: Don Nguyen, Bankstown Dr Thanh Mai Phuoc, Bankstown Van Nghi Le, Bankstown Dr George Kassir, Bankstown Bankstown Family Medical Practice, Bankstown Kanawati Medical Centre, Bankstown Restwell Street Medical Centre, Bankstown Westcare Medical, Bankstown Bankstown Health		
Education/ Schools	Casimir Catholic College St Mel's Catholic Primary School - Campsie Wiley Park Public School Wiley Park Public School Girls High School Punchbowl Boys High School MEGA, Bankstown Mechanical Institute Of Training And Technology Pty Ltd, Bankstown Stormer Music Bankstown Edu-Kingdom College Bankstown I Can Read System, Bankstown Froggy Tuition Centre, Bankstown	Traffic management and access Parking	As above

Sensitive Receiver Surveys conducted (within close proximity of and up to 100m of the SWM1/2/3 works)	Sensitive Receiver	Key Issues	Engagement channels
	Western Sydney Uni - Bankstown Campus Just Careers Training, Bankstown Australian Global Academy, Bankstown St Euphemia College, Bankstown		
Childcare Centre Facilities	The Canterbury Bankstown Childcare Directory Canterbury Family Day Care Campsie Childhood Early Health Centre Greek Orthodox Community Marrickville Occasional Child Care Centre Canterbury Family Day Care Dulwich Hill Child Care Centre Happy Clown Kindergarten, Hurlstone Park MTC Australia Marrickville Campsie Primary OSH Care Centre Montessori Learning Tree, Dulwich Hill Punchbowl Children's Centre Bankstown Child Care Academy Roly-Poly Care, Bankstown Flinders Centre Early Learning School, Bankstown	Noise Dust Traffic management and access Vibration Parking	As above
Aged Care Facilities/Community Centres	Maronite Sisters of the Holy Family Village (Marrickville) Rotary Club of Campsie The Salvation Army Campsie	Noise Dust Traffic management and access	As above

Sensitive Receiver Surveys conducted (within close proximity of and up to 100m of the SWM1/2/3 works)	Sensitive Receiver	Key Issues	Engagement channels
	Muslim Care Carrington Centre Belmore PCYC Canterbury City Community Centre Association of Islamic Da'wah in Australia (AIDA) Bankstown Senior Citizens Centre Bankstown Community Resource Group, Bankstown	Vibration Parking	
Places of Worship	Marrickville Uniting Church St Nicholas Greek Orthodox Church, Marrickville St Brigid Catholic Church – Marrickville Lakemba Christian Fellowship St Euphemia Greek Orthodox Church, Bankstown Bankstown Gospel Hall Al-Madina Dawah Centre Mosque, Bankstown Al Furqan Quranic Centre, Bankstown	Noise Dust Traffic management and access Vibration Parking	As above
Optometrist	Iwise Optometrist, Bankstown Eyestore, Bankstown Eye Lab Optometry, Bankstown	Noise Dust Traffic management and access Vibration Parking	As above
Dental Surgeries	Dr David Lo, Dental Surgery, Campsie	Noise Dust	As above

Sensitive Receiver Surveys conducted (within close proximity of and up to 100m of the SWM1/2/3 works)	Sensitive Receiver	Key Issues	Engagement channels
	Wardell Dental Clinic, Campsie Your smile centre, Hurlstone Park Gadalla Dental Services, Marrickville Every Smile Dental, Marrickville Campsie Medical and Dental Centre Looks Wow Dental Clinic, Bankstown General Cosmetic & Implant Dentistry, Bankstown Dr Thanh Mai Phuoc, Bankstown Dental on Chapel, Bankstown Professional Dental Care, Bankstown Dental HQ, Bankstown Looks Wow Dental Clinic, Bankstown	Traffic management and access Vibration Parking	

Table 9c: Impacted sensitive receivers surveyed

Copy of sensitive receiver survey used

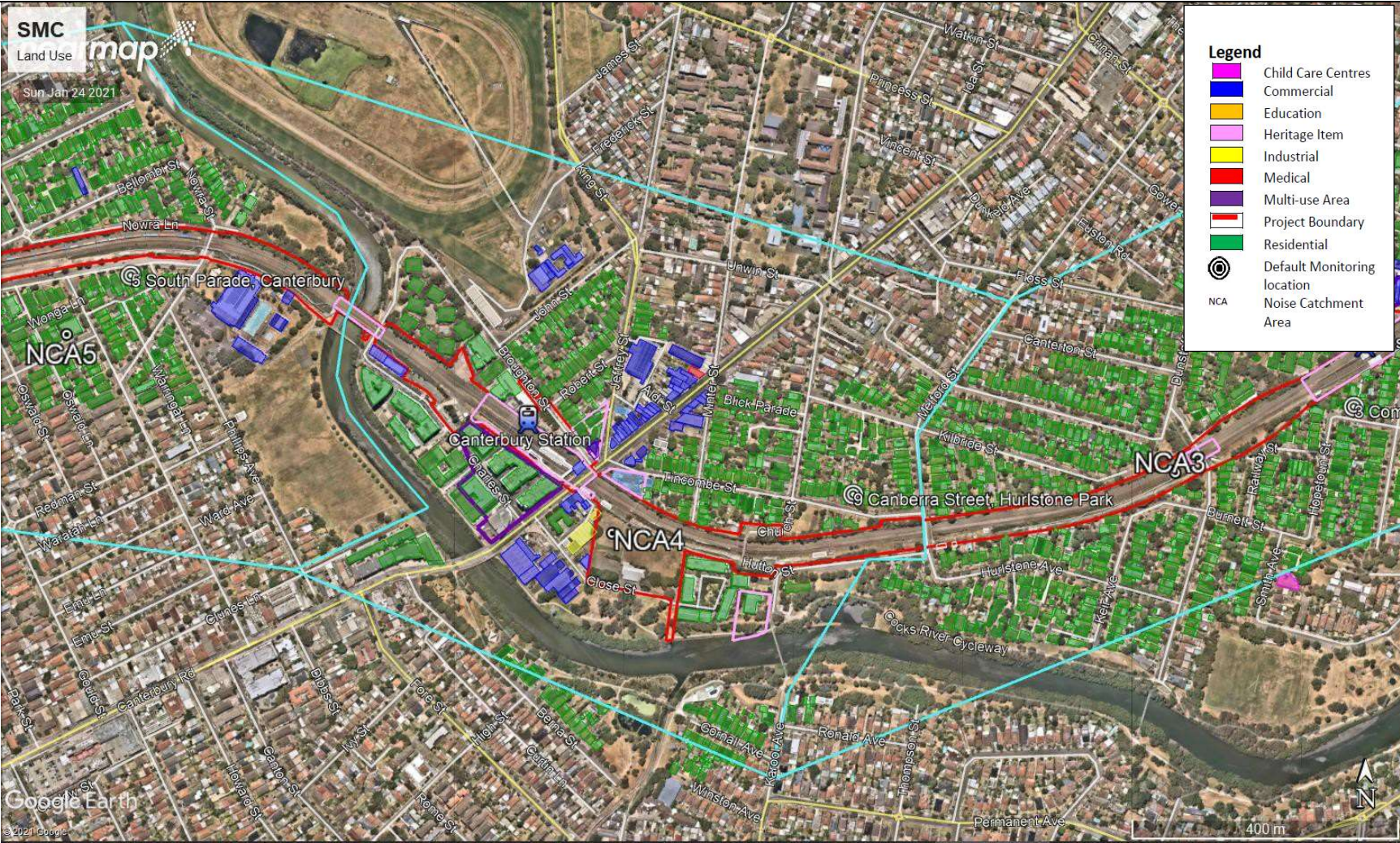
Sydney Metro Bankstown line upgrade – sensitive receiver survey 2019			
For internal use – name of staff attending survey	<i>E.g. May and Catherine</i>	Date of survey	
Organisation name			
Type of facility			
Preferred contact		Role	
Phone		Mobile	
Email			
Street address			
Primary language spoken		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			

Appendix D - SWM1/2/3 Works - Noise Catchment Areas Includes Residents And Businesses Included Within 100 Metres Of Project Works

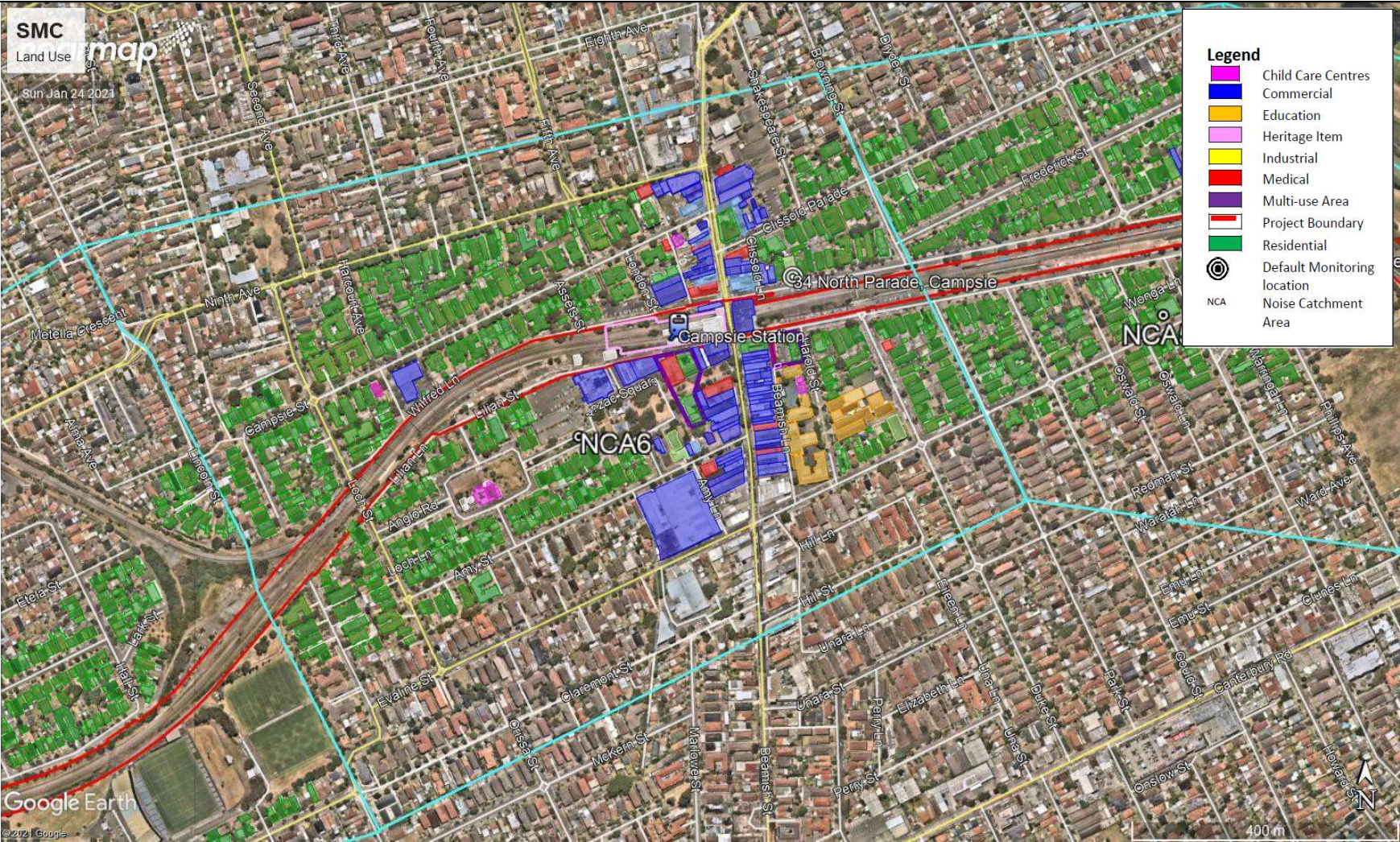


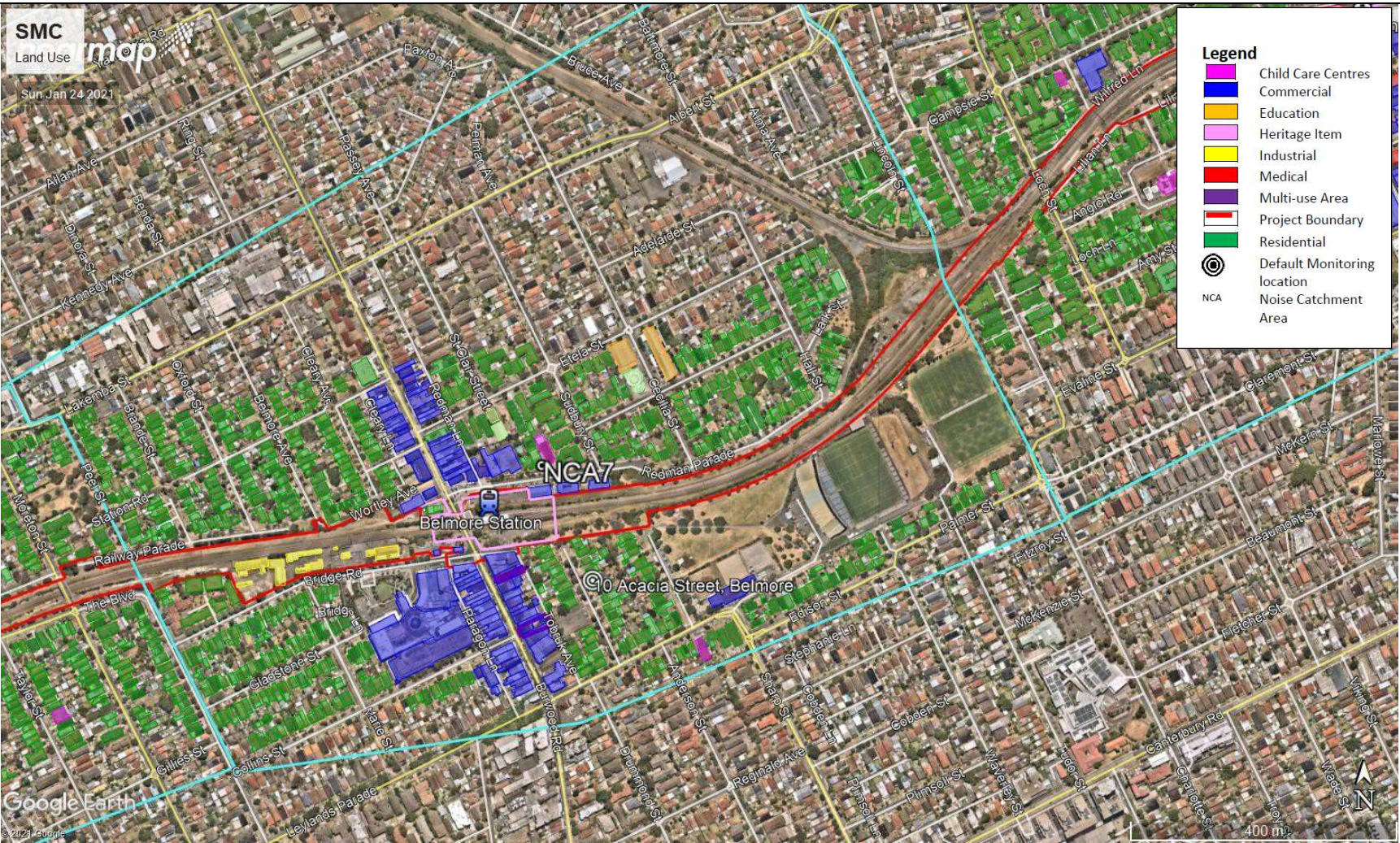








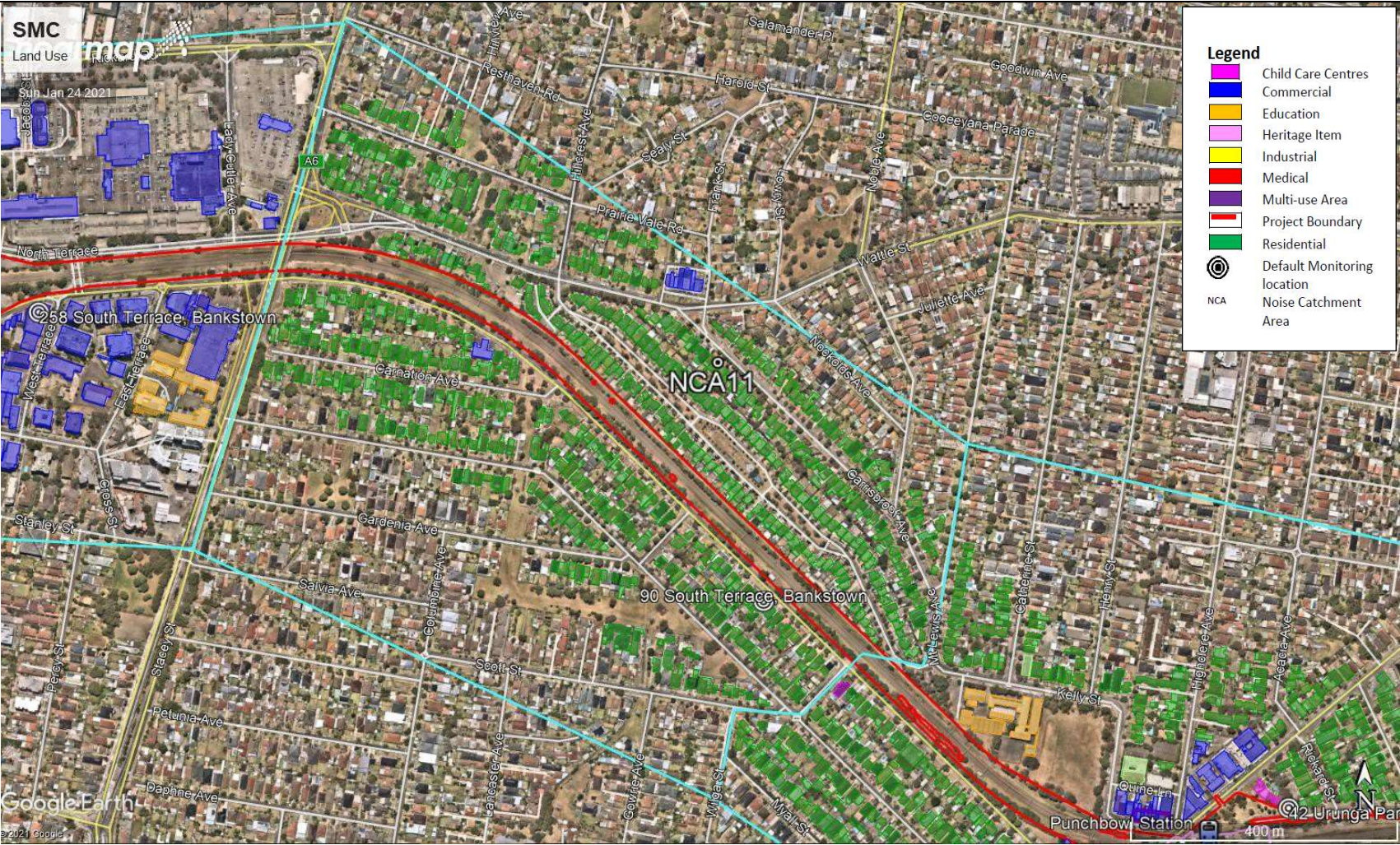


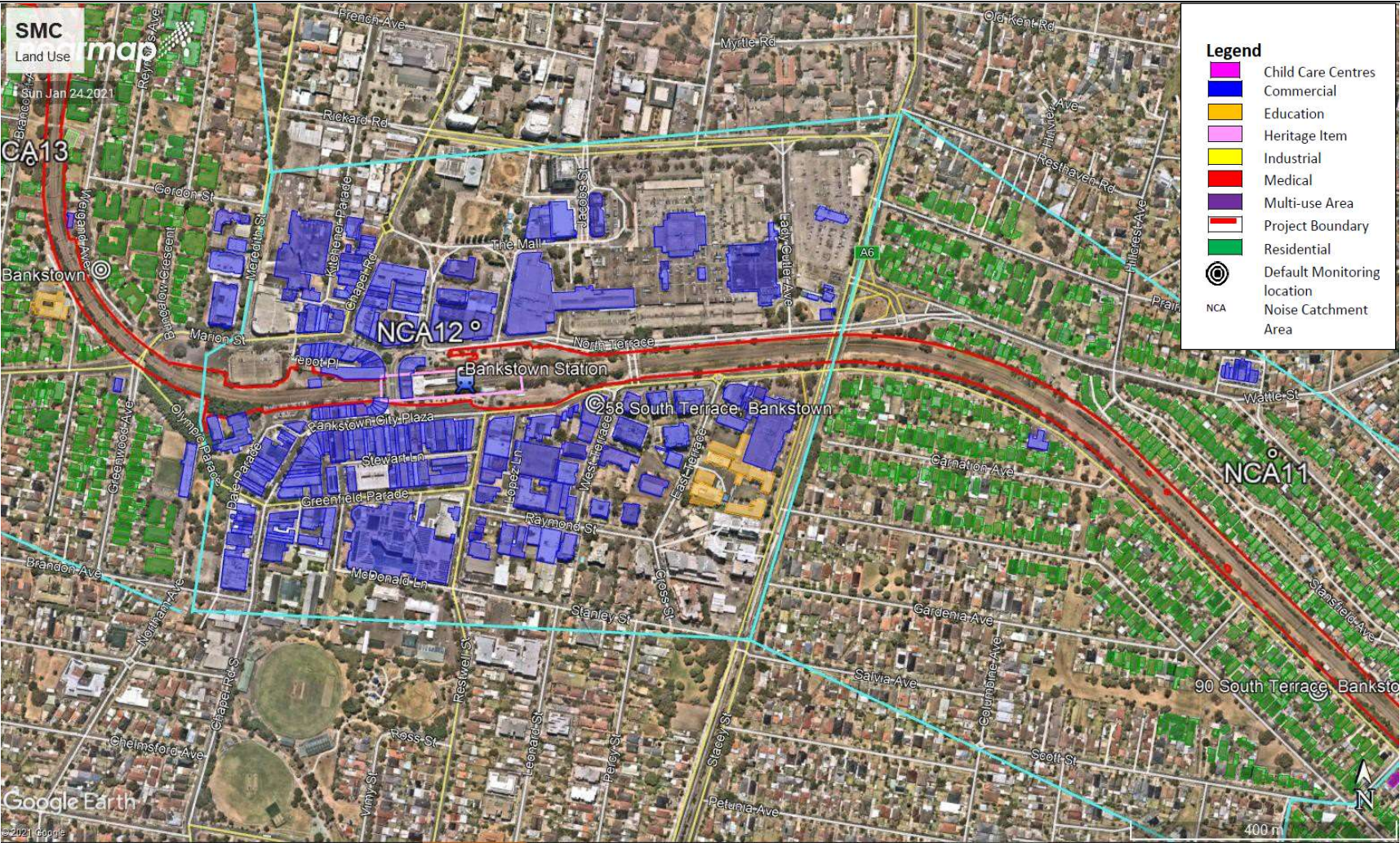


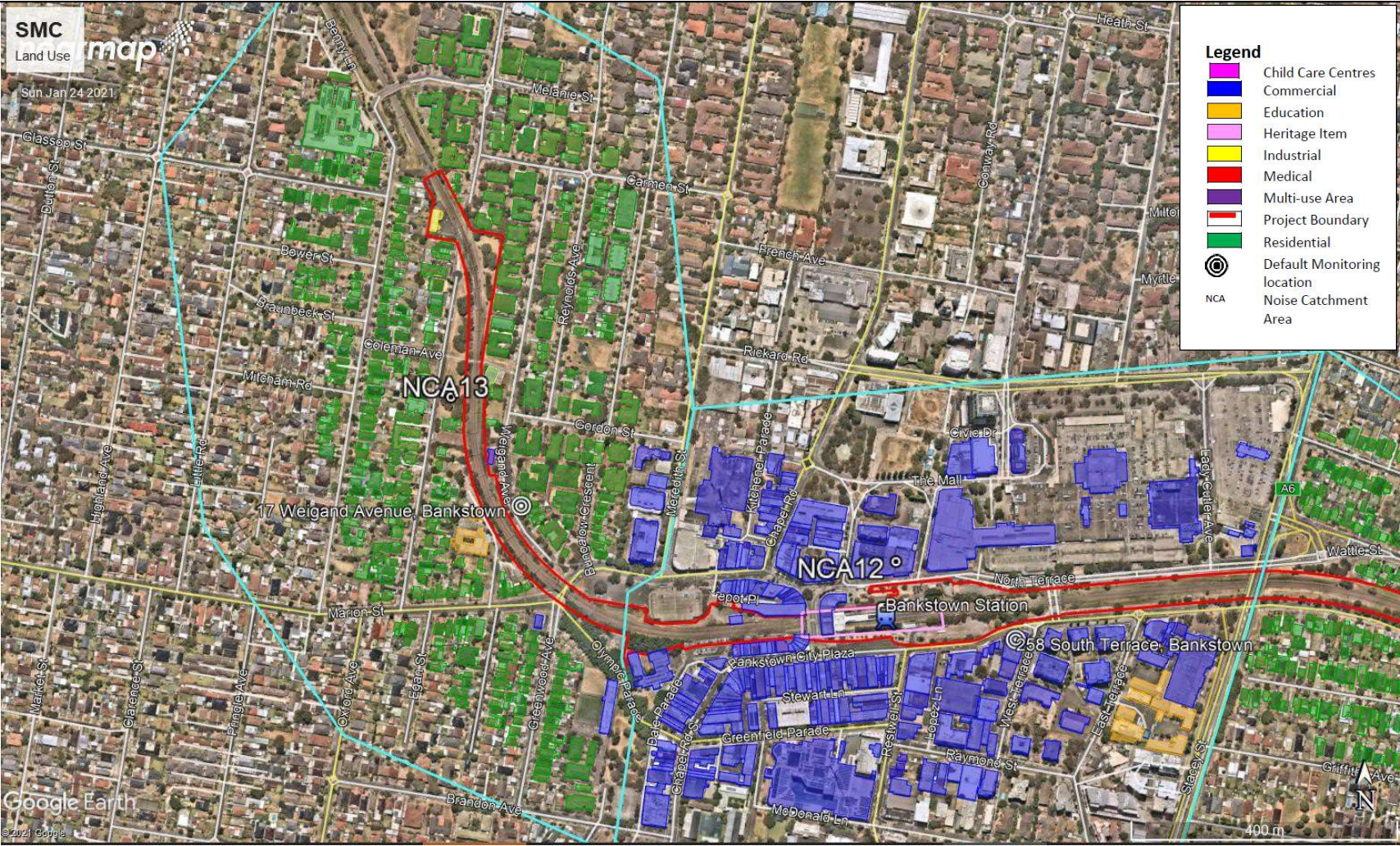












Appendix E - Minister's Conditions Of Approval Compliance Matrix - Sydenham Metro Upgrade (SSI 15_8256)

CoA	Requirement	Section
B1	A Community Communication Strategy 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 Community Communication Strategy must:	
a)	identify people and organisations to be consulted during the design and Work stages	Section 3 and Appendix B
b)	identify community demographics and approaches to address the needs of LOTE and CALD and vulnerable communities;	Section 3
c)	Set out the 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 4
e)	Establish place managers for each construction site to engage with the local community; and set out procedures and mechanisms	Section 3
f)	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 SSI	Section 5
Complaints Management System		
B5	A Complaints Management System 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
	The following information must be available to facilitate community enquires and manage complaints one (1) month before the comment of work and for 12 months following completion of construction	Section 5

CoA	Requirement	Section
a)	A 24 hour telephone number for the registration of complaints and enquiries about the SSI	Section 4
b)	A postal address to which written complaints and enquires may be sent	Section 4
c)	An email address which electronic complaints and enquires 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 Condition B6 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 Condition B14 of this approval	Section 4 & 5
B8	A Complaints Register 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 Complaints Register must record the:	Section 5
a)	Number of complaints received	Section 5
b)	Number of people affected in relation to a complaint; and	Section 5
c)	Mean by which the complaint was addressed and whether resolution was reached, with or without mediation	Section 5
B9	The Complaints Register must be provided to the Planning Secretary upon request, within the timeframe stated in the request	Section 5
B10	A Community Complaints Mediator 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 Community Complaints Mediator must be submitted to the Planning Secretary for approval within one (1) month of the date of this approval.	
Provision of electronic information		

CoA	Requirement	Section
B14	A website or webpage providing information in relation to the SSI 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
a)	information on the current implementation status of the SSI	Section 4
b)	the telephone number, postal address and email address required under Condition B6	Section 4
c)	a copy of the documents listed in Conditions A1 and A2 of this approval	Section 4
d)	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
Revised Environmental Mitigation Measures		
REMM SO1	<p>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.</p> <p>Consultation prior to and during construction 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</p>	OCCS and this plan
REMM SO2	Prior to construction , 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

Table 10: Ministers' conditions of approval compliance matrix

Appendix F - Sydney Metro Overarching Community Communications Strategy Compliance

Section of OCCS	Title	CCS Reference
1	About this plan	
1.2	Outline	Section 1.3, 1.4
1.3	Conditions of Approval	Section 1.3 and Appendix D
2	Accountabilities	
2.1	Reviewing this plan	Section 1.5
2.2	Relationship to other plans	Section 1.4
3	Our Approach	
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
3.5	COVID-19	Section 1.2
4	Stakeholder identification	
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
5	Known issues	
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
6	Communication tools	Section 4
7	Structures	
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
8	Responsibilities	
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
9	Sydney metro overarching implementation plan	
10	Low impact activities implementation plan	
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 11