

PROJECT IMPLEMENTATION PLAN

Community Benefits Implementation Plan
Sydney Metro West – Western Tunnelling Package

Document Details

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Signature	Signature	Signature
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Date	Date	Date

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DOCUMENT CONTROL

The current document version number and date of revision are shown in the document footer. All changes made to the Implementation Plan during its application on a live project are to be recorded in the amendment table below.

Revision History

Revision	Date	Description of changes	Prepared by	Approved by
A	26 May 2022	Original draft	L. Spiller	H. Young
B	6 July 2022	Response to SM feedback received 23.06.22	L. Spiller	H. Young

Terms and Definitions

Term	Definition
CTP	Central Tunnelling Package
ETP	Eastern Tunnelling Package
GLC	Gamuda Australia and Laing O'Rourke Consortium
LGA	Local Government Area
MOU	Memorandum Of Understanding
MSF	Maintenance and Stabling Facility
SEIFA	Socio-Economic Indexes for Areas
SM	Sydney Metro
SOP	Sydney Olympic Park
TBM	Tunnel Boring Machine
WTP	Western Tunnelling Package

1 GENERAL

1.1 Project Description

Sydney Metro (SM) is Australia’s biggest public transport project, with the vision “to transform Sydney with a world-class metro.” In 2024, Sydney will have 31 metro stations and more than 66 kilometres of new metro rail, revolutionizing the way Australia’s biggest city travels. By the end of the decade, the network will be expanded to include 46 stations and more than 113 kilometres of world-class metro for Sydney.

Sydney Metro West is a new 24-kilometre metro line with stations confirmed at Westmead, Parramatta, Sydney Olympic Park, North Strathfield, Burwood North, Five Dock, The Bays, Pyrmont and Hunter Street in the Sydney CBD.

On completion in 2030, the Sydney Metro West project will support a growing city and deliver world-class metro services to more communities. This new underground railway will connect Greater Parramatta and the Sydney CBD.

This once-in-a-century infrastructure investment will transform Sydney for generations to come, doubling rail capacity between the two CBDs, linking new communities to rail services, and supporting employment growth and housing supply. The Sydney Metro West project is expected to create about 10,000 direct and 70,000 indirect jobs during construction.

The new 24-kilometre Sydney Metro West tunnel and excavation works for nine new stations will be delivered in three contracts—the Western Tunnelling Package (WTP), the Central Tunnelling Package (CTP) and the Eastern Tunnelling Package (ETP).

The Gamuda Australia and Laing O’Rourke Consortium (GLC) will deliver the Sydney Metro West (SMW) Western Tunnelling Package (WTP), which includes:

- Westmead Station box excavation, including temporary support, stub tunnels, partially mined station cavern and crossover cavern including permanent lining and support
- Parramatta Station, including excavation of station box and associated support
- Clyde Maintenance and Stabling Facility (MSF), including permanent dive structure, portal, spur running tunnels, spur tunnel junction cavern, bulk earthworks, civil structures, utilities corridor, road crossing and creek diversion
- Rosehill Services Facility, including shaft excavation, permanent lining and lateral support
- A precast segment manufacturing facility at Eastern Creek
- Demolition and site clearance works
- Tunnelling between Sydney Olympic Park (SOP) and Westmead. Tunnelling will be undertaken by placing the Tunnel Boring Machines (TBMs) at the Rosehill Services Facility box and retrieved out at the SOP Station Box and then placed back at the Rosehill Services Facility and retrieved at the Westmead Station Box. No surface works are proposed at SOP except for the retrieval of the TBM.

1.2 Project Requirements

1.2.1 Plan Objectives and Contract requirements

This plan outlines how the Gamuda Australia and Laing O’Rourke Australia Consortium (GLC) will develop and implement community benefit initiatives to meet requirements under the Deed and GLC’s commitment to provide positive community legacy during and post-construction.

The overarching purpose of this plan is to enable working with local communities along the project alignment to deliver meaningful social outcomes and build positive relationships. This purpose will be achieved through developing initiatives shaped by analysis of community needs, working with community partners and using detailed monitoring and evaluation processes to ensure that intended outputs and outcomes are being delivered.

This plan also reflects the commitments and processes outlined within the *Community benefit plan Sydney Metro West Stage 1* (December 2020). The initiatives will reflect community needs identified during the initiatives’ development process, with consideration of priorities in local and state government strategic plans.

The geographic scope of the plan is for communities within 400 metres walking distance around a site or 400 metres from the tunnel alignment. This is represented in Figure 1 in section 1.3 below.

This plan has been developed to satisfy the contractual requirements listed in the following section of the General Specification:

- Ministers condition of approval, Socio-economic, Land Use and Property, D67

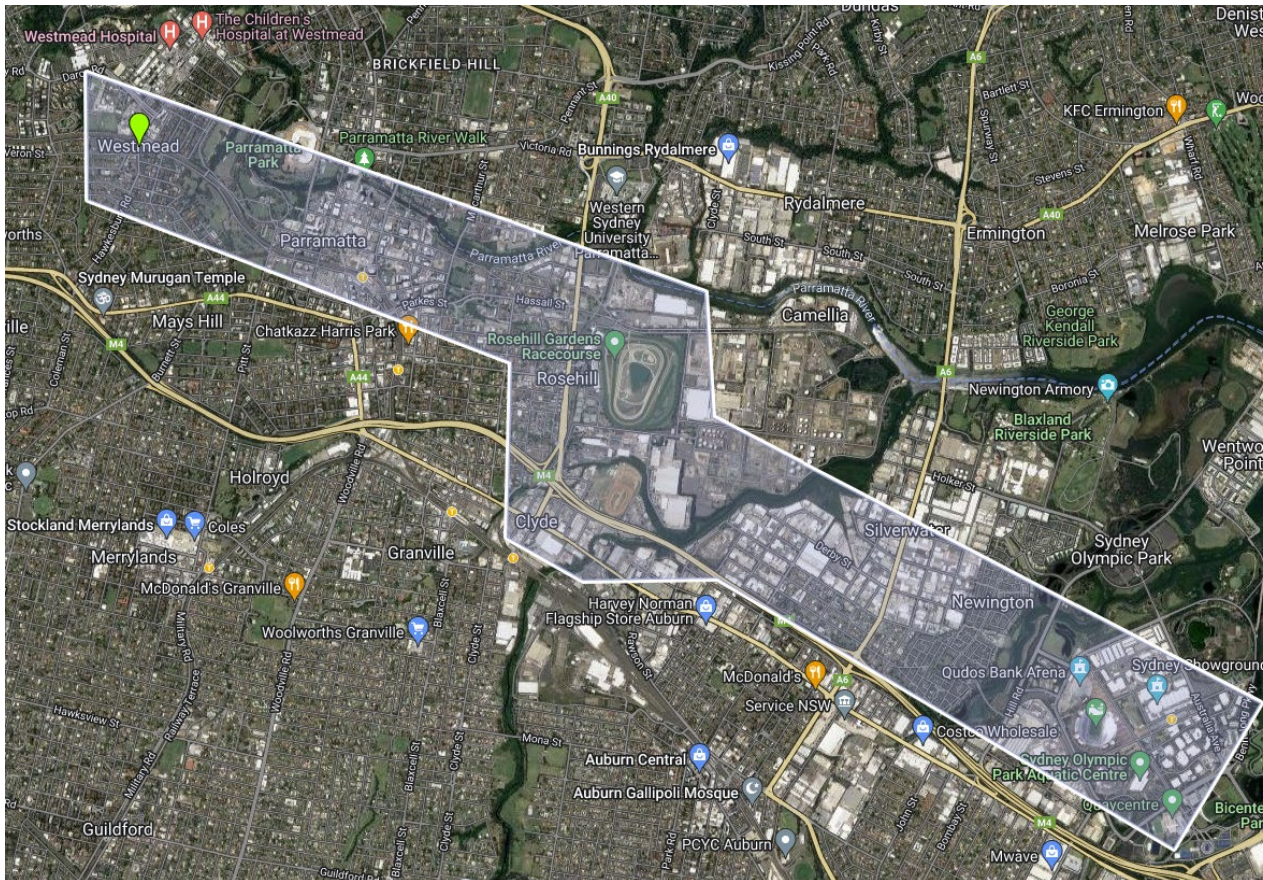
Table 1 lists the requirements of the Community Benefits Implementation Plan.

Table 1: Requirements of the Community Benefits Implementation Plan

General Specification Requirements	Reference
A Community Benefits Implementation Plan that must, as a minimum, include:	This Plan
A. community needs analysis and how this has been informed through input from the local community and stakeholders;	Section 2
B. methodology for the development of community benefit initiatives and legacy community benefit initiatives to add value to the communities in which it is working;	Section 3
C. how each initiative aligns with an identified outcome in the Project Community Benefit Plan;	Section 7
D. how each initiative will be implemented;	Section 5
E. a monitoring and evaluation methodology to demonstrate the outputs and tangible outcomes achieved, including key performance indicators	Section 6
F. a verification process to confirm the outputs and outcomes are being delivered; and	Section 4
G. a community benefit initiative impact register which would include details of initiatives submitted for review and approval by the Principal and the date approval is granted by the Principal to undertake the initiative	Section 7

1.3 Geographic Scope

Figure 1. 400 metres from WTP construction sites and tunnel and alignment



2 COMMUNITY NEEDS ANALYSIS

GLC conducted secondary research via the Australian Census of Population and Housing: Socio-Economic Indexes for Areas (SEIFA, 2016) to gain a high-level understanding of the socio-economic context of the Local Government Areas (LGAs) the Project is situated in. Table 2 below depicts the Indexes for the Cumberland and Parramatta LGAs, where “decile” represents a ranking between 1 and 10 such that 1 is the 10% most disadvantaged and 10 is the 10% least disadvantaged.

Table 2: SEIFA data for Cumberland and Parramatta LGA

2016 Local Government Area (LGA) Name	Index of Relative Socio-Economic Disadvantage (Decile)	Index of Economic Resources (Decile)	Index of Education and Occupation (Decile)	Usual Resident Population
Cumberland	3	2	6	216,079
Parramatta	9	6	10	226,149

Table 2 shows that Cumberland is relatively more disadvantaged than Parramatta across all areas of: socio-economic disadvantage, economic resources, and education and occupation. It is also clear that socio-economic disadvantage and economic resources represent the greater areas of opportunity over education and occupation. Parramatta residents are generally well-educated and affluent, but it is noted the Parramatta CBD is a hub that draws visitors and workers from the greater Sydney metropolitan area from various socio-economic backgrounds.

Following this initial analysis, the Project conducted a detailed analysis of the age, demographic, ethnicity of the local community and some key trends that will determine the community benefits implemented by the Project. Table 3, Table 4, Table 5 and Table 6 lists GLC’s findings.

Table 3: Country of Birth Other than Australia by LGA (Descending Order)

Sydney Olympic Park	Rosehill	Parramatta	Westmead
China (excluding SARs and Taiwan)	India	India	India
South Korea	China (excludes SARs and Taiwan)	China (excludes SARs and Taiwan)	China (excludes SARs and Taiwan)
India	Lebanon	Philippines	Sri Lanka
Hong Kong (SAR of China)	Philippines	South Korea	Philippines
Iran	Iran	Nepal	Nepal

Table 4: Language spoken at home other than English by LGA (Descending Order)

Sydney Olympic Park	Rosehill	Parramatta	Westmead
Mandarin	Gujarati	Mandarin	Hindi
Korean	Arabic	Hindi	Tamil
Cantonese	Mandarin	Cantonese	Gujarati

Persian (excluding Dari)	Hindi	Tamil	Telugu
Hindi	Punjabi	Gujarati	Mandarin

Table 5: Religious Association of Residents by LGA (Descending Order)

Sydney Olympic Park	Rosehill	Parramatta	Westmead
No Religion	Hinduism	Hinduism	Hinduism
Not Stated	Catholic	No Religion	Catholic
Catholic	No Religion	Catholic	No Religion, so described
Buddhism	Not Stated	Not Stated	Not Stated
Islam	Islam	Islam	Islam

Table 6: Age range of residents by LGA (Descending Order)

Sydney Olympic Park	Rosehill	Parramatta	Westmead
30 – 44	30 - 44	30 – 44	30 – 44
15 – 29	15 – 29	15 – 29	Under 15
45 – 59	Under 15	Under 15	15 – 29
Under 15	45 – 59	45 – 59	60 and above
60 and above	60 and above	60 and above	45 – 59

This high-level data findings will inform focus areas for the GLC community benefit program during construction and as well as potential legacy opportunities for the Project to contribute to post-construction.

The analysis above suggests that GLC should explore opportunities to work with:

- young families, particularly in Westmead
- migrant communities particularly from Indian and Chinese backgrounds, with 68 per cent of Westmead residents and 50 per cent of Parramatta residents born overseas
- socio-economically disadvantaged people who are drawn to Parramatta CBD.

Other community groups and needs may be identified through the consultation and community benefits initiatives development process.

The initiatives development process will consider alignment to strategic priority social outcome areas for the NSW Government and City of Parramatta and Cumberland City councils. An analysis of those priorities are included in section 4 of the *Community Benefit Plan - Sydney Metro West Stage 1*. This will ensure that GLC initiatives will contribute to achieving strategic community social needs.

This demographic data will guide and support the community benefits plans through the Community Benefits Committee who will use the data to understand community needs prior to selecting priority social outcomes.

Once the Community Benefits Committee has been established, the Committee will seek input

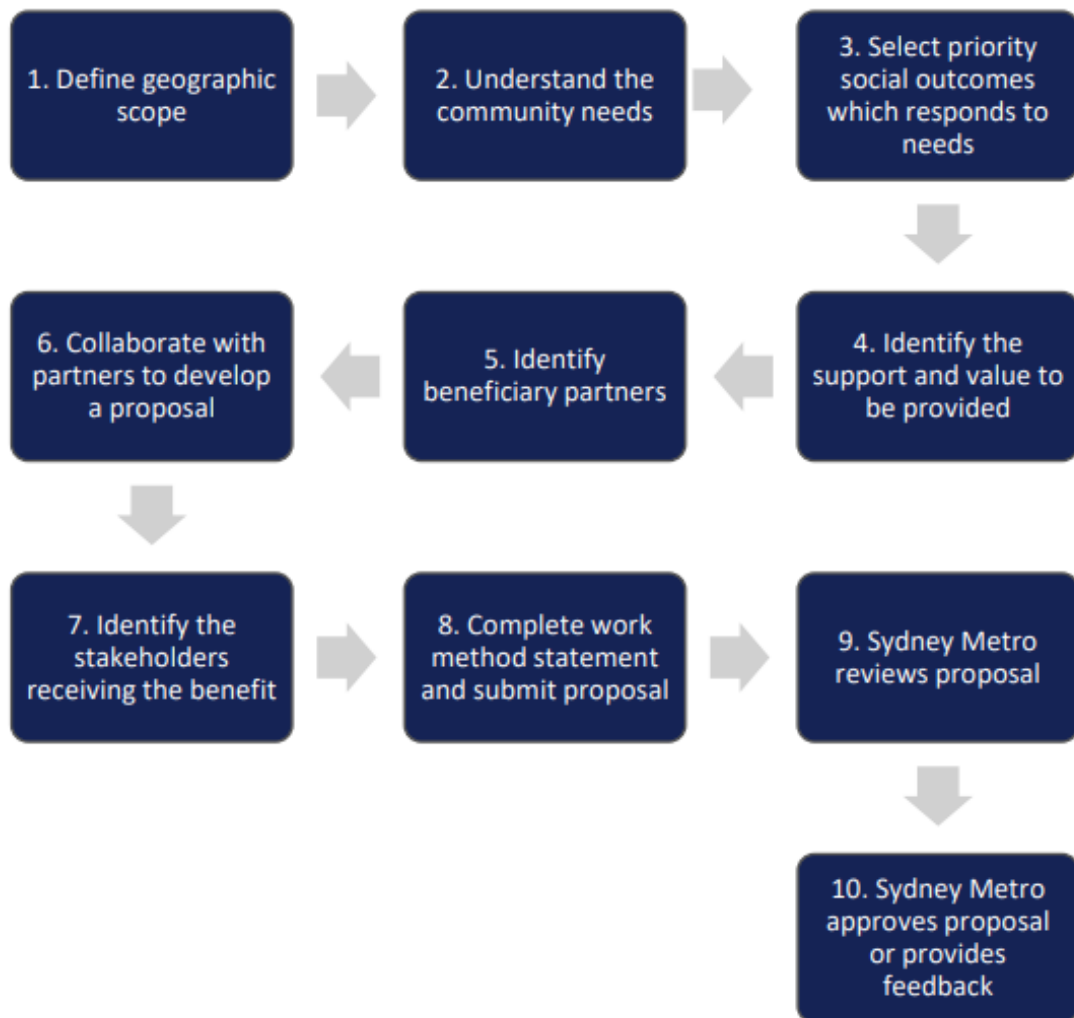
from the local community and stakeholders. The timing and nature of this input will be discussed at the first meeting of the Committee, which will then allow for demonstration of local community and stakeholder input in the next revision of this plan.

3 DEVELOPMENT OF COMMUNITY BENEFIT INITIATIVES

The Project will begin developing the WTP Community Benefits Committee, made up of GLC and SM community engagement, workforce participation and sustainability representatives. External parties including local government community development practitioners and academics (for example, Centre for Western Sydney and Western Sydney University) will also be considered for membership.

GLC will develop its community benefits initiatives through the guided process outlined in the *Community benefit plan - Sydney Metro West Stage 1*, as shown below in Figure 2. As the Project develops, as some steps may occur concurrently and be revisited as the initiatives are developed.

Figure 2: Key steps for the development of community benefit initiatives (Sydney Metro West Community benefit plan).



This plan defines the geographic scope, as represented in the map in Figure 1 above.

Section 2 of this plan represents the first stage of Step 2 to understand community needs by examining demographic profile. Initially, the use of the community needs analysis will drive the key focus areas and targeted groups, providing a framework for initiatives to be developed from.

The Community Benefits Committee will be involved in Steps 3 to 8.

Steps 3 to 5, will involve the Committee reviewing the primary needs analysis, identifying the priority social outcomes for each area and ensuring that the initiatives align with priority social outcomes from State and local governments.

Following the committee review, the Community Benefits Committee will submit a preliminary list of recommended Community Benefit Initiatives to the WTP Project Director and Sydney Metro Delivery Director for endorsement prior to progressing proposal development. This provides executive oversight and opportunity for feedback prior to GLC engagement of potential partners to develop the detailed Community Benefit Work Method Statements (see template in Appendix A as referenced in *Community benefit plan - Sydney Metro West Stage 1*) for Sydney Metro review and approval.

The proposals as supported by the committee will include addressing the following:

- What is the outcome and what stakeholder group will benefit from the initiative?
- What is the intended output of the initiative, and will it be maintained throughout construction and post-construction?
- Who will be involved in the co-design or co-production of the initiative?
- What monetary and in-kind resources are required?
- How many people will this initiative impact?
- What reviews will be in place to measure its success?

Community Benefit Initiatives will deliver one or more of the following priority social outcomes, as identified in Table 2 in the *Community benefit plan - Sydney Metro West Stage 1*:

- Priority A – create a strong, resilient and diverse economy
- Priority B – improve community character or surroundings
- Priority C – excellence in arts, culture and heritage
- Priority D – building inclusive communities
- Priority E – thriving children and families
- Priority F – empowering Aboriginal communities
- Priority G – improve the health and wellbeing of communities
- Priority H – having a safe and affordable place to live
- Priority I – providing educational foundations and best start in life for young children.

4 VERIFICATION PROCESS

The Community Benefits Committee will determine the program for implementing initiatives at their first meeting. This will then be captured in the first revision of the Community Benefits Implementation Plan. The scheduling of the delivery of community benefits initiatives will be scheduled to be spread throughout the program of the project, aligned to project delivery timing.

The Committee will also consider the merits of draft initiatives, including the strength of the need analysis to support each initiative, availability of suitable partners and feasibility for GLC to deliver given available resources, time and expertise.

The needs analysis will use multiple research sources to develop the initiatives for the Community Benefits Committee's consideration. The research sources may be grouped into primary research and secondary research. The Committee may also recommend additional research to verify community needs and feasibility.

The primary research is information obtained directly by GLC consultation and engagement, or through intelligence passed to GLC from Sydney Metro. This may include direct consultation with representatives of local councils, State agencies (e.g. Family and Community Services, Multicultural NSW), local Aboriginal organisations, community organisations and charities, or from information obtained during ongoing GLC project consultation with stakeholders and organisations.

Primary research will be complemented by reviewing secondary research completed to date by governments and other organisations. This may include reviewing council strategies and plans, new census data, submissions to Environmental Impact Statement and research by NSW Government agencies and peak bodies (e.g. NSW Council of Social Services).

By using both primary and secondary research sources, the initiatives can be well targeted to the community needs within the geographic scope and also align to research and strategic priorities of local and State governments.

Independent or third-party advice will be sought on recommended proposals to verify:

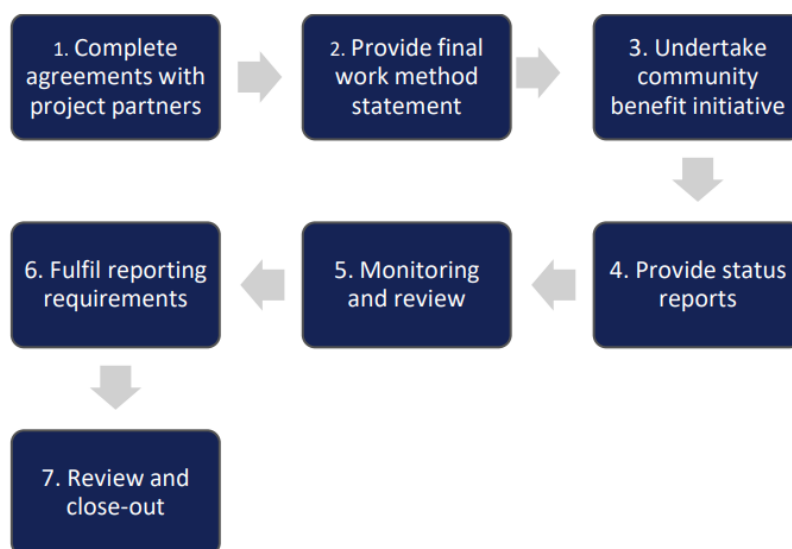
- The anticipated outcomes and outputs for each recommended initiative.
- The implementation approach, including inviting suggestions on who could be involved to help deliver the initiatives and guide targeting of initiatives to those who would most need and benefit from them.

The independent or third parties GLC will consult with at this stage may include: City of Parramatta Council, Cumberland City Council, Sydney Olympic Park Authority, Multicultural NSW, Department of Family and Community Services, local charities, local community service providers, and Aboriginal groups. Consultation will only be conducted with individual organisations who, as Sydney Metro and GLC considers, has expertise on the recommended initiatives. The endorsement of the third parties will not be sought, but feedback will be taken into consideration with progressing development of each initiative. Advice will be used to improve the implementation plan for each initiative or be used to reconsider the feasibility of an initiative.

5 IMPLEMENTATION OF COMMUNITY BENEFIT INITIATIVES

The implementation of community benefit initiatives will be guided by the process map outlined in the *Community benefit plan - Sydney Metro West Stage 1*, as shown below in Figure 3.

Figure 3. Guide for implementing community benefit initiatives (Sydney Metro West Community benefit plan).



WTP’s process for implementing the community benefit initiatives will follow the timeline below. The timeline will be subject to change with each initiative.

Process	Who	Timing
Develop Initiatives Implementation Plan	GLC Project Manager	Second half 2022
Enter into any necessary agreements or MOU with any partners or third parties to implement initiative	GLC Project Manager	Second half 2022
Monthly progress meeting chaired by GLC Project Manager with all partners for each initiative	Initiative Project Team	Monthly
Report on progress of each initiative	GLC Project Manager	Quarterly
Community Benefits Committee to report on progress of all initiatives to Sydney Metro Delivery Director and GLC Project Director	Community Benefits Committee	Quarterly
Submit an end-of-initiative report on outcomes and outputs to Community Benefits Committee	GLC Project Manager	Within 30 days of end of initiative
Develop a program implementation report that	Community Benefits Committee	Mid-2025

analyses all end of initiatives
reports and summarises
overall program impacts

6 MONITORING AND EVALUATION METHODOLOGY

The Project will use the following data to monitor and evaluate the success of each individual initiative and as an overall effectiveness of the local community benefit.

- No. of volunteers attending initiatives
- No. of community members attending initiatives
- Value of financial and in-kind support provided
- Tracking needs identified to delivery
- Employment – no. of employment outcomes
- Participant survey of the benefit they received from an initiative
- Any other outputs or outcomes identified during the initiative development process.

GLC will complete the community benefit initiative impact register (refer to Appendix B) and include the impact register in the status updates in the Sustainability Report.

Program progress will be assessed quarterly via the Community Benefits Committee and will be reported to the WTP Project Director and Sydney Metro Delivery Director.

7 COMMUNITY BENEFIT INITIATIVE IMPACT REGISTER

GLC will deliver at least 10 community benefit initiatives which provide demonstrable and tangible benefits to local community groups during the construction period and at least 10 initiatives which provide “legacy” benefits beyond the construction period of WTP Works. A preliminary Community Benefit Initiative Impact Register has been developed and is shown below, populated with 17 preliminary community initiatives and 12 preliminary “legacy” community initiatives which will be further investigated by the Community Benefits Committee when developing proposals for review by Sydney Metro.

The purpose of the table below is to highlight initial community benefit initiative ideas as well as how the Community Benefit Initiative Impact Register will be populated once approved.

It is noted that the table below is not the full register with all fields filled in, as per Appendix B. All fields will be populated by the Community Benefits Committee once this is established and the initiatives are further developed.

Table 7: Community Benefit Initiatives Register – During construction (preliminary list)

Opportunity	Initiative	Potential partners	Priority outcome(s)
Volunteering	1. Volunteering opportunities in indigenous community events such as Resume Writing Seminar	KARI Organisation Volunteer	Priority A – create a strong, resilient and diverse economy Priority F – empowering Aboriginal communities
	2. Participate in Clean Up Australia Day	Clean Up Australia	Priority B – improve community character or surroundings
	3. Support senior citizens through volunteering as digital literacy tutors or community events	Indian Support Center	Priority A – create a strong, resilient and diverse economy
Volunteering / Community Engagement	4. Volunteering opportunities in meal delivery, day care program, providing transport / Sponsor a program	Australian Chinese Community Association of NSW	Priority D – building inclusive communities
	5. Volunteering opportunity in programs like Community Visitors Scheme	Greek Welfare Centre Community Service Volunteer	Priority D – building inclusive communities
	6. Donate a "therapy animal", join 'The Bold Move' virtual event, participate in fundraisers, develop a corporate partnership, or volunteer as companions, support workers, refurbishment work, or event helper	Aruma Supporting Us	Priority D – building inclusive communities
	7. Volunteering opportunities at "Turbans 4 Australia" who specialise in providing emergency goods to people in need regardless of their race, religion or ethnicity.	Turbans 4 Australia	Priority D – building inclusive communities
Volunteering / Assist with Community	8. Volunteering opportunities, organize fundraisers, corporate partnerships, and programs like Shine for ShelterBox	ShelterBox Australia Get Involved	Priority D – building inclusive communities

Opportunity	Initiative	Potential partners	Priority outcome(s)
Programs	9. Participate in Share the Dignity's annual event to distribute Dignity Bags	It's in the Bag	Priority D – building inclusive communities
	10. Volunteering opportunities as ushers, information agents, and children's activities assistant / Organize Farm Days	Royal Agricultural Society NSW	Priority E – thriving children and families
	11. Volunteer services such as haircuts, IT work, cooking, or sponsor Christmas Backpacks and Winter Packs	Community Support Services Parramatta Mission	Priority D – building inclusive communities Priority E – thriving children and families
Community Engagement / Assist with Community Programs	12. Fundraise or donate to purchase stocked items like fabrics, patterns, embroideries / Commission a fabric artwork for stations / Organise a donation drive for the organisation's requested goods like linen and fibres	Achieve Australia The Sewing Basket	Priority D – building inclusive communities
	13. Support in local prison release programs by providing necessities and/or facilitating education and employability programs	Parramatta Transitional Centre	Priority E – thriving children and families
	14. Support / participate in RISEUP Programs in terms of employment opportunities, vocational training, education engagement	Police Citizen Youths Club RISEUP Programs	Priority A – create a strong, resilient and diverse economy
	15. Establish a monthly employment hub using local employment services providers for delivery / Volunteers from the project to attend the hub and discuss career opportunities / All jobs from project and supply chain to be advertised through the hub.		Priority A – create a strong, resilient and diverse economy
	16. Participate or sponsor programs like Breakfast Programs and Community Bingo / Provide education session on the industry	YMCA NSW Get Involved	Priority A – create a strong, resilient and diverse economy
Construction Education	17. Provide education sessions related to construction and sustainability at local Primary Schools / After School Care / providing necessary supplies to disadvantaged students	Newington Public School, Rosehill Public School, Parramatta Public School, Westmead Public School	Priority I – providing educational foundations and best start in life for young children

Table 8: Legacy community benefit initiatives register (preliminary list)

Opportunity	Initiative	Potential partners	Priority outcome(s)
Volunteering / Improve community facilities Upgrade of local facilities	1. Participate and support planting and waterway rehabilitation programs led by Conservation Volunteers Australia at the Sydney Olympic Park to facilitate long- term revegetation. Consider extending that to development of program to support rehabilitation of Ducks Creek and A'Becketts Creek	Sydney Olympic Park Volunteering	Priority B – improve community character or surroundings
	2. Supply labour and/or materials to help maintain or upgrade local community gardens	City of Parramatta Community Gardens Network	Priority B – improve community character or surroundings
	3. Supply labour and/or materials to upgrade local playgrounds to facilitate access for children with all abilities.	Local Councils	Priority B – improve community character or surroundings Priority D – building inclusive communities
Volunteering / Community Engagement Improve community facilities and services	4. Donating or supplying labor to upgrade school facilities to increase accessibility for students of all abilities	Newington Public School, Rosehill Public School, Parramatta Public School, Westmead Public School	Priority B – improve community character or surroundings Priority D – building inclusive communities
	5. Fundraise for or donate for computers to improve the capacity of their Digital Literacy courses for senior citizens	Indian Support Center	Priority A – create a strong, resilient and diverse economy Priority D – building inclusive communities

Opportunity	Initiative	Potential partners	Priority outcome(s)
	6. Donate old/used tools and equipment at job completion / Build new workshop and seating facilities to support programs	Parramatta District Men’s Shed	Priority B – improve community character or surroundings Priority G – improve the health and wellbeing of communities
	7. Donate or supply labor and resources to do minor repairs and upgrades to improve amenity of local community housing properties	Evolve Housing Hume Community Housing	Priority H – having a safe and affordable place to live
Volunteering / Assist with Community Programs	8. Collecting and donating suitable second-hand books to libraries to improve their catalogue. 9. Build a street library and donate books	City of Parramatta Library, A’Becketts Creek Community Street Library Cumberland City Council	Priority D – building inclusive communities
Community Engagement / Assist with Community Programs Improve facilities and equipment of community organisations	10. Donate or sponsor football, cricket or other sporting equipment for junior community sporting teams	Sports NSW PCYC Parramatta	Priority G – improve the health and wellbeing of communities
	11. Fundraise for or donate for sensory assistance items like sensory tools, sensory animals, or sensory rooms to provide comfort for people with disabilities	Aruma Supporting Us	Priority D – building inclusive communities
	12. Commission a fabric/tapestry artwork for stations	Achieve Australia The Sewing Basket	Priority C – excellence in arts, culture and heritage Priority D – building inclusive communities

APPENDIX A: COMMUNITY BENEFIT INITIATIVE WORK METHOD STATEMENT

The community benefit work method statement is the pro forma proposal to be completed and submitted by the Principal Contractor to seek Sydney Metro's approval for undertaking a community benefit initiative

Name of proposed community benefit initiative

Community benefit initiative type (construction period or legacy) – please specify

Proponent of proposed community benefit initiative

Geographic scope

Location of proposed community benefit (geographic scope, e.g. locality or suburb)

Where is the closest community identified in the Sydney Metro West Stage 1 Environmental Impact Statement, in relation to the location of the proposed community benefit initiative and its distance?

Understand the community needs

What community needs have been identified (append the community needs analysis)

Select social outcomes which respond to the needs

Specify the priority social outcomes (from Chapter 4) that would be targeted in the community benefit initiative

Project partners and support to be provided by organisations delivering the community benefit, Specify Contractors and sub-contractors

What skills, resources, and support would the project partners bring to the initiative?

Beneficiary partners (organisations receiving the community benefit) Include name and address and contact name

What type of organisation is the beneficiary partner (public company, private company, not for profit, social enterprise) and where do they operate geographically?

Describe the work of the beneficiary partner, i.e. what does the organisation do and the types of people or communities they serve, including any vulnerable populations

What does the beneficiary partner need and how do you know?

Who was involved in the design of the proposed community benefit initiative from the beneficiary partner and any other organisation (list name, role and organisation)?

Are there more than one beneficiary partners? If so, please attach an additional page to provide the same information for all beneficiary partners

List all organisations and project partners that would contribute to the initiative

Description of community benefit initiative project Describe the proposed activity including:

- what actions or activities the project partners will do for the beneficiary partner,
- how the actions or activities responds to the needs of the organisation
- how the actions or activities responds to the needs of the broader community

Describe the inputs to be provided by the project partners

Financial support:
In-kind support (labour):
In-kind support (materials):

Describe the source of funding or support to deliver the initiative and whether the support is provided by the Contractor's project team or the Contractor's corporate off

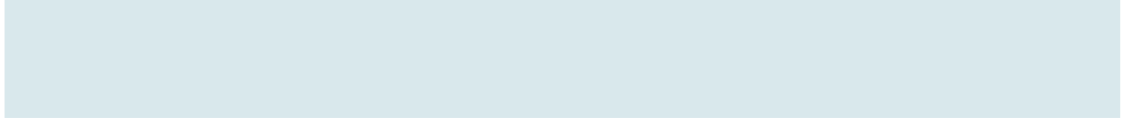
Describe the outputs, i.e. what would be delivered as a result of the proposed actions or activities

Describe how the proposed benefits from the community benefit initiative would lead to the following priority social outcomes (select from Chapter 4)


List each stakeholder group that would receive the benefit, and identify:

- approximate number of individuals with each stakeholder group
- whether any stakeholder group includes vulnerable populations

- each social outcome to be delivered for each stakeholder group
- how long each social outcome would last for each stakeholder group



Provide proposed project plan of implementation and completion of community benefit initiative with key milestone dates



Identify potential risks and barriers for delivery of the community benefit initiative project



Identify the potential risks for the intended benefits to not be realised



If potential risks are identified above, provide proposed controls to manage each risk and how this would be implemented to minimise the risks identified for the initiative and the delivery of benefits. Attach a risk management plan



What is the likelihood of success of the community benefit initiative, on a scale of 1 to 10 (with 1 = rare; 2 = very unlikely; 4 = unlikely; 6 = likely; 8 = very likely; 10 = almost certain)



Have you checked whether the proposed initiative could meet the exclusion criteria as per Section 3.5 of the plan? Provide details as necessary to explain further.

Is the benefit required by another clause in the contractual requirements?

Does the proposed initiative include any existing corporate social responsibility initiatives undertaken by Principal Contractors or in the supply chain? If so, please provide details

Proposal form prepared by (name, position, organisation) and date submitted

