Community Communication Strategy

Western Tunnelling Package

Contents

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Definitions

Term	Definition
AA	Acoustic Advisor
AFJV	Acciona Construction Australia and Ferrovial Construction (Australia) Pty Ltd
ATC	Australian Turf Club
ATSI	Aboriginal and Torres Strait Island
CALD	Culturally and Linguistically Diverse
CBD	Central Business District
CCC	Cumberland City Council
CCS	Community Communications Strategy
CCMS	Sydney Metro Construction Complaints Management System
CMD	Consultation Manager Database
CEMP	Construction Environmental Management Plan
CHMP	Construction Heritage Management Plan
CICG	Communications Interface Coordination Group
CoP	City of Parramatta
CTP	Sydney Metro West – Central Tunnelling Package
CTMP	Construction Transport Management Plan
DPE	Department of Planning and Environment
EIS	Environmental Impact Statement
ELT	Executive Leadership Team
EPA	Environmental Protection Authority
EPL	Environment Protection Licence
ETP	Sydney Metro West – Eastern Tunnelling Package
ER	Environmental Representative
FAQ	Frequently Asked Questions
GLC	Gamuda Australia and Laing O'Rourke Consortium
IAP2	International Association for Public Participation
LOTE	Languages other than English
MEP	Milestones and Events Plan
OCCS	Sydney Metro Overarching Community Communications Strategy
PAEM	Public Affairs and Events Manager
PCM	Public Communication Material
PDCT	Project Delivery Communication Team
PPE	Personal protective equipment
SBOEP	Small Business Owners Engagement Plan
SCEM	Stakeholder and Community Engagement Manager
SLT	Senior Leadership Team
SMF	Stabling and Maintenance Facility (Clyde)

Term	Definition
SMW	Sydney Metro West
SOP	Sydney Olympic Park
Spoil	All material generated by excavation into the ground including the excavation of dives, station boxes, shafts, and tunnels
Sydney Metro	Transport for News South Wales
TBM	Tunnel Boring Machine
TfNSW	Transport for NSW
TMP	Traffic Management Plan
TTLG	Traffic and Transport Liaison Group
VIC	Virtual Information Centre
VMS	Variable Messaging Signs
VR	Virtual Reality
WAPP	Sydney Metro Western Aboriginal Participation Plan
WTP	Sydney Metro West – Western Tunnelling Package

Section 1 Strategy overview

1.1 Purpose

The Gamuda Australia and Laing O'Rourke Consortium (GLC) will deliver the Sydney Metro West (SMW) Western Tunnelling Package (WTP), which is the focus of this Community Communications Strategy (CCS).

1.2 Collaboration with Sydney Metro

This CCS provides an integrated approach which incorporates the Sydney Metro project communication and engagement objectives listed in the Overarching Community Communications Strategy (OCCS) and is underpinned by the Sydney Metro and GLC plans, policies and values.

GLC will build on the relationships already established and knowledge gained while the project is developed. We will continue to implement a targeted and personal approach that ensures the community, stakeholders and businesses are informed and engaged in a proactive and meaningful way throughout delivery of the WTP scope of work.

By coordinating communication activities with interfacing projects, we will support Sydney Metro through regular updates on emerging issues, potential cumulative impacts, complaints management (in accordance with the Construction Complaints Management System) and ongoing engagement opportunities.

Given the staged and ongoing planning approval process for the Sydney Metro West project, GLC will communicate regularly on these matters with Sydney Metro via the weekly meetings to ensure effective coordination and collaboration with any planning related activities and provide support wherever possible. This includes effective ongoing interface and coordination with the Central and Eastern tunnelling package delivery teams.

We are sensitive to recent changes to our social structure and economy and the need for respectful communications and an engagement approach which is reflective of the vulnerabilities resulting from COVID-19.

1.3 Objectives and requirements

This strategy will support GLC's commitment to deliver on the objectives from the OCCS which are:

- Minimise project impacts on stakeholders and the community where possible

- Minimise project impacts on local businesses recognising specific needs and requirements

- Provide adequate, timely and coordinated stakeholder and community communication, engagement and consultation opportunities where appropriate

- Assist stakeholders and the community in their understanding of project construction including activities to be undertaken by project delivery partners and their objectives, benefits, potential impacts and expected outcomes

- Appropriately address stakeholder and community issues

- Provide consistency across our external communication activities and interfaces with stakeholders during delivery of all Sydney Metro projects

- Coordinate approach to managing project enquiries and complaints with interface projects, where appropriate

- Act as a conduit and advocate between the project team and the broader community

- Provide an overview of the purpose, approach, objectives, and compliance (Section 1); roles and responsibilities of our team and how we will work (Section 2); WTP's scope of work including impacts from construction activities (Section 3); analysis of key stakeholders (Section 5); as well as processes, systems, and tools we will use to take the community, stakeholders, and businesses on the Sydney Metro West journey (Section 4, 6, 7 and 9).

In accordance with the requirements outlined in Appendix A, this CCS and its Sub-Plans have been developed to comply with all requirements of the:
- Project Planning Approval Stage 1
- Revised Environmental Mitigation Measures
- Sydney Metro Overarching Community Communications Strategy
- Construction Environment Management Framework
- Environment Protection Licence (relevant community requirements)
- Sydney Metro's Strategy for Management of Homeless People During Construction
- TfNSW's Use of Social Media Policy
- Web Content Accessibility Guidelines
- NSW Government Brand Guidelines.
- Communication obligations outlined in interface agreements with key stakeholders such as local Councils, Australian Turf Club (ATC) and Sydney Olympic Park Authority (SOPA).

To achieve these requirements and objectives through early engagement to identify and minimise impacts on the community, businesses and stakeholders, ongoing communication, and liaison about changes in their neighbourhoods, and wherever possible involving them in consultation and project milestones. GLC commits to this from start of our early work and site establishment to handover of each site to the follow-on contractors.

1.4 Interface with other management plans

This CCS is the governing plan in the communication hierarchy with six (6) Site Specific Community Communication Sub-Plans, a Tunnelling Community Communications Sub-Plan, Milestone and Events Plan and a Small Business Owners Engagement Plan.

The CCS is linked to other project management plans including the Construction Environment Management Plan (CEMP), Construction Traffic Management Plan (CTMP), Construction Parking Access Strategy (CPAS) and the Sustainability Management Plan.
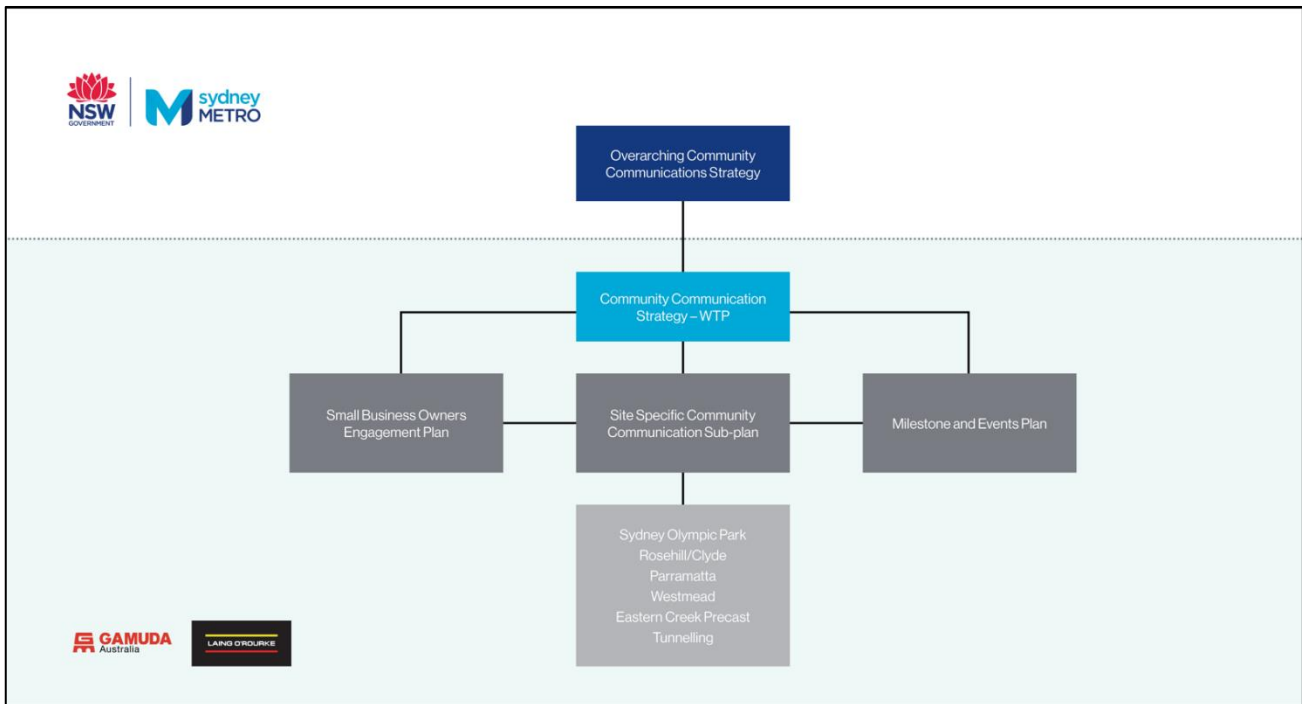

Figure 1: Communication plan hierarchy

1.5 Ongoing review and development

While GLC has considered lessons learnt from other major infrastructure projects as well as knowledge sharing sessions with Sydney Metro, we are conscious engagement approaches need ongoing review and what is outlined here will be regularly reviewed and amended in line with GLC's continual improvement objectives.

These include:

• Providing clear communications about different impacts at each site

• Establishing and maintaining personal relationships with directly affected communities, businesses, and stakeholders

• Including community obligations in contracts with subcontractors to address issues such as parking

• Applying a rigorous and regular program of communication in advance of tunnel excavation and to communicate progress

• Early identification of and engagement with properties above cross passages.

GLC will further develop this strategy and its Sub-Plans throughout the project lifecycle to consider:

- Changes that need to be considered as part of design or construction program changes

- Information learnt from business identification surveys and general engagement with residents and businesses at each site

- Feedback obtained from the community, businesses and stakeholders as the project moves between different phases.

An updated version of the CCS will be submitted to Sydney Metro for review and approval and will be reviewed and updated every 6 months.

Section 2 Roles and responsibilities

2.1 Project Delivery Communication Team structure

As shown in Figure 2, GLC's Project Delivery Communication Team (PDCT) is structured to support objectives and requirements of the Sydney Metro OCCS and to ensure compliance with the Conditions of Approval for SSI 10038 (CoA), Environment Protection Licence (EPL) while engaging openly with stakeholders, the surrounding communities and directly impacted businesses.
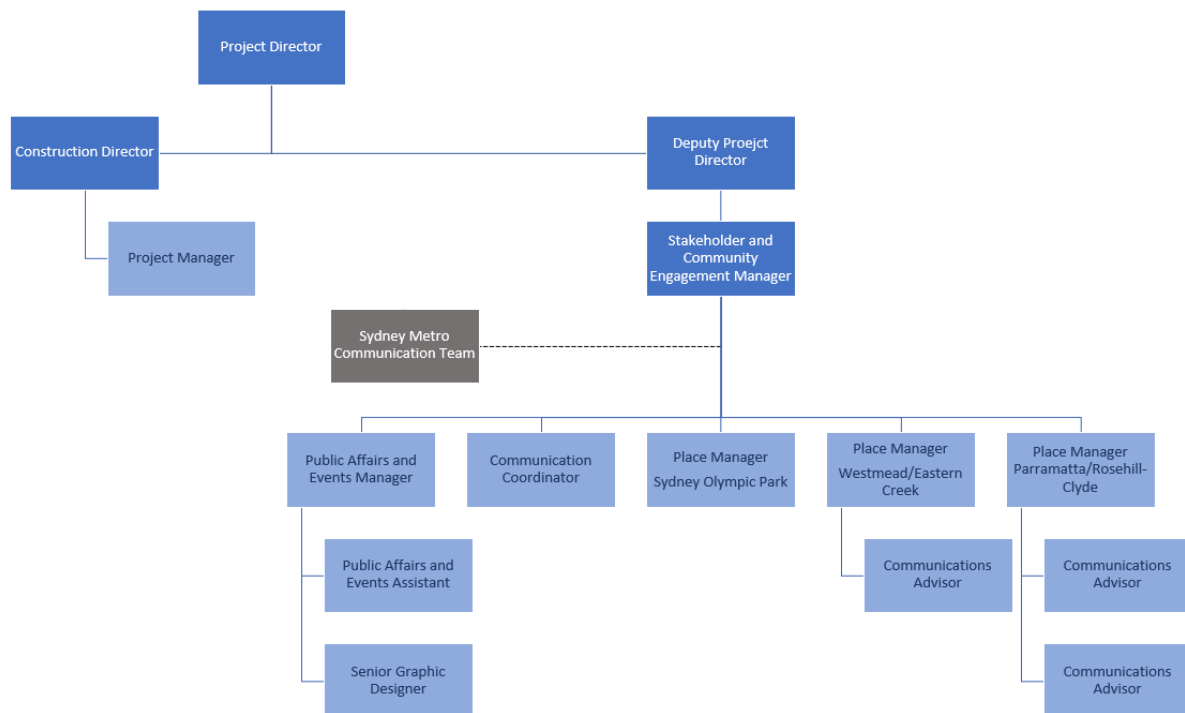

Figure 2: GLC Project Delivery Communication Team structure

2.2 Specific roles and responsibilities

The Stakeholder and Community Engagement Manager (SCEM) is the discipline lead and a member of the Executive Leadership Team (ELT) reporting through to the Deputy Project Director to recognise the importance of leveraging broader community and environmental outcomes through major infrastructure projects.

The SCEM is the designated community and stakeholder management representative for the project, responsible for informing Sydney Metro about all stakeholder, community and business issues and decisions impacting the wider community.

The Public Affairs and Events Manager (PAEM) has similar interfaces, including with Sydney Metro, and reports directly to the SCEM.

Dedicated Place Managers are allocated to individual worksites and are embedded within the site construction teams (reporting to the SCEM and Project Managers), which reflects the importance of a personalised approach.

Place Managers will be responsible for implementing Site Specific Community Communication

Sub-Plans and at least one Place Manager will be allocated per two construction sites however resourcing requirements will be reviewed regularly to ensure adequate and appropriate resourcing is in place to deliver on project requirements.

Role	Responsibility
Stakeholder and Community Engagement Manager	• Manage the Stakeholder and Community Engagement requirements for the project and manage the PDCT team • Liaison with Sydney Metro as well as regulatory authorities and interface partners as required • Coordination with other project teams including construction and programming team to ensure community, business and stakeholder communication and consultation requirements are considered in the overall construction program • Provide advice to the GLC Senior Leadership Team (SLT)
Public Affairs and Events Manager	• Manage GLCs compliance with Sydney Metro Brand guidelines including for public communication materials, site signage/banners etc. • Identification, and in collaboration with Sydney Metro, production of digital resources including website, social media content, animations etc. • Photography and filming • Support Sydney Metro regarding media enquiries, responses, and events
Place Managers	• Identify stakeholder, community and business issues and develop strategies to address and prevent complaints and minimise impacts • Participate in site construction and programming meetings to provide advice on required communication and engagement activities • Develop and distribute Public Communication Materials • Implement regular face-to-face consultation with the community, businesses, and stakeholders • Arrange information sessions, site visits as required and meetings on request • Maintain Consultation Manager database • Available for events, and via a roster system for phone contact by the community or Sydney Metro to respond to enquiries and/or respond to complaints 24/7
Public Affairs and Events Assistant	• Assist with organisation and implementation of media events, site visits and any other events, including photography and filming
Graphic Designer	• Manage the preparation of all graphic design elements required of the team
Communication Advisor	• Aid the Place Managers in delivery of all their duties

Table 1: PDCT roles and responsibilities

While the SCEM will be the key point of contact for all community and stakeholder engagement matters with Sydney Metro, the Public Affairs and Events Manger or a Place Manager may be nominated as a second-in-charge (2IC) to facilitate interaction when the SCEM is not available.

2.3 Other team members

While the PDCT is primarily responsible for community and stakeholder liaison, a wide range of project team members will also play important roles. The wider project team's community and stakeholder responsibilities are outlined in Table 2.

Role	Responsibility
Project Director	• Ensure adequate resourcing is available to comply with the Planning Approval and other project communication and engagement requirements
Construction and Project Managers and Directors	• Ensure construction teams are working with the PDCT so construction work is planned and carried out to minimise impacts and in response to reasonable requests • Provide subject matter experts to attend community events and meetings as required
Interface Manager	• Primary GLC relationship owner for local Councils and other key stakeholders as nominated by Sydney Metro interface agreements. PDCT will support the interface manager in communicating and liaising with these stakeholders as required. This role will work very closely with the Sydney Metro interface team.
Environment, Approvals and Sustainability Managers	• Responsible for consultation with regulatory agencies as required by the Planning Approval • Partake in investigation and resolution of environmental complaints • Attend community events and meetings as required • Provide environmental document and reports for upload to the project website as required by the Planning Approval.
Traffic and Transport Manager	• Place Manager liaison to develop the CTMP and CPAS as well as ongoing identification of traffic related changes that require notification • Primary contact for Transport and Traffic stakeholders including at the Traffic Control Group (TCG) and Traffic and Transport Liaison Group (TTLG) meetings • Attend community events and meetings as required
All GLC employees and subcontractors	• As the front-line face of the GLC, must attend project induction and adhere to all stipulated requirements

Table 2: GLC roles and responsibilities

Section 3 Project context and construction activities

3.1 Sydney Metro West

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 (see Figure 3). Construction on Sydney Metro West started in 2020.
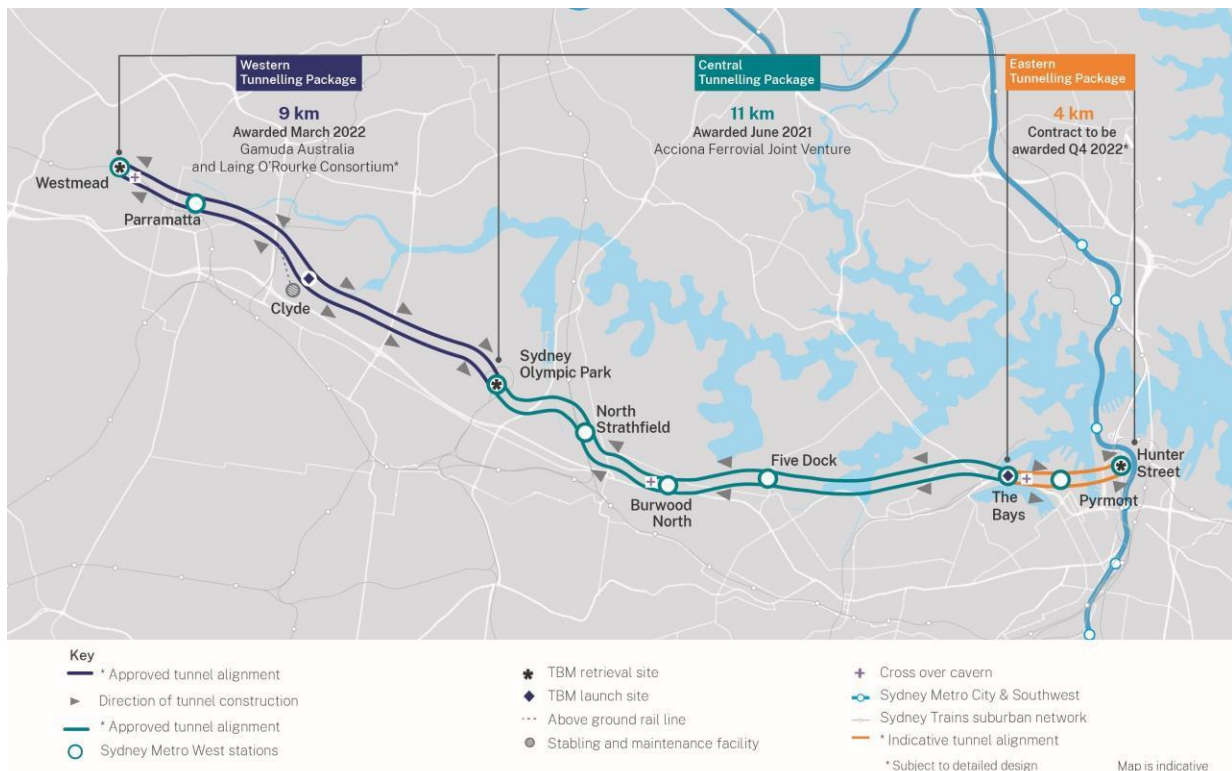

Figure 3: Sydney Metro West alignment

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 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, with a target travel time of about 20 minutes between the two city centres.

3.2 Western Tunnelling Package

The Western Tunnelling Package (WTP) is the second of three Sydney Metro West major tunnelling packages that will connect Greater Parramatta and the Sydney CBD and involves construction of:

- 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 Stabling and Maintenance Facility (SMF), including permanent dive structure, portal, spur running tunnels, junction caverns, bulk earthworks, civil structures, utilities corridor and road crossing

- Rosehill Services Facility, including shaft excavation, permanent lining and lateral support

- A precast segment manufacturing facility at Eastern Creek

- Demolition and site clearance works

- 9 kilometres of 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.

Construction of the WTP scope of work will be carried out over several distinct construction stages. Table 3 below, provides the timetable of key construction impacts. The responses and mitigations associated with these impacts are detailed in the Specific Community Communication Sub-Plans.

Stage	Key construction activities	Impacts (will vary between sites)
Early work Q2 2022 – Q1 2023	• Property condition surveys around station sites • Geotechnical investigation • Utility investigation • Fencing • Installation of monitoring instruments and survey points • Installation of environmental controls • Heritage investigation	• Noise from geotechnical drilling and utility investigation (vacuum suction trucks) • Short term traffic and pedestrian impacts (temporary lane closures and equipment delivery) • Visual impacts from temporary geotechnical and utility investigations • Potential cumulative impacts from Sydney Trains, Parramatta Light Rail and Sydney Metro West enabling works • Potential Out of Hours (OOH) work
Site Establishment Q2 2022 – Q1 2023	• Utility relocation • Demolition • Clearing and grubbing • Equipment and material delivery/removal • Earthworks including piling and d-wall • Installation of compounds and acoustic sheds including tunnelling support infrastructure such as workshops, water treatment plants and laydown areas • Establish precast facility at Eastern Creek • Hoarding installation • Installation of traffic arrangements including changes to parking, temporary pedestrian arrangements, additional signage, and fencing	• Dust, noise and vibration from demolition work and piling. • Traffic and pedestrian impacts from temporary lane closures due to equipment/material deliveries and removal. • Some parking impacts at Parramatta and Westmead • Visual impacts from establishment of new station sites and installation of hoarding. • Potential cumulative impacts from Sydney Trains, Parramatta Light Rail and Sydney Metro West enabling works • OOH work

Stage	Key construction activities	Impacts (will vary between sites)
Station box excavation Q2 2023 – Q2 2024	• Excavation of station boxes at Parramatta and Westmead • Excavation of TBM launch box/services facility Clyde/Rosehill • Excavation of shafts with roadheaders at Clyde, • Spoil removal including increase in heavy vehicle movements • Equipment delivery including TBMs to Clyde/Rosehill, road headers to Clyde and Westmead and other excavation and rock breaking equipment • Equipment and material delivery and removal	• Dust, noise and vibration from excavation and piling work • Traffic and pedestrian impacts from temporary lane closures due to equipment/material deliveries and removal • Traffic impacts from spoil haulage • Some parking impacts at Parramatta and Westmead • Visual impacts from establishment of new station sites and installation of hoarding • Cumulative impacts from surrounding projects and developments
Tunnelling Q3 2023 – Q3 2025	• Deliver and assemble two (2) TBMs at Clyde • Launch tunnel drives from Clyde/Rosehill • Excavate, waterproof and concrete line over 40 cross passages • Invert construction • Disassemble and retrieve TBMs at Sydney Olympic Park and Westmead • Progressive completion of Post-Construction Property Condition surveys	• Ground borne noise from tunnelling and cross passage excavation (short term as TBM expected to move approximately 30m/day) • Traffic impacts from spoil haulage • Traffic impacts from segment deliveries • Traffic impacts associated with TBM delivery and retrieval (Clyde/Rosehill and Sydney Olympic Park)
Finishing and handover Q4 2024 – Q4 2025	• Complete remaining work in tunnel and station sites • Demobilise and hand over to follow-on contractors • Completion of remaining Post-Construction Property Condition surveys	• Traffic impacts from demobilisation of equipment

Table 3: WTP scope of work

3.3 Key issues

Key issues that will need to be considered will vary across the project based on locations and in turn require specific and individual approaches which are outlined in the Site Specific Community Communication Sub-Plans.

Table 4 outlines the key issues identified through review of the Environmental Impact Statement (EIS) consultation, knowledge sharing sessions provided by Sydney Metro as well as information gathered by GLC since early 2022.

Location	Issues
Clyde/ Rosehill	• Traffic impacts associated with spoil haulage and precast segment deliveries on Wentworth Street and Unwin Street • Traffic impacts associated with TBM deliveries to site • Potential noise, vibration, and dust from demolition, spoil haulage and general construction • Cumulative impacts from truck movements around industrial area and Parramatta Light Rail stabling and maintenance facility work • Loss of parking on Wentworth Street and Unwin Street due to local traffic changes.
Westmead	• Proximity of work sites to residents on Hassall Street, Bailey Street, Hawkesbury Road and Alexandra Avenue • Proximity of work site to Westmead Public School • Noise, vibration and dust from general construction during site establishment, spoil haulage and station box excavation • Visual impact from site establishment work • Concern about the potential for property damage • Concern about worker parking impacts • Out of hours work during early work and site establishment work including HV installation • Traffic impacts as a result of spoil haulage during station box excavation on Hassall Street and Hawkesbury Road • Loss of parking on Hassall Street and Hawkesbury Road due to local traffic changes. Temporary loss of parking on Bailey Street.
Parramatta	• Construction fatigue (including from Parramatta Light Rail, Parramatta Square and other development site work) • Proximity of work site to businesses • Noise, vibration and dust from general construction during site establishment and station box excavation • Out of hours work during early work and site establishment work • Traffic impacts as a result of spoil haulage during station box excavation on George Street, Marsden Street and Macquarie Street • Traffic impacts as a result of the closure of Horwood Place and diversion onto Macquarie Lane on Smith Street, George Street, Marsden Street and Macquarie Street • Loss of parking on George Street and Macquarie Lane due to local traffic changes • Concern about the potential for property damage • Concern about worker parking impacts
Sydney Olympic Park	• Proximity of work sites to businesses on Figtree Drive, Herb Elliot Avenue • Potential impact on major sporting and cultural events • Noise, vibration from general construction during site establishment and TBM removal • Traffic impacts as a result of TBM removal and travel back to Rosehill site • Concern about the potential for property damage • Traffic and/or pedestrian interface with the COVID-19 vaccination centre
Eastern Creek Precast Facility	• Traffic impacts associated with precast segment deliveries • Air Quality, future development and use of site
Tunnel alignment	• Ground borne noise impacts from tunnelling and cross passage excavation • Short term traffic and access impacts from alignment wide investigation work • Concern about property damage from vibration or settlement

Table 4: Key issues per site

Section 4 Communication approach

4.1 Our approach

GLC will actively minimise construction impacts on the community, businesses and stakeholders including reoccurring issues through our strategies and tools, personalised approach of our Place Managers and responsive construction methodologies.

GLC's approach to stakeholder and community engagement is:

- Proactive - to ensure early identification and mitigation of issues while considering bigger picture impacts from potential cumulative impacts

- Inclusive - by providing a variety of communication tools and opportunities for engagement within diverse communities to achieve better outcomes

- Reliable - in terms of consistency in our messaging and approach, ensuring we follow through on what we say

- Empathetic - to the needs of those impacted by the project.

4.2 Working with diverse communities

Due to the demographics as evidenced by the Culturally and Linguistically Diverse (CALD) statistics in Figure 4 for the project areas, GLC will utilise the tools included in the Sydney Metro OCCS for people who speak Languages other than English (LOTE) and CALD communities as follows:

- The Sydney Metro website can be translated into 58 different languages using the Google translate tool at the bottom of the home page (www.sydneymetro.info)

- All printed materials include contact details for the Translating and Interpreting Service (TIS National)

- The Sydney Metro Connect App can be translated into more than 100 languages.

- Translated Sydney Metro fact sheets are available on the Sydney Metro website in Arabic, Greek, Chinese (simplified), Chinese (traditional), Korean and Hindi

- Project advertisements will be placed in community language newsletters where appropriate

- Providing translators for meetings as required

We will adhere to Sydney Metro's guidelines to ensure inclusivity is prioritised and consistent as well as being respectful of all cultures, practises, and situations.

LGA	Population	Population with LOTE	Four main languages spoken at home (*other than English*)			
			1	2	3	4
LGA Parramatta City Council Local Area Parramatta	30,710	68.8%	Hindi	Mandarin	Nepali	Tamil
LGA Parramatta City Council Local Area Rosehill/Clyde	10,104	69.9%	Nepali	Gujarati	Mandarin	Arabic
LGA Parramatta City Council Local Area Sydney Olympic Park	7,806	70%	Mandarin	Korean	Cantonese	Arabic
LGA Cumberland City Council Local Area Westmead	10,090	71.8%	Tamil	Hindi	Telugu	Guharati

Source Australian Census 2021

Figure 4: CALD Profile for key areas along project alignment

4.3 Public Communication Material timeframes and approvals

Public Communication Material (PCM) will be developed throughout the project to clearly communicate construction information and methods in a range of formats for the benefit of community, businesses, and stakeholders.

All PCM, and Marketing Promotional Material (MPM) including any use of the brand and logo for such items as site boundary hoarding, sheds, walls, and fences, will be developed in accordance with Sydney Metro requirements, comply with Transport for NSW Editorial Style Guide and Sydney Metro Projects Brand Guidelines. See Table 5.

All final PCM will be provided to Sydney Metro in a Web Content Accessibility compliant pdf format for uploading to the Sydney Metro website on the same day they are distributed.

No material shall be released or distributed without the prior approval of the Sydney Metro Project Communications team.

The schedule of materials will be informed by program needs and discussed in recurring communication meetings with Sydney Metro during which we will review the lookahead program and agree on requirements.

Various PCM will form part of a larger program of delivery by Sydney Metro, such as educational and social engagement programs and GLC will contribute information as requested and to agreed timeframes.

A specification will be maintained for the development and production of PCM including photography/videography scope and animations for the project. This includes details relating to the development and timeframes for production, role of the graphic designer and other team members.

Item	Purpose (in line with IAP2 spectrum in OCCS)	Frequency	Approval Timeline minimum	Distribution timeframe prior to activity
Project contact details	Inform	Before construction starts	N/A	Before construction starts
Notifications • **Start of work at new location** • **Start of new activities with new/different impacts.** • **Night work** • **Changes to pedestrian or traffic routes**	Inform	As required	5 business days from acceptable submission*	7 calendar days
Fact sheets and Frequently Asked Question documents	Inform	As required	5 business days from acceptable submission*	7 calendar days
Email updates	Inform	Weekly	5 business days of first update	7 calendar days and then weekly
Sydney Metro App	Inform/Raise awareness	Weekly	1 business day	7 calendar days and then weekly
Sydney Metro West website	Inform/Raise awareness	As required	N/A	Nil
Emergency work	Inform	If and as required	As required	Within 2 hours of starting work
Project advertisements: • **Significant traffic changes, detours, disruptions** • **Invitations to Community Information Sessions**	Inform/Raise awareness	As required	5 business days	7 calendar days prior to changes, activity, impact, or event
Newsletters	Inform/Raise awareness	Twice yearly	10 business days	As approved
Site signage and variable message signs	Inform/Raise awareness	As required	5 business days	7 calendar days prior to changes, impact, or activity
GLC project website	Inform	As required	As new Planning Approval documents and reports become available	Within 48 hours of Planning Approval documents and reports being finalised
Traffic and utility alert emails	Inform	As required	5 business days	7 calendar days prior

Item	Purpose (in line with IAP2 spectrum in OCCS)	Frequency	Approval Timeline minimum	Distribution timeframe prior to activity
Interactive public display material for • **In person information sessions** • **Online virtual community information rooms** • **Mobile displays**	Inform / Consult / Educate	Quarterly or as required	20 business days	As approved
Project induction	Inform/ Educate	As required	10 business days	As approved
Marketing and Promotional Material: • **Presentations** • **ASX announcements** • **Joint venture or subcontractor website, media, social media content** • **Award submissions** • **Technical** papers **and reports**	Inform	As required	10 business days	As approved

Table 5: Public Communication Material (PCM)

4.4 Cumulative impacts

GLC understands the infrastructure sector in Sydney is experiencing an infrastructure boom which creates potential for cumulative impacts and has the potential to confuse stakeholders about which contractor is responsible for what work and who to approach regarding enquiries and concerns.

As part of the Sydney Metro program of work, some stakeholders will have an interest in multiple projects and follow-on contractor works, therefore collaboration and coordination between contractors, Customer Journey Planning (TfNSW) and Sydney Metro is the key.

Within the WTP area, stakeholders may experience cumulative impacts and construction fatigue due to current construction projects, including but not limited to:

• Parramatta Light Rail Stage 1 and 2 has cumulative impact on properties in the Westmead, Parramatta, Clyde/Rosehill and Sydney Olympic Park areas.

Other potential cumulative impact risks extend to future planned or possible major infrastructure projects (construction or consultation) such as:

• New Powerhouse Museum in Parramatta

• Westmead Hospital redevelopment

• Sydney Trains line-wide maintenance works including potential for major refurbishments

• Transport for Tomorrow (T4T) early works contractor carrying out work for Sydney Metro at Westmead

• Large scale residential and/or commercial developments in Parramatta and Sydney Olympic Park.

GLC will proactively collaborate with Transport for NSW (TfNSW) (including Customer Journey Planning), Parramatta Light Rail, WestConnex/Transurban and their contractors, utility providers, local councils, developers as well as Sydney Metro with an aim to identify conflicts, coordinate work, mitigate impacts and, where possible seek opportunities and coordinate communication through Communications Interface Coordination Groups (CICG) established by Sydney Metro.

The PDCT will work closely with the GLC Interface Manager to ensure coordination through interface meetings to assist with identification, coordination and mitigation of work that has potential to cause cumulative impacts on other projects, utility providers and Councils. GLC has developed Site-Specific Community Communication Sub-Plans for each station site, Eastern Creek Precast Facility and tunnelling activities that outline communication and consultation approach, tools, timing required for engaging with community members, businesses, and stakeholders on issues important to them.

GLC will continue to communicate regularly with Sydney Metro via the weekly meetings to ensure effective coordination and collaboration with any planning related activities. This includes effective ongoing interface and coordination with the Eastern and Central tunnelling package delivery teams.

4.5 Complaints and enquiries management

GLC understands the importance of timely response and management of enquiries and complaints, as per the Sydney Metro Construction Complaints Management System (CCMS), for building and maintaining a positive culture around listening and resolving stakeholder issues.

All enquiries and complaints are opportunities to review the implemented process and look for better ways of doing something to minimise repeat impacts, wherever possible. Our overarching approach to complaint and enquiry handling is to:

• Be available and responsive

• Provide factual and timely information

• Show empathy and care

• Absorb feedback, lessons learnt and adapt wherever possible.

Project contact details will be available on all PCM including the website, fencing and/or hoarding. All project staff, workforce and subcontractors will be required to attend the project induction which will outline the requirements for complaints and enquiry management.

The PDCT will be available to respond to all WTP related enquiries during business hours and via a roster for any after-hours complaints. After hours on-call team members will have a general knowledge of OOH night works.

Complaint escalation will be in accordance with the Sydney Metro Construction Complaints Management System and timeframes. See Table 6.

Contact type	Medium	Timeframe
Enquiries	Telephone	Verbal response within 2 business hours of receipt
	Social media	Within 2 business hours of receipt
	Written (email, letter, fax)	Within 1 business day of receipt
	Media, government, or stakeholder groups	Immediately referred to Sydney Metro
Complaints	Telephone	Verbal response within 2 hours of receipt, where a phone number is

Contact type	Medium	Timeframe
		provided or is available in Consultation Manager
	Written	Verbal response within two business hours of receipt, where a phone number is provided or is available in Consultation Manager, or a written response where a phone number is not available
	Social media	Provide Sydney Metro with a response within two business hours of receipt
	Requests for information from Sydney Metro, community complaints mediator or other relevant specialist about complaints	Within 2 business hours
	From media, government, or stakeholder groups	Immediately referred to Sydney Metro

Table 6: Complaint and enquiry response times

All enquiries received will be entered into Consultation Manager within 48 hours of being received and all complaints within 24 hours of receipt.

GLC will enter complaints directly into the Sydney Metro complaints register in Consultation Manager by 2pm each business day. The daily complaints report should include any complaints received during the previous 24 hour period to 12pm.

4.5.1 Complaints process

Complaints are defined as any interaction with a community member or stakeholder in which dissatisfaction is expressed with regards to the Project activities, proposed activities, or staff member. Complaints can be received in person, via phone, email, social media or in writing but at times they may also be referred to via Sydney Metro or other parties.

All complaints will be answered and responded to 24 hours per day, seven days per week. The Sydney Metro call centre will receive the initial call, record basic details, and advise that the on call GLC place manager will call them back.

Place Managers will be the primary points of contact for ongoing management of complaints with escalation to Stakeholder and Community Engagement Manager, other teams within the project where required.

As shown in Figure 5, where further escalation is required, it will comply with the Sydney Metro Construction Complaints Management System which may include involvement of the Environmental Representative and/or referral to the Community Complaints Mediator.
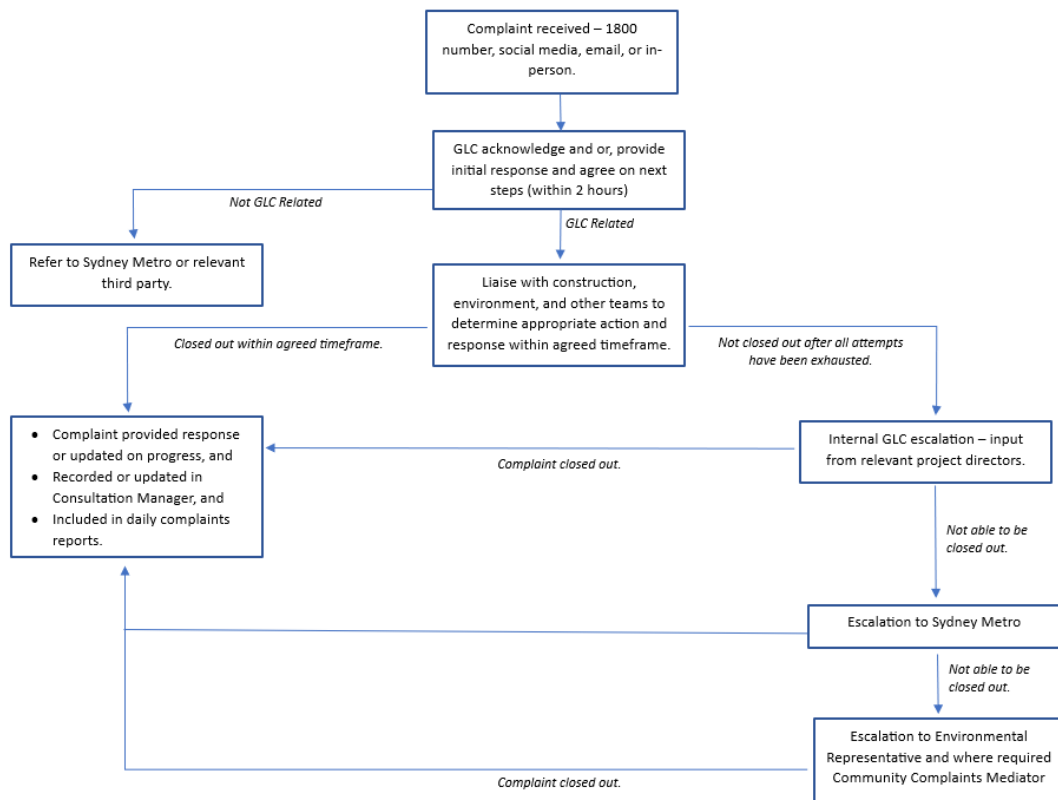
Figure 5: GLC complaints process

Complaints investigated and identified as not being related to GLC scope of work would be referred to Sydney Metro and/or other relevant parties and classified as not related.

GLC complaints management will be reviewed every six months for the duration of the project in line with this plan.

4.6 Reporting and information to Sydney Metro

GLC understands the importance of establishing and maintaining a strong and proactive working relationship with Sydney Metro, achieved through clear and consistent reporting guidelines.

The SCEM will chair weekly communications meetings and PAEM will chair the monthly (or as otherwise agreed) media meetings with Sydney Metro to:

• Provide information on upcoming work and communication and consultation items

• Provide update on project progress

• Discuss issues of concern and proposed rectification

• Outline photography, filming, and media opportunities.

The detailed reporting schedule is outlined in Table 7.

Format	Frequency	Content
Daily complaints	Daily	• Daily complaints will be entered by 2pm (for the previous 24 hour period from 12pm to 12pm) directly in Consultation Manager • Daily EPA complaint reports for the period between 12pm and 12pm each business day
Weekly meeting	Weekly	• Two and four week lookaheads for construction and communications planning • Key stakeholder issues and impacts • Mitigation measures for impacts • Public communication materials • Public events, site visits and media milestones
Fortnightly CICGs	Fortnightly	• Upcoming work • Lookaheads for communications planning • Complaints and close out actions • Emerging issues summary
Monthly media meeting	Monthly or as required	• Milestones and Events • Photography and Filming • Time-lapse and Animations • Website and Social Media • Media and Government Relations
Monthly report	Monthly	• Compliance with CCS • Enquiry statistics, trends, and responses • Complaint statistics and status, lessons learnt, escalation • Outgoing contacts summary including audience, issues, and outcomes • Month look ahead including site visits, milestones, changes to engagement program or scope of work, night works and proposed communications strategies, media, or other opportunities
Community Communication Strategy (CCS) Community Communication Sub-Plans	Bi-annually	• Updated CCS and Community Communication Sub-Plans which will consist of a detailed six-month look ahead program every six months or as required

Table 7: GLC Reporting schedule

4.1 Interface

GLC has a dedicated Interface Manager that will be GLC's primary relationship owner with local Councils, utility providers, adjoining projects, and key stakeholders such as SOPA and Place Management NSW. Other subject matter experts on the project including the SCEM and Place Managers will be required to participate in interface meetings.

GLC Interface Manager works closely with the Sydney Metro interface team and ensure they are aware of discussions being carried out and invited to various meetings.

GLC Environment, Sustainability and Approval Managers are the primary owners of regulatory agencies for consultation on CEMP and various other compliance matters.

GLC Traffic Manager is the lead on engagement with traffic and transport stakeholders with support from SCEM on matters of traffic, haulage, parking, and access impacts.

GLC attends the regular Traffic Control Group (TCG) and Traffic and Transport Liaison Group (TTLG) meetings to discuss planned work, conflicts, cumulative impacts, and combined solutions.

Section 5 Stakeholders

GLC recognises the diverse consultation and information needs of the community, businesses and other stakeholders and will tailor engagement according to their interests and via appropriate communication tools. Table 8 is a summary of key stakeholders associated with the WTP scope of work, their potential topics of interest and issues as well as what tools we propose to use to engage with them.

Our engagement approach is guided by the IAP2 public participation spectrum and best practice. For further information about the IAP2 spectrum please visit https://iap2.org.au/resources/spectrum/

Being in the construction phase of an approved project, most of the communication and engagement effort will be focused on informing local communities about upcoming work and anticipated impacts.

There will also be targeted consultation with local residents and businesses to develop solutions to mitigate construction impacts.

Any proposed modifications to the approved project design would be subject to a formal consultation process. Stakeholders will be made aware when issues are negotiable or non-negotiable.

For any identified negotiable issues, GLC would utilise:

- 'consult' level communication tools to work closely with the community including local residents and businesses

- 'involve' level communication tools to work closely with local government and utilities providers

- 'empower' and 'collaborate' level communication tools to work closely with state government departments, authorities and agencies (via Sydney Metro).

Stakeholder group	Stakeholder detail	Interest / potential issues	Level of IAP2 Consultation	Communication tools
Elected representative – Federal	• Member for Parramatta • Member for Reid • Minister for Infrastructure, Transport, Regional Development and Local Government	• On time project delivery • Impact to constituents during construction and operation.	• Collaborate	• Support Sydney Metro in communications with elected officials e.g., briefings, reporting

Stakeholder group	Stakeholder detail	Interest / potential issues	Level of IAP2 Consultation	Communication tools
Elected representative – State	• NSW Premier • Deputy Premier • Treasurer • Minister for Transport • Minister for Planning • Minister for Cities, Infrastructure and Active Transport • Minister for Environment and Heritage • Shadow Minister for Transport • Member for Seven Hills • Member for Parramatta • Member for Granville • Member for Auburn	• On time project delivery • Impact to constituents during construction and operation	• Collaborate	• Support Sydney Metro in communications with elected officials e.g., briefings, reporting
Government agencies/ departments	• Transport for NSW (including Customer Journey Planning and the Transport Management Centre) • Department of Premier and Cabinet • Department of Planning and Environment (including Sydney Olympic Park Authority) • NSW Health / Health Infrastructure • Environment Protection Authority	• Regulation and compliance • Management of cumulative impacts • Reputation and brand • On time project delivery • Impact to stakeholders during construction and operation	• Collaborate	• Consultation during development of relevant project management plans, where appropriate • Reporting on compliance • Attend and participate in various interface and coordination meetings • Organised site visits and inspections • Provide all required information as requested within timeframes

Stakeholder group	Stakeholder detail	Interest / potential issues	Level of IAP2 Consultation	Communication tools
	• Venues NSW • Schools Infrastructure • Infrastructure NSW • Office of Water • Greater Cities Commission			
Local Government (staff and elected officials)	• Cumberland City Council, Mayor • Parramatta City Council, Mayor • Blacktown City Council, Mayor • Council staff including General Managers, planning, environment, traffic and community engagement)	• Impact on local infrastructure • Impact on flora and fauna • Increased truck movements • Impact on traffic and parking	• Collaborate	• Interface agreements • Briefings • Regular meetings • Formal correspondence • Local traffic committee
Transport and traffic	• Sydney Metro • Transport for NSW • Customer Journey Planning • Sydney Trains • Sydney Buses • Private bus operators	• Impacts to road network during construction and operation • Road safety • Impact to bus stops, routes, and travel time • Pedestrian safety • Cyclist safety	• Collaborate	• Interface Manager liaison • Attend existing briefings such as TCG and TTLG • One of specific meetings as required • Formal correspondence • Interface agreements
Road users, Pedestrians	• Commuters • Pedestrians • Cyclists • Ride-share • Taxi Council • Heavy Vehicle Industry • Local council	• Increased truck movements • Changed traffic conditions (detours/delays) • Changed pedestrian access • Changes to parking	• Consult	• Signage • Fencing/hoarding • Website • Phone and email • Notifications • Project advertisements • Email updates • Posters • Sydney Metro Connect App

Stakeholder group	Stakeholder detail	Interest / potential issues	Level of IAP2 Consultation	Communication tools
Residents	• Within 60m for underground work • Within 100m for standard hours surface work • Within 200m for work out of hours	• Noise • Ground borne noise (tunnel excavation) • Dust (surface work) • Vibration • Access • Parking • Visual impacts • Service interruptions • Construction fatigue • Workforce behaviour • Truck movements	• Inform/ Consult	• Door knocks • One-on-one meetings • Newsletters, notifications, and progress updates • FAQs • Property condition surveys as required • Phone and email • Sydney Metro Connect App • Website • Meet the team and site open days • Project inductions
Businesses	**Parramatta** • Church Street • George Street • Macquarie Street • Macquarie Lane • Smith Street **Westmead** • Railway Parade **Clyde/Rosehill** • Wentworth Street • Martha Street • Unwin Street **Sydney Olympic Park** • Herb Elliot Avenue • Figtree Drive **Eastern Creek Precast Facility** • Lenore Drive, Erskine Park	• Business access and visibility • Passing trade • Customer parking • Loading zones and deliveries • Construction impacts (noise, vibration, and dust) • Visual amenity	• Inform/ Consult	• Business identification surveys • Door knocks • One-on-one meetings • Newsletters, notifications, and progress updates • Phone and email • Sydney Metro Connect App • Website • Business initiatives • Meet the team and site open days • Project inductions

Stakeholder group	Stakeholder detail	Interest / potential issues	Level of IAP2 Consultation	Communication tools
Education Facilities	**Westmead** • Westmead Public School • Marist High School • University of Sydney • University of Western Sydney **Parramatta** • Arthur Philip High School • Richmond School of Business, • Lead College, Sydney • Graduate School of • Parramatta High School • Western Sydney University • University of New England **Clyde/Rosehill** • Rosehill Public School • Sydney Olympic Park • Kirana Colleges	• Noise and vibration (potentially time sensitive) • Increased truck movements • Pedestrian movements • School bus and public bus operations • Bus stop changes • Sydney Metro Education Program	• Inform/ Consult	• Briefings • One-on-one meetings as required • Newsletters, notifications, and progress updates • Phone and email • Community and social initiatives • Meet the team and site open days
Other Sensitive Receivers	**Parramatta** • St Ioanis Greek Church • Parramatta Mosque **Clyde/Rosehill** • Australian Turf Club	• Noise and vibration (potentially time sensitive) • Increased truck movements • Workforce behaviour • Access impacts • Parking impacts	• Inform/ Consult	• Briefings • One-on-one meetings as required • Newsletters, notifications, and progress updates • Phone and email • Community and social initiatives • Meet the team and site open days • Project inductions

Stakeholder group	Stakeholder detail	Interest / potential issues	Level of IAP2 Consultation	Communication tools
Media	• Chinese Daily News • Daily Telegraph • Sydney Morning Herald • The Australian	• Reaching project milestones • Sydney Metro Education Program (outreach activities) • Incidents • Employment opportunities	• Inform	• Project advertisements • Holding lines • Media releases
Other contractors	• WestConnex/ Transurban • Property developers • Other Sydney Metro contractors (T4T, ETP, WTP) • Parramatta Light Rail • Council	• Cumulative impacts • Customer service continuity • Confusion about with whom to raise a complaint or enquiry	• Collaborate	• Interface agreements • CICGs • Work closely to ensure coordination • Clear public communication material
Culturally and Linguistically Diverse groups (CALD)	• Community groups/ organisations • Community centres/venues • Cultural events • Including community language media – to be determined in collaboration with Sydney Metro	• Project benefits and details • Accessible information • How to get in touch with the • project team	• Consult	• Translated material • Translation services
Utility providers	• Sydney Water • Ausgrid • NBN • Telstra/Optus • Jemena • Others	• Impact on services • Project delay	• Consult	• Interface agreements • Regular briefings to coordinate work • Robust programming to minimise impact to the • community, businesses, and stakeholders • Clear and concise public communication material regarding service impacts

Stakeholder group	Stakeholder detail	Interest / potential issues	Level of IAP2 Consultation	Communication tools
Aboriginal Land Council	• Metropolitan Land Council of NSW	• Heritage and cultural impact • Future Sydney Metro phases/ stages of work	• Involve	• Briefings • One-on-one meetings • Formal correspondence
Heritage	• National Trust of Australia (NSW) • Heritage Council of NSW • Department of Planning and Environment • Local heritage groups, including the Parramatta & District Historical Society • Local Land Councils • Registered Aboriginal Parties • Sydney Trains Heritage	• Heritage of project areas • Protection of heritage finds. • Construction impacts on the Roxy Theatre, Kia Ora, Horse Parapet Façade, Ritchie Iron Works • Removal of heritage bridge at Rosehill Station	• Involve	• Briefings • One-on-one meetings • Formal correspondence
Other special interest community groups	• Royal Agricultural Society of NSW • Westmead Alliance • Action for Public Transport • 10,000 Friends of Greater Sydney • Stadium Australia • Western Sydney Stadium	• Project details • Historical and heritage finds • Site visits	• Consult	• Provide newsletters, notifications, and progress updates • Email blast
Other stakeholders	• Within 500m of work	• Traffic impacts from haulage • Parking changes • Service interruptions	• Inform/Consult	• Provide newsletters, notifications, and progress updates • Email blast

Table 8: Summary of stakeholders

Section 6 Community

6.1 Profile

The scope of the GLC works will impact 9 kilometres of the Western Sydney which is made up of multiple communities with different characteristics, interests and issues as shown in Table 9 as well as in the Site-Specific Community Communication Plans.

Site	Profile
Parramatta	The Parramatta site is boarded by George Street, Church Street, Macquarie Street and Smith, Parramatta with the entrance to the Parramatta metro station on the corner of Macquarie Street and Horwood Place/Macquarie Lane. The site is surrounded by commercial businesses and interfaces with Parramatta Light Rail Stage 1 and commercial developments on Macquarie Street.
Clyde/Rosehill	The Clyde Stabling and Maintenance Facility is bounded by James Ruse Drive, Unwin Street, Western Motorway (M4) and Shirley Street. The site has been split into three areas known as Clyde Dive, Rosehill Services Facility and Clyde Stabling and Maintenance Facility. The site is surrounded by industrial businesses, residents on James Ruse Drive and Rosehill Gardens Racecourse. The Parramatta Light Rail Stabling and Maintenance facility is nearby.
Westmead	The Westmead Metro site is across from Westmead Train Station and Westmead Public School. This site is surrounded by residential properties and key issues of concern are expected to be around heavy vehicle impact on local streets during the station box excavation.
Sydney Olympic Park	This station box site is in the middle of the popular Sydney Olympic Park that is host to numerous large-scale sporting and cultural events each year. There are three hotels (owned by Accor) close to the site with several businesses on Figtree Avenue and Herb Elliot Avenue.
Eastern Creek Precast Facility	The site is surrounded by large industrial businesses that will be interested in traffic impacts from precast segment deliveries (no residential receivers nearby)

Table 9: Site profiles

GLC will continue to monitor information about the make-up of our communities, review and adapt feedback received from the communities to further refine and develop appropriate communication and engagement processes.

6.2 Community display material

The community profile for each construction site is unique and requires a tailored approach by our Place Managers as outlined in specific Community Communication Sub-Plans.

In addition to the PCM outlined in Section 4.3, GLC will organise site or activity specific information sessions which could include:

• Meet the Team sessions for residents and businesses at Westmead, Parramatta, Clyde/Rosehill, Sydney Olympic Park and Eastern Creek

• Site open days with a heritage focus at Parramatta

• Business specific events at Parramatta

- Community Information Sessions e.g., to outline tunnel and cross passage excavation process in lead up to tunnelling starting in 2023.

Sydney Metro would be included in planning activities of any information session formats through early identification in regular communication meetings and monthly project reports. A0 information boards would be used with at least three A0 boards allowed for Sydney Metro themed information.

In addition to the PCM, GLC will develop an innovative tunnelling engagement tool for use with the community. The tool will feature a Virtual Reality (VR) headset and software showcasing a walk through a TBM and how it works. Members of the community will be able to use the VR headset to walk on a tunnel boring machine and observe how it works. It will also include a feature such as a segment erector placing precast segments to build a metro tunnel. The tool will be available for Sydney Metro to use during engagement sessions.

6.3 Site boundary display material

All external site boundary hoardings, sheds (acoustic or site sheds that form part of the boundary), walls and fencing will be covered with banners that will incorporate Sydney Metro designed and approved artwork.

GLC will provide Sydney Metro with detailed site layout information including locations of all boundary hoardings, sheds, fencing, public viewing holes and access gates for the purposes of designing temporary or permanent external banner artwork.

Sydney Metro will develop site plans outlining what artwork will be used taking into consideration high visibility locations and access points. Once artwork design and locations are approved and provided, GLC will procure and install the external banners in the form of:

- Permanent vinyl banners (covered with anti-graffiti clear coating) on long term use sites no later than 40 business days of the date the external hoarding, shed, wall or fence is installed, or the artwork is provided.

- Shade cloth artwork on temporary construction sites such as geotechnical investigation sites as well as on long term use sites where the permanent vinyl artwork cannot be installed straight away. These would be installed on the same day the fencing or hoarding is installed.

Regular inspections of all site boundaries will be carried out by Place Managers to ensure they are kept graffiti and advertisement free as well as to note any deterioration or damage.

Identified graffiti or unauthorised advertising will be removed in line with the following timeframes (pending any safety requirements such as need for road occupancy licences or implementation of temporary pedestrian detours):

- Offensive material or unauthorised advertising will be removed within 24 hours

- Not offensive but highly visible unauthorised material will be removed within a week

- Neither offensive nor highly visible within one month.

6.4 Community initiatives

GLC will implement actions and initiatives that reflect the need for respectful workforce behaviour and a focus on public safety.

This aims to improve positive outcomes for the community and is underpinned by the Sydney Metro and GLC's shared values.

The workforce behaviour element recognises the cumulative impact construction work has on those living nearby and encourages respectful behaviour towards the community around project work sites and empowering the workforce to participate in identifying and addressing issues.

Public safety is a key area of focus and the PDCT will work closely with the construction, traffic, and safety teams to identify opportunities for continuous improvement to promote safety and proactively identify potential issues and implementation of preventative measures. This may include safety and directional signage, to increase understanding or actions to be taken by the public.

6.4.1 Community Benefits Implementation Plan

GLC recognises that delivery of this major piece of infrastructure within an established community is likely to be disruptive. While various mitigation measures will be implemented to counter those impacts, it is also our intent to support the community through a number of initiatives such as direct funding, assisting with fundraising or by providing 'in-kind' support through the provision of labour, skills or knowledge to create positive social outcomes for local communities.

Initiative selection will be guided by the Sydney Metro community benefit development process as documented in the Sydney Metro Community Benefit Plan with reference to identified "social priorities".

GLC has developed a Community Benefits Implementation Plan that details how GLC intends to deliver a number of local initiatives with tangible benefits over the course of the project. Initial research has identified key organisations already undertaking various community activities across the project footprint that GLC plans to partner with, including but not limited to:

- Parramatta Mission
- Pass It On Clothing
- Turbans 4 Australia Partnership
- Parramatta Women's Shelter Partnership
- Westmead public school

Section 7 Business Management

7.1 Approach

Requirements for engaging with local businesses are included in this Section of the CCS and the site-specific Community Communication Sub-Plans. A Small Business Owners Engagement Plan (SBOEP) has also been prepared in accordance with the conditions of approval (D70).

The GLC approach to engaging with business stakeholders will occur in phases:

- Phase 1 - site specific during site establishment and station box excavation
- Phase 2 - progressively rolled out ahead of tunnel excavation from mid-late 2023.

The Phase 1 business identification surveys were carried out in 2022 to identify all businesses that could be impacted by construction within 50m of sites.

A further alignment wide business identification exercise will be carried out in Q3 of 2023 to identify businesses that may be sensitive to tunnel excavation activities such as medical facilities with high precision equipment or recording studios.

One-on-one engagement is preferred and will be prioritised by GLC as potential impacts on hospitality venues would be very different to potential impacts on specialty stores or larger business operators.

Business specific events to communicate project information will be organised as necessary through ongoing liaison with businesses by the Place Managers.

7.2 Business identification surveys

The Phase 1 business identification survey was developed in consultation with Sydney Metro. The intent was to obtain the following information to confirm contact details, communication preferences and feedback:

- Business name, address, type, and operating hours
- Business size (number of employees)
- Nominated contact (name, number, and email address)
- Key interests and concerns in relation to construction
- Preferred method and frequency of communication and engagement
- Other feedback for consideration.

Findings from these surveys enable Place Managers to further populate and refine the implementation plan within the site-specific Community Communication Sub-Plans.

Based on feedback from businesses, Place Managers will make regular contact to provide updates on progress and seek feedback.

Business owners and employees will be actively encouraged to subscribe to the project email distribution list as well as to download the Sydney Metro Connect app.

7.3 Affected businesses

The business identification survey will be the primary tool used to develop a detailed database of businesses at each site and along the tunnel alignment. Table 10 provides a high-level

summary of issues and mitigation measures required to minimise impacts to businesses near the WTP construction sites and will be further informed by outputs of the survey.

Site and location of businesses	Key issues	Mitigations (some listed are site specific)
Parramatta • Church Street • George Street • Macquarie Street • Macquarie Lane • Smith Street	• Vehicle and pedestrian access • Noise and vibration • Dust • Visual amenity • Cumulative impacts	• Business identification surveys • Place Manager to establish good relationship with local businesses and maintain regular contact • Encouraging staff/workforce to support local businesses • Adhere to EIS commitments and compliance with CoA and EPL • Dust, noise, and vibration monitoring and sharing results • Implement CPAS and CTMP • GPS tracking of spoil trucks • Identification stickers on spoil trucks
Westmead Railway Parade	• Noise (construction and trucks) • Dust • Heavy vehicles on local streets	
Clyde/Rosehill • Wentworth Street • Martha Street Unwin Street	• Noise (construction and trucks) • Dust • Heavy vehicles on local streets	
Sydney Olympic Park • Herb Elliot Avenue Figtree Drive	• Noise, dust, and vibration • Haulage routes and traffic congestion • Impact on major events • Night work (Hotel patrons) • Construction activities related to TBM retrieval	
Eastern Creek Precast Facility Lenore Drive, Erskine Park	• Traffic congestion due to ongoing precast segment deliveries	

Table 10: Business issues and mitigations

GLC will include all business engagement activities in the community and stakeholder section of the project monthly report.

Section 8 Mitigation

GLC has a robust approach to managing potential and emerging issues associated with the project across the alignment including tunnelling and the station box excavation sites.

Guided by the Sydney Metro General Specification requirements, OCCS, CoA and EPL, we will build good relationships with stakeholders to better understand impacts and appropriate mitigations for community, businesses, and stakeholders.

GLC will routinely provide Sydney Metro with details of current and upcoming work activities, potential impacts, mitigation measures and details of current complaints and enquiries via email communication and at regular coordination meetings. Key issues and mitigation mesaures are summarised in Table 11 below.

Issue	Details	Mitigation and management strategy
Design issues	• Potential for low awareness of the project design • Potential changes to EIS approved design • Opposition to design	• Wide range of communication tools and materials to demonstrate project design including website and online 3D visualisations, infographics, notifications, detailed reports • Close engagement with impacted persons
Planning Approval	• Confusion about planning approval process • Confusion about the packages of work	• Close liaison with Sydney Metro to respond to enquiries and complaints about the Planning Approval or other • Key messages/key material translated into local languages
Airborne noise	• Noise generated by a range of activities including from deliveries, reversing beepers, excavation/demolition, night work, tree clearing, compound operations, increased construction traffic	• Adhere to approved operating hours of work • Minimise nightwork wherever possible • Installation of acoustic sheds • Follow mitigations and management procedures outlined in Construction Environmental Management Plan (CEMP) and Sub-Plans • Early notification • Implement respite policy
Construction fatigue and cumulative impacts	• Fatigue due to construction timeframe • Multiple development infrastructure projects nearby	• Knowledge share with Sydney Metro place managers about fatigued stakeholders • Take additional time to liaise with household, provide answers to questions, provide project documentation • Provide key communication material in key languages where required • Implement respite policy • Attend CICG meetings

Issue	Details	Mitigation and management strategy
Disruption to operations for schools (Westmead)	• Temporary detours for bus services • Potential changes to accessible parking spaces • Inadequate site signage • Increase of heavy vehicles	• Targeted consultation with bus operators and schools as required • Regular updates • Clear and concise signage • Early notification
Disruption to Special Events (ATC, Sydney Olympic Park)	• Disruptions or delays to bus services • Disruption or delays to pedestrian movements • Increase of heavy vehicles	• Regular liaison with ATC and Sydney Olympic Park Authority • Modify activities to accommodate the requirements of special events • Carry out activities in a way that minimises any interface or disruption to special events or the planning and preparation for special events. • Attend any meeting relating to special events or the planning and preparation for special events as required and requested by Sydney Metro.
Dust	• Dust generated by construction activities • Concerns about potential health impacts	• Early identification of sensitive receivers • Fencing, shadecloth and hoarding • Use of water carts, hoses, and misters • Stopping work during windy conditions • Prompt response to any complaints
Vibration	• Vibration from demolition, piling, station box excavation • Vibration sensitive equipment in businesses (recording studios, surgeries) or receivers	• Early identification of sensitive receivers and early communication material • Noise and vibration monitoring • Prompt response to any complaints • Implementation of the respite process where required
Lack of awareness and understanding of the project	• Need and purpose for the project not accepted • Public not sure how to contact project team • Complaints about other projects, other developers, Council services	• Wide range of communication material across the project sites including hoarding, shade cloth, signage, notifications, posters all carrying project contact information, location name and photography • Communication tools and materials that show project design, project location including website, infographics, notifications, detailed reports. • Use of Sydney Metro Connect app • Media releases and other social media posts

Issue	Details	Mitigation and management strategy
Local infrastructure and utilities	• Unplanned service interruptions • Planned power outages (daytime and overnight) • Out-of-hours work for utility investigation and relocation	• Implementation of interface protocols • Communication coordination meetings with Sydney Metro, Councils, key projects, utilities authorities to develop mitigations and communication measures to minimise impacts and clearly communicate with affected stakeholders and community • Collaborate with utilities authorities or others to minimise impacts to stakeholders and the community across the life of the project • Pre-construction condition reports of assets to capture baseline for future restoration activities • Information provided to sensitive receivers well in advance • Prompt resolution of unplanned service interruptions • Provision of generators to sensitive receivers
Location of site compounds	• Visual impacts • Noise, litter, workforce parking issues	• Face-to-face and online communication with affected properties to detail requirements for operating the site, power the TBMs, support the workforce, remove spoil from underground • Distribute newsletter for each site before site establishment starts • Established regular communication with affected stakeholders to maintain productive working relationship
Out of Hours Work	• Noise and lighting impacts • Cumulative impacts if other contractors are working in the same area • Lack of understanding why it must be at night • Impact to sensitive receivers (e.g., religious services, school exams)	• Notifications, door knocks, email, and Sydney Metro app updates • Offer of meetings with affected residents/businesses leading up to OOHW • Regular contact once work starts as key contact • Implement GLC Respite Policy
Property impacts	• Concerns about potential property damage from construction • Maintaining property access	• Pre-construction property condition surveys of all properties within eligible zone • Knowledge share sessions with Sydney Metro to understand sensitive issues • Investigate any property damage claim on its own merit • Communicate with owners and tenants about access impacts • Respond quickly to complaints or requests for project information

Issue	Details	Mitigation and management strategy
Social impacts	• Impacts of construction on residential amenity and community cohesion	• Open and regular communication with community, businesses, and stakeholders • Identify Community Benefit Initiatives to implement with GLC Sustainability team
Spoil haulage and haulage routes	• Increased heavy vehicle movements • Potential for vehicle damage • Noise from trucks • Concern about pedestrian safety	• GPS tracking via Virtual Superintendent • Truck identification stickers • Ensure street sweepers and water carts are responsive to complaints and enquiries about on-street dust and spoil material • Clear pedestrian detour signage and prior notification
Traffic management and transport	• Disruptions, delays, temporary detours, traffic switch, construction access changes, vehicle movements and turning paths • Cumulative effects on local traffic, through-traffic, public transport operators, travel times and school bus travel • Impacts to pedestrian, cyclists, motorists, emergency vehicles • Maintaining access and minimising disruption to residents, property owners, businesses during construction • On-street parking changes and workforce parking	• Comply with the CTMP and CPAS • TCG and TTLG attendance • Provide target stakeholders including Council, peak bodies, heavy vehicle industry advance information about traffic changes via liaison, email blast and notifications • Project advertisements in metropolitan, local and CALD newspapers • Targeted meetings • Clear signage and use of VMS • Community update/newsletter information • Prompt responses to complaints and enquiries • Information posters at bus stops and other key locations • Information at meetings, briefings, site visits and other forums with targeted stakeholder and community groups •
Vegetation removal	• Removal of vegetation with social, environmental, or other value • Displacement of fauna and insects • Local environmental group interest	• Minimise removal through design • Liaise with key stakeholders including Council prior to removal • Adequate notification in advance of removal activities • Clear marking of species to be preserved including training for construction staff

Issue	Details	Mitigation and management strategy
Ground borne noise	• Impact on sensitive businesses (e.g., medical centre/day surgery, printing press, scientific lab) • Tunnel and cross passage excavation	• Business identification surveys • Noise prediction tool and proactive application of respite policy • Consideration of special circumstances such as medical conditions • Pre-construction property condition surveys
Workforce behaviour	• On-street parking use • Interaction with local residents, businesses, road users • Littering	• On-site parking wherever possible • Construction Parking and Access Strategy in place • Clear and concise project and site inductions that build awareness of requirements and expectations • Clear disciplinary policies • Prompt response to issues

Table 11: Mitigation and management strategies for key issues

Section 9 Communication tools

GLC understands that a variety of communication tools ensures a wider reach within the community and allows for more diverse and targeted approaches across the 11km of the project alignment. As such, GLC will use a range of communication tools and techniques to ensure stakeholders are adequately informed and engaged throughout the project lifecycle.

This will include using tools and channels which are proven to have an impact such as:

- Face-to-face engagement (door knock and meetings)

- Email and phone contact

- Website and social media

- Traditional printed materials such as newsletters, notifications, fact sheets, correspondence

- Digital materials such as photography, videography, animations

- Signage, hoarding and advertising.

- Interactive events and forums - including Temporary Virtual Community Information rooms and online community information sessions meetings, briefings, forums, webinars and open days as required

Table 12 provides a list of communication tools GLC will use and for what purpose.

Tool	Purpose
Community information line • **1800 612 173**	• Respond to enquiries during business hours • Respond to complaints 24/7
1800 Contact cards	• Issued to every employee who attends the project induction to provide them with details of community information line and WTP email address.
Email **Metrotunnelsglc@transport.nsw.gov.au**	• Respond to enquiries and complaints • Provide advice on new activities • Provide weekly progress on work or milestones.
Postal address	• To facilitate receipt of correspondence from community and stakeholders that do not use email.
Signage (static and variable),	• Provide advice on changes to any traffic, pedestrian, public transport, or cycleway changes
External banners	• Provide contact information, project identification, wider Sydney Metro messaging and where possible significant local matters (history or heritage)
Websites	• Sydney Metro website for general project information (notifications, newsletters, invitations to sessions and events etc) • GLC website for Planning Approval document requirements
Sydney Metro Connect app and other social media platforms	• Provide advice on new activities • Provide weekly progress on work or milestones • Provide advice of emergency work
Consultation Manager database	• Record all contact with community, businesses, and stakeholders • Produce reports

Tool	Purpose
Newsletters (4 x A4 pages with one page for Sydney Metro content)	• Bi-annually for the individual sites to provide information on site layouts, high level program, progress, and other interesting information • Quarterly once tunnelling activities start to provide tunnelling progress to date and expected progress over coming 3 months • Delivered to all properties within 500m of aboveground activities and 60m of underground activities (tunnel or cross over excavation)
Notifications	• Advise of start of work at any new location • Advise of activities with new or different impacts • Advise of night work • Provide a monthly update of work at each site • Once tunnelling starts providing monthly update on tunnelling progress to date and expected progress in affected suburbs • Delivered to everyone within 100m of activity for work during standard construction hours • Delivered to everyone within 200m of activity for work outside standard construction hours • Delivered to everyone within 50m of underground activities (tunnel or cross over excavation)
Doorknocks	• Ahead of new work starts and then regular check ins around sites. • Weekly ahead of the TBMs reaching specific areas with flyers encouraging residents to contact us if they have any questions. • PDCT would comply with all NSW Health requirements if carrying out door knocks, including wearing masks (if required).
Meetings (one-on-one or group/street as required)	• Provide opportunity to discuss specific issues of concern one- on-one or general project enquiries.
Fact sheets and Frequently Asked Question (FAQ) documents	• Inform and educate on specific matters of interest such as pre- construction property condition surveys, site layouts or tunnelling processes.
In-person Community Information Sessions (COVID-19 pending)	• Provide opportunities to learn about the project, progress and for consultation as required by Planning Approval or design changes.
Temporary virtual community information rooms	• Alternate to in-person sessions to feature key elements of construction work such as 'how a station box will be excavated', 'how a TBM works' or to facilitate virtual Community Information Sessions to seek feedback and input if required by Planning Approval or design changes.
Mobile displays	• Provide consultation and engagement opportunities with businesses, schools, or places of worship. • Ahead of tunnelling to provide information at places like the shopping centres along the tunnel route.
Meet the team and site open days	• Introduce community members and other stakeholder to key team members and foster better working relationships • Open days to coincide with TBM launch and breakthrough events • Tunnel walk-through event
Advertising	• To provide information about significant traffic changes or impacts.
Media events	• Mark and celebrate milestones and achievements
Photography, videography, time-	• Capture progress, milestones, and human-interest stories

Tool	Purpose
lapse	
Animations	• to educate how certain aspects of the project are being constructed, to be developed in consultation with Sydney Metro.
TBM tracker	• to track progress of TBM tunnelling activities once they start in late 2023
Translation services	• to be included on all public community materials and where appropriate advertisements placed in community language newspapers

Table 4: GLC communication tools

GLC communication tools will at all times reflect a tone which conveys our clear understanding of the COVID-19 impacts experienced by the community and we will address this through:

• Demonstrated flexibility in meeting times

• Use of different mediums for same activities

• Offering online meetings via Microsoft Teams or Zoom to limit mobility as required

• Joining existing communications streams with the aim to minimise the additional time community groups, local business/chamber of commerce forums, faith-based organisations, strata managers, schools need to volunteer to engage about the project delivery – such as P&C meeting, strata meetings etc.

Section 10 Procedures

10.1 Consultation Manager

The PDCT will capture all incoming and outgoing interactions with external stakeholders in the Consultation Manager (CM) database which will include:

- Enquiries

- Complaints

- Meetings

- Site visits

- Information session

- Public communication materials

- Marketing and promotional materials

- Property condition surveys, property treatments and damage claims.

Accurate and timely recording of interactions is essential in providing reliable reporting for Sydney Metro and as such interactions will be recorded in CM within 48 hours for general enquiries and events and complaints recorded within 24 hours.

10.2 Media and government relations

GLC understand the timely and sensitive nature of responding to media and government enquiries on high profile projects such as Sydney Metro. The PAEM will implement a project specific high-quality media plan that ensures:

- All incoming or outgoing communications with media and government stakeholders relating to the project's activities is coordinated through Sydney Metro as the responsible party for managing all communication with media and government stakeholders.

- Sydney Metro is advised immediately of any contact by media or a government representative.

- No member of GLC or our subcontractors provides any comment (verbal or written) or material (traditional or digital) about any aspect of the project to the media or any government representative unless written approval is provided by Sydney Metro.

- The PAEM will be available 24 hours a day, seven days a week to assist (or as required and requested) Sydney Metro with the management of media and government enquiries, including the provision of:

  - A holding statement within 30 minutes of request and a full response within two hours of an enquiry or contact being made.

  - In the event the Public Affairs and Events Manager is unavailable, the SCEM and Project Director will be available to fulfil the above obligations.

10.3 Crisis and incident communication

All incident and crisis communications management will be in accordance with Sydney Metro's policies and direction if an incident or issue which has occurred may impact the community, environment, personnel or attracts the attention of the media, the Minister for Transport and Roads, a local Member of Parliament, local council, or the broader community.

GLC will immediately notify Sydney Metro of the incident and issue an appropriate holding statement within 10 minutes of the incident and provide ongoing updates hourly during the event.

GLC has developed a crisis communication procedure which will form part of the project wide crisis management plan.

When GLC hold crisis event management exercises, key Sydney Metro personnel may be invited to either observe or participate.

10.4 Site visits and events

Sydney Metro West is expected to attract considerable interest from the community, stakeholder as well as media and government

The PDCT will prepare a project milestone calendar (with monthly updates to reflect changes or new information) and work with Sydney Metro to manage all planned events and ad-hoc requests for site visits. GLC will provide relevant viewing areas for events and arrange site logistics required to make them safe and successful including pre-event inspections, access to site, escorts, safety equipment, inductions, power, and lighting.

An event specification will be produced for each event covering details as outlined in general specification and submitted to Sydney Metro for review and approval.

GLC will provide Sydney Metro 48 hours written notice of any proposed stakeholder or community site visits as well as accommodate specific site visits or events as requested by Sydney Metro.

All site visits and events would be subject to adherence to the relevant COVID-19 public health orders and GLC COVID-19 project requirements.

10.5 Branding

GLC will ensure Sydney Metro brand compliance on all external facing signage, communications, collateral items and major plant and equipment including if any brand updates are implemented for the duration of the project.

GLC will ensure that only NSW Government and Sydney Metro logos are included on the following items where they are branded:

- Public communication materials

- Marketing and promotional materials

- External banners

- Major plant and equipment including TBMs, road headers, cranes and their flags, vehicles, and.

- Personal protective equipment.

10.6 Site inductions and training

The project stakeholder and community engagement requirements will be incorporated in the project induction that every employee and subcontractor will have to attend before being allowed to work on site.

Induction content as well as broader training for employees will equip them with the knowledge of what to do when they come across members of the public and comply with Sydney Metro's requirements.

Focus will be placed on increasing awareness of potential community impacts, incident management, incident reporting procedures, community enquiries or complaints, and procedures for managing approaches from government representatives and/or media enquiries.

Refresher sessions will be conducted to ensure community and stakeholder requirements and associated procedures are adhered to.

Project inductions will be reviewed by the SCEM and the PAEM before being submitted to Sydney Metro for review and approval, at least 10 business days before being publicly used.

Specific toolbox talks will also be organised to cover off site specific issues of concern while requirements and good news stories will be widely circulated internally through channels like

- Project specific intranet
- Fortnightly town halls.

10.7 Property

Liaison with property owners and access to private property will at times be required for the purpose of conducting pre and post construction property conditions surveys, access to adjoining properties prior to demolition work starting to install monitoring equipment.

GLC has developed a communication process that outlines a three (3) step offer process to owners of properties eligible for the pre and post construction property condition surveys for properties around the individual construction sites as well as along the tunnel alignment.

Pre-construction property condition survey offer letters were issued to eligible properties from late 2022 around the construction sites and then progressively from early 2023 for the tunnel alignment ahead of tunnel excavation progress. Copies of complete pre-construction property condition surveys would be provided to owners at least 30 days before relevant construction starts. Same process would then be applied to post-construction property condition surveys. This process would be supported by fact sheets and training of inspectors.

Access to private property will only be sought via the relevant PDCT member and formalised in writing at least seven (7) days in advance of the required access.

Access to any Council owned land would be managed through the Interface Manager and relevant interface agreements.

10.7.1 COVID-19 considerations

GLC acknowledges that as a result of the COVID-19 pandemic situation, some property owners may be concerned with visitors entering their property.

GLC takes the risks associated with COVID-19 very seriously including the health and safety of our employees, contractors, stakeholders and the community.

We will implement measures to safely carry out property condition surveys and will comply with any NSW Health requirements.

Some of these measures include:

- Inspectors being subject to strict screening with regards to their recent movements and contact (if an inspector has any COVID-19 type symptoms or have been in any of the casual or close contact locations, they are not allowed to attend work)

- Inspectors strictly observe hygiene recommendations that includes wearing masks and gloves and using sanitised equipment when carrying out the surveys

- Inspectors strictly adhere to the social distancing requirements and do not shake hands

- Inspectors are not required to touch any surfaces within the homes and just need to use their camera to take photos and clip board to take notes.

10.8 Respite management process

GLC will manage noise and vibration mitigation in accordance with the requirements of the:

- Conditions of Approval

- Environment Protection Licence

- Construction Noise and Vibration Management Plan (CNVMP)

- Detailed Noise and Vibration Impact Statements (DNVIS)

- TfNSW Construction Noise and Vibration Guideline.

Where possible GLC will manage the impacts of noisiest construction work by modifying activities and the hours scheduled for work to occur during standard construction hours wherever possible. Despite those efforts, at times high impact work will need to be carried out outside of standard construction hours which might result in noise and/or vibration that exceeds human comfort, triggering offers of respite and/or alternative accommodation (AA).

Civil construction activities that might trigger respite could be utility investigation and relocation, demolition, site establishment work and station box excavation. Respite and AA offers would generally be based on exceedance of airborne background noise levels during the shoulder and night-time periods. Background noise levels will vary between the different sites.

Tunnelling activities that might trigger respite offers relate to tunnel and cross passage excavation and would generally be based on when moderately to highly intrusive ground borne noise is expected to be 10 + dBA above the background noise level of 35dBa as defined by TfNSW Construction Noise and Vibration Guideline.

Consideration will also be given to individual and personal circumstances such as medical conditions to facilitate respite and AA offers on compassionate grounds.

GLC has developed a respite and alternative accommodation offer management process that outlines:

- Project requirements for alternative accommodation and respite offers

- Types of respite offers

- Alternative accommodation process, eligibility, and rules

- Governance

- Frequently asked questions.

Most of the AA offers are expected to be made in advance of ground-borne construction noise impacts of for various civil work around the stations during site establishment.

All respite offers would be made to the eligible and/or identified properties at least 7 days in advance of the impact.

Section 11 Evaluation and monitoring

GLC is committed to continuous evaluation of our performance and opportunities for improvement. Ongoing monitoring and evaluation will highlight areas of concern or areas for further refinement and improvement through a range of mechanisms and will inform the six (6) monthly review and updating of the CCS to ensure set objectives are being met and if not, that corrective actions are implemented.

Throughout the project, the PDCT will monitor the level of effectiveness and performance against Sydney Metro requirements to inform reporting including:

• Print, broadcast digital and social media monitoring

• Tracking attendance at community sessions and events including surveys of attendees on appropriateness of materials, timeframes, availability of relevant team members

• Tracking enquiries, complaints, outgoing contacts and compliments statistics and trends as well

• Discussing effectiveness of PCM development and implementation

• Stakeholder, community and business sentiment through regular interactions and targeted surveys

• Findings from internal and external audits of management plans and Sub-Plans every six months or as required.

Other reasons that may trigger evaluation and update of the CCS include:

• Design changes

• Changes in law

• At the direction from the Principal's Representative.

GLC will also compile monitoring data to include key lessons learned based on the six (6) monthly monitoring program and performance measures for businesses which as per Table 7 of the OCCS include:

• Awareness of construction activity and likely impacts

• Measures implemented to maintain vehicle and pedestrian access, parking, visibility and amenity

• Agreed measures to minimise noise and vibration impacts on noise and vibration sensitive businesses

11.1 Infrastructure Sustainability Council of Australia (ISCA)

GLC will seek ISCA 1.2 certification during delivery of the project and the PDCT will work closely with the Environment and Sustainability Managers to provide evidence for the certification across all four stakeholder ratings in terms of approach, processes, and success in collaborating and managing stakeholder and community engagement.

Appendix A: Requirements of the Community Communications Strategy (CCS)

Table 1 – Requirements of the CCS

Requirement	Reference
General specification requirements	
Section 5 – plans and reporting	
Community Communication Strategy	This document
Monthly progress report	Section 4.6
Stakeholder and community engagement report	Section 4.6
Communication process for property condition surveys	Section 10.8
Communications process for property records register	Section 10.8
Communication process for access to private property	Section 10.8
Communication process for site investigations	Site specific community communications sub-plans
Section 6 – community and stakeholder engagement	
Commitment to general obligations including timeframes and notification	Section 4.3
Roles and responsibilities including stakeholder and community engagement personnel	Section 2
Information to the Principal's Representative	Sections 2, 4 and 10
Communication Interface Coordination Group	Sections 4.7 and 5
Community information sessions	Sections 6 and 9
Public Communication Material (PCM)	Sections 4 and 9
Marketing and Promotional Material (MPM)	Section 4.3
Site boundary hoarding, sheds, walls and fences	Sections 4.3 and 6.3
Branding and logos	10.6
Community display material (up to 4 pages)	Section 6
Animations	Section 10.4
Community engagement database	Section 10.1
Enquiries and complaints management process	Section 4.5
Media and government relations process	Section 10.2
Crisis and incident communication procedures	Section 10.3
Site visit and event requirements	Section 10.5
Photography and filming requirements	Section 10.4
Site inductions and training	Section 10.7
Overarching Community Communication Strategy requirements	
Values including alignment with Sydney Metro values	Section 1
Approach to community and stakeholder engagement	Section 1
Relationship of the CCS to other plans in the communication hierarchy and environmental management framework	Section 1
Objectives	Section 1
Site specific stakeholder scan	Section 5 Site specific community communications sub-plans
Site specific community scan, including community demographics	Sections 4.2, 4.4, and 6
Communication approaches for key demographics including CALD as required	Sections 4.2 and 5

Requirement	Reference
Site specific business scan	Section 7 Site specific community communications sub-plans
Process for identification of small businesses that may qualify under the small business owners engagement plan	Section 7 Site specific community communications sub-plans
Communication tools	Section 9
Site specific communication coordination plans (cumulative impacts)	Site specific community communications sub-plans
Complaint management processes across nearby projects including processes for resolving any property damage complaints	Section 4.5
Site establishment communication action plan (per site)	Site specific community communications sub-plans
Site specific issues identification and mitigation measures	Site specific community communications sub-plans
Process for evaluating and updating the CCS as per requirements of the OCCS	Section 11
Process for reporting on businesses engagement as per the OCCS	Section 7 Site specific community communications sub-plans
Other requirements	
Communication process for unexpected finds during demolition	To be developed before demolition starts in Q1 2022
Identification of key potential community and stakeholder issues relating to the construction scope of works	Sections 3.2, 3.3 and 5 Site specific community communications sub-plans
Communication approach for managing respite including alternative accommodation	Section 10.9