

PROJECT IMPLEMENTATION PLAN

Community Benefits Implementation Plan
Sydney Metro West – Western Tunnelling Package

Document Details

Document Title	Community Benefits Implementation Plan
Project Name	Sydney Metro West – Western Tunnelling Package
Client	Sydney Metro
GA Project No.	
Document Reference No.	SMWSTWTP-GLO-SWD-CG-PLN-000001
Principal Contractor	Gamuda Australia Branch
ABN	27 632 738 768
Project Address	26.100 Miller Street, North Sydney, NSW 2060

Document Authorisation

Environment and Sustainability Lead	Senior Place Manager	Project Director
Signature	Signature	Signature
28/5/2024	28/5/2024	04/06/2024
Date	Date	Date

TABLE OF CONTENTS

Document Details.....	2
Document Authorisation.....	2
DOCUMENT CONTROL.....	4
Revision History	4
Terms and Definitions.....	5
1 GENERAL	6
1.1 Project Description	6
1.2 Project Requirements.....	7
1.3 Geographic Scope	9
2 COMMUNITY NEEDS ANALYSIS	10
3 DEVELOPMENT OF COMMUNITY BENEFIT INITIATIVES	12
4 VERIFICATION PROCESS.....	13
5 IMPLEMENTATION OF COMMUNITY BENEFIT INITIATIVES.....	14
6 MONITORING AND EVALUATION METHODOLOGY.....	15
7 COMMUNITY BENEFIT INITIATIVE IMPACT REGISTER	16
APPENDIX A: COMMUNITY BENEFIT INITIATIVE WORK METHOD STATEMENT.....	19
APPENDIX B: COMMUNITY BENEFIT INITIATIVE IMPACT REGISTER	25

DOCUMENT CONTROL

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

Revision History

Revision	Date	Description of changes	Prepared by	Approved by
A	26 May 2022	First Submission	L. Ngo	L. Spiller
B	6 July 2022	SM Comments Addressed	L. Ngo	L. Spiller
C	15 August 2022	SM Additional comments Addressed	E. Yasar	L. Spiller
D	28 May 2024	Update to the Impact register based on Project progression	T. Snyman	S. Mifsud

Terms and Definitions

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

1 GENERAL

1.1 Project Description

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

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

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

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

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

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

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

1.2 Project Requirements

1.2.1 Plan Objectives and Contract requirements

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

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

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

The geographic scope of the plan is as follow:

1. Within the 400 – 500 m locality, initially scan for community needs and potential community benefit initiative opportunities, particularly if intending to provide a benefit to address a social risk,
2. If potential community benefit initiative opportunities cannot be identified within the 400 m locality, broaden the locality to include the suburb, and
3. If potential community benefit opportunities cannot be identified within the suburb, then broaden the geographic scope to include adjoining suburbs along the tunnel corridor.

The 400m boundary is represented in Figure 1 in section 1.3 below.

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

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

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

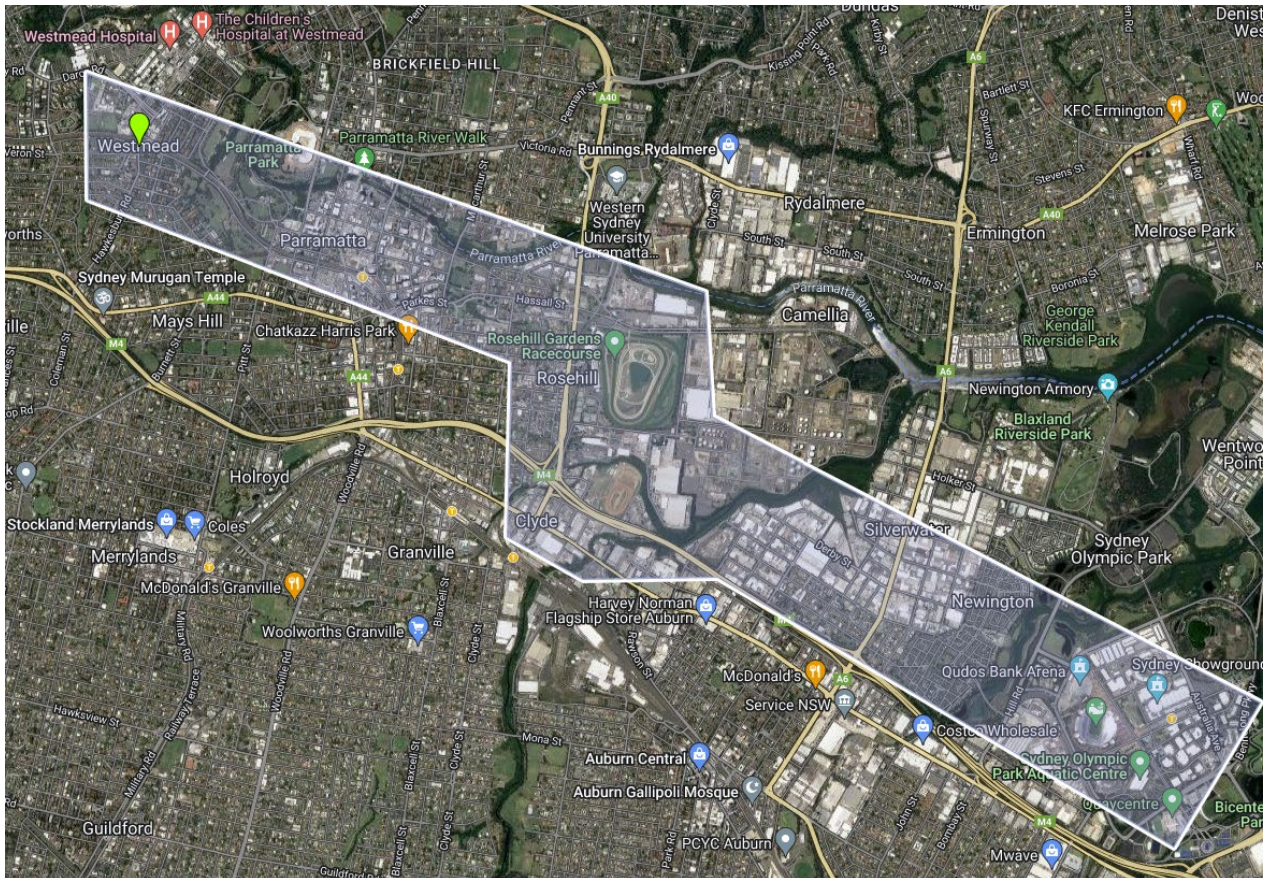
Table 1: Requirements of the Community Benefits Implementation Plan

General Specification Requirements	Reference
A Community Benefits Implementation Plan that must, as a minimum, include:	This Plan
A. community needs analysis and how this has been informed through input from the local community and stakeholders;	Section 2
B. methodology for the development of community benefit initiatives and legacy community benefit initiatives to add value to the communities in which it is working;	Section 3
C. how each initiative aligns with an identified outcome in the Project Community Benefit Plan;	Section 7
D. how each initiative will be implemented;	Section 5

E. a monitoring and evaluation methodology to demonstrate the outputs and tangible outcomes achieved, including key performance indicators	Section 6
F. a verification process to confirm the outputs and outcomes are being delivered; and	Section 4
G. a community benefit initiative impact register which would include details of initiatives submitted for review and approval by the Principal and the date approval is granted by the Principal to undertake the initiative	Section 7

1.3 Geographic Scope

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



2 COMMUNITY NEEDS ANALYSIS

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

Table 2: SEIFA data for Cumberland and Parramatta LGA

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

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

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

Table 3: Country of Birth Other than Australia by Suburb, 2021 Census (Descending Order)

Sydney Olympic Park	Rosehill	Parramatta	Westmead
China (excludes SARs and Taiwan)	India	India	India
South Korea	China (excludes SARs and Taiwan)	China (excludes SARs and Taiwan)	China (excludes SARs and Taiwan)
India	Lebanon	Nepal	Nepal
Iran	Pakistan	Philippines	Sri Lanka
Philippines	Philippines	Iran	Philippines

Table 4: Language spoken at home other than English by Suburb, Census 2021 (Descending Order)

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

Persian (excluding Dari)	Punjabi	Telugu	Nepali
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Table 5: Religious Association of Residents by Suburb, 2021 Census (Descending Order)

Sydney Olympic Park	Rosehill	Parramatta	Westmead
No Religion	Hinduism	Hinduism	Hinduism
Catholic	Catholic	No Religion	No Religion
Islam	No Religion	Catholic	Catholic
Not stated	Islam	Not Stated	Not Stated
Buddhism	Not Stated	Islam	Islam

Table 6: Age range of residents by Suburb, 2021 Census (Descending Order)

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

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

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

- young families, particularly in Westmead
- migrant communities particularly from Indian and Chinese backgrounds, with over 65% of residents across all four sites born overseas
- socio-economically disadvantaged people who are drawn to Parramatta CBD.

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

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

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

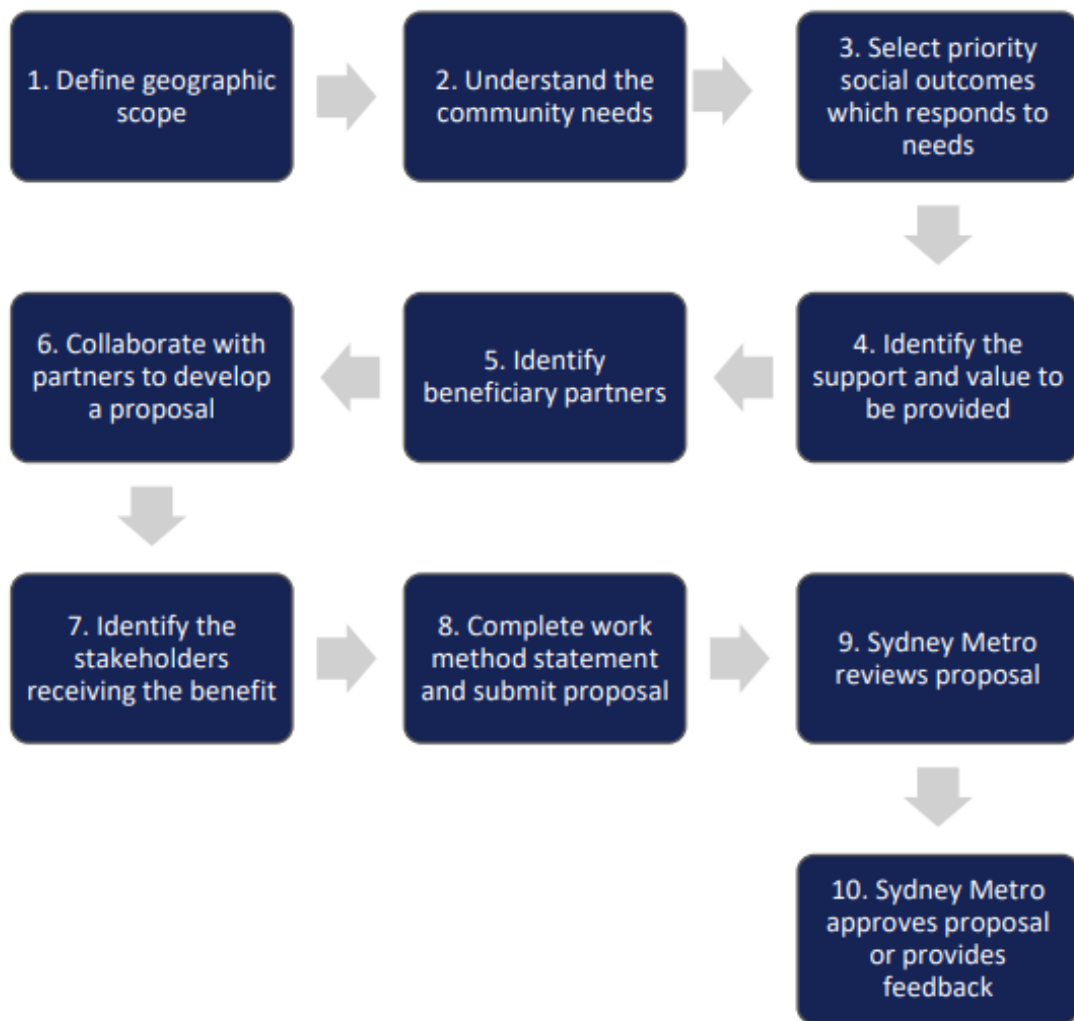
A Community Benefits Committee has been established. The Committee meets regularly to discuss potential initiatives and the tracking of current initiatives that have been implemented

3 DEVELOPMENT OF COMMUNITY BENEFIT INITIATIVES

The Project has developed a WTP Community Benefits Committee, made up of GLC’s Sustainability, Workforce Participation and Community Engagement team members.

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

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



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

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

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

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

Following the committee review, the Community Benefits Committee will submit a preliminary draft of the proposed Community Benefit Initiatives to Sydney Metro for comments prior to progressing proposal development to a final version which will be submitted via TeamBinder, steps 9 to 10.

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

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

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

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

4 VERIFICATION PROCESS

The Community Benefits Committee determine the program for implementing initiatives based on the specific needs of each initiative. This will then be captured in the first revision of the Community Benefits Implementation Plan. The scheduling of the delivery of community benefits initiatives will be scheduled to be spread throughout the program of the project, aligned to project delivery timing.

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

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

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

Primary research will be complemented by reviewing secondary research completed to date by governments and other organisations. This may include reviewing council strategies and plans,

new census data, submissions to Environmental Impact Statement and research by NSW Government agencies and peak bodies (e.g. NSW Council of Social Services).

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

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

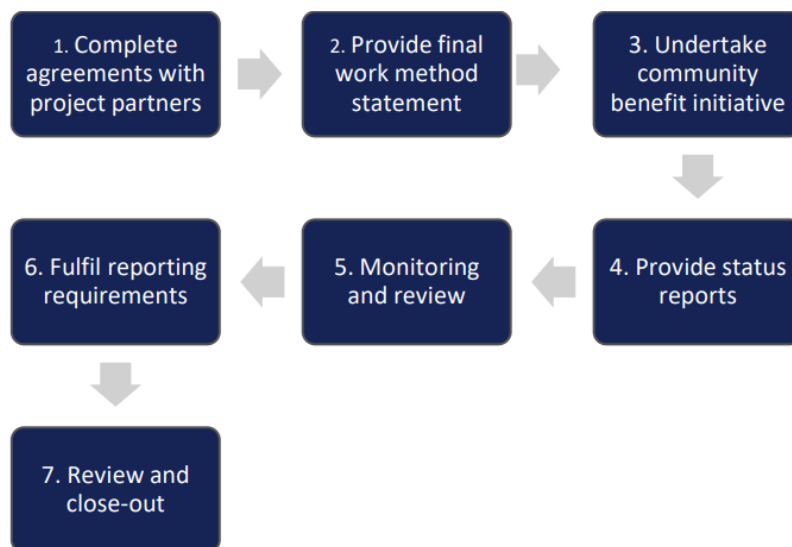
- The anticipated outcomes and outputs for each recommended initiative.
- The implementation approach, including inviting suggestions on who could be involved to help deliver the initiatives and guide targeting of initiatives to those who would most need and benefit from them.

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

5 IMPLEMENTATION OF COMMUNITY BENEFIT INITIATIVES

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

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



benefit plan).

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

Process	Who	Timing
Develop Initiatives Implementation Plan	GLC Project Manager	Continuous – as required for the duration of the construction works up to Practical Completion or when all initiatives have been finalized.
Enter into any necessary agreements or MOU with any partners or third parties to implement initiative	GLC Project Manager	
Monthly progress meeting chaired by GLC Project Manager with all partners for each initiative	Initiative Project Team	Monthly
Report on progress of each initiative	GLC Project Manager	Quarterly
Community Benefits Committee to report on progress of all initiatives to Sydney Metro Delivery Director and GLC Project Director	Community Benefits Committee	Quarterly
Submit an end-of-initiative report on outcomes and outputs to Community Benefits Committee	GLC Project Manager	Within 30 days of end of initiative
Develop a program implementation report that analyses all end of initiatives reports and summarises overall program impacts	Community Benefits Committee	Q4-2025

6 MONITORING AND EVALUATION METHODOLOGY

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

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

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

7 COMMUNITY BENEFIT INITIATIVE IMPACT REGISTER

GLC will deliver at least 10 community benefit initiatives which provide demonstrable and tangible benefits to local community groups during the construction period and at least 10 initiatives which provide “legacy” benefits beyond the construction period of WTP Works. A preliminary Community Benefit Initiative Impact Register was developed as part of the initial plan and has now been superseded with a list of current initiatives under devolvement, shown below, which will be further investigated by the Community Benefits Committee when developing proposals for review by Sydney Metro.

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

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

Table 7: Community Benefit Initiatives Register – Construction and legacy (Proposed initiatives undergoing further development)

Initiative	Potential partners	Construction or legacy	Priority outcome(s)
Launching a construction themed Supertee to be delivered to a children’s hospital along the alignment	Supertee	Legacy	Priority E – Thriving children and families. Priority G – Improve the health and wellbeing of communities.
Completing maintenance works to a new shelter	Parramatta Women’s Shelter	Legacy	Priority D – Build inclusive communities. Priority E – Thriving children and families.
Installing planter boxes in the church parking lot to activate the space for events	Uniting Church	Legacy	Priority D – Build inclusive communities. Priority H – Having a safe and affordable place to live.
Participating in the Meals Plus Program and contributing to a food and clothes drive	Parramatta Mission	Construction	Priority D – Build inclusive communities. Priority G – Improve the health and wellbeing of communities. Priority H – Having a safe and affordable place to live.
Completing maintenance and refurbishment work to the Parramatta Gaol to activate the space for community events	Deerubbin Local Aboriginal Land Council	Legacy	Priority B – Improve community character or surroundings. Priority F – Empowering Aboriginal communities.
Providing funding for the installation of an LED sign	Westmead Public School	Construction	Priority I: providing educational foundations and best start in life for young children
Upgrading the school playground	Westmead Public School	Construction	Priority I: providing educational foundations and best start in life for young children

Initiative	Potential partners	Construction or legacy	Priority outcome(s)
Donating to the community pantry	Cumberland Community Pantry	Construction	Priority D – Build inclusive communities. Priority G – Improve the health and wellbeing of communities.
Donating to the toy drive over Christmas	Turbans 4 Australia	Construction	Priority E: thriving children and families
Funding a promotional campaign for stores experiencing a reduction in business due to construction	Local shops in Parramatta	Construction	Priority A: create a strong, resilient and diverse economy
Partnering with SOPA to support a local vulnerable group they have identified	Sydney Olympic Park Authority (SOPA)	Construction/ Legacy	TBC

APPENDIX A: COMMUNITY BENEFIT INITIATIVE WORK METHOD STATEMENT

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

Name of proposed community benefit initiative

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

Proponent of proposed community benefit initiative

Geographic scope

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

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

Understand the community needs

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

Select social outcomes which respond to the needs

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

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

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

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

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

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

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

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

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

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

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

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

Describe the inputs to be provided by the project partners

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

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

[Empty text box for funding source description]

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

[Empty text box for outputs description]

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

[Empty text box for social outcomes description]

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

- approximate number of individuals with each stakeholder group
- whether any stakeholder group includes vulnerable populations
- each social outcome to be delivered for each stakeholder group
- how long each social outcome would last for each stakeholder group

[Empty text box for stakeholder list]

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

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

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

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

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

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

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

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

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

