

# Community Communications Strategy – Delivery

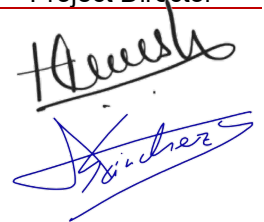
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Parklife Metro D&C

## Version Control

| Version  | Author  | Date       | Comments          | Reviewed by   | Approved by  |
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### Details of Revision Amendments Document Control

The Project Director is responsible for ensuring that this Plan is reviewed and approved. The Stakeholder and Community Engagement Manager is responsible for updating this plan to reflect changes to construction, legal and other requirements, as required.

### Amendments

Any revisions or amendments must be approved by the Stakeholder and Community Engagement Manager and/or client before being distributed / implemented.

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# Glossary

Standard terms and definitions

TABLE 1: STANDARD TERMS

| Term                          | Definition   |
|-------------------------------|--|
| <b>Project</b>                | Sydney Metro – Western Sydney Airport  |
| <b>Parklife Metro</b>         | Consortium comprising entities of Plenary, Siemens Mobility, Siemens Financial Services, Webuild and RATP Dev as successful contractors for the Sydney Metro Western Sydney Airport SSTOM Package. |
| <b>Parklife Metro D&amp;C</b> | Parklife Metro Design and Construct. Consists of Webuild S.P.A, Siemens Mobility Pty Ltd. Responsible for the construction of SSTOM Works  |

TABLE 2: ABBREVIATIONS

| Term         | Definition   |
|--------------|--|
| <b>CALD</b>  | Culturally and linguistically diverse              |
| <b>CCMS</b>  | Construction Complaints Management System          |
| <b>CCS</b>   | Community Communications Strategy                  |
| <b>CEMP</b>  | Construction Environmental Management Plan         |
| <b>CHMP</b>  | Construction Heritage Management Plan              |
| <b>CICG</b>  | Communications Interface Coordination Group        |
| <b>CoA</b>   | Conditions of Approval                             |
| <b>DNVIS</b> | Detailed Noise and Vibration Impact Statements     |
| <b>DPE</b>   | Department of Planning and Environment             |
| <b>EIS</b>   | Environmental Impact Statement                     |
| <b>EPA</b>   | NSW Environment Protection Authority               |
| <b>EPL</b>   | Environmental Protection Licence                   |
| <b>ISC</b>   | Infrastructure Sustainability Council of Australia |
| <b>LGA</b>   | Local Government Area                              |
| <b>LOTE</b>  | Languages other than English                       |
| <b>OCCS</b>  | Overarching Community Communications Strategy      |
| <b>OOH</b>   | Out-of-hours                                       |

| <b>Term</b>   | <b>Definition</b>                                     |
|---------------|---|
| <b>PUDCLP</b> | Place, Urban Design and Corridor Landscape Plan       |
| <b>SBOEP</b>  | Small Business Owner Engagement Plan                  |
| <b>SBT</b>    | Station Boxes and Tunnelling                          |
| <b>SCAW</b>   | Surface and Civil Alignment Works                     |
| <b>SMF</b>    | Stabling and Maintenance Facility                     |
| <b>SM-WSA</b> | Sydney Metro – Western Sydney Airport                 |
| <b>SSTOM</b>  | Stations, Systems, Trains, Operations and Maintenance |
| <b>TfNSW</b>  | Transport for New South Wales                         |
| <b>TTLG</b>   | Traffic and Transport Liaison Group                   |
| <b>WCAG</b>   | Web Content Accessibility Guidelines                  |
| <b>WPCA</b>   | Western Sydney Parkland City Authority                |
| <b>WSI</b>    | Western Sydney International Airport                  |



# 1 Project Overview

## 1.1 Sydney Metro – Western Sydney Airport

The Sydney Metro – Western Sydney Airport (SM-WSA) will become the transport spine for Greater Western Sydney, connecting communities and travellers with the new Western Sydney International (Nancy-Bird Walton) Airport and the growing region.

The city-shaping project, from St Marys through to the new airport and the Western Sydney Aerotropolis (the new suburb of Bradfield), will provide a major economic stimulus for western Sydney, supporting more than 14,000 jobs during construction for the NSW and national economies.

Jointly funded by the Australian and NSW Governments, the 23-kilometre new railway will link residential areas with job hubs including the new Aerotropolis and connect travellers from the new airport to the rest of Sydney's public transport system.

All three major contracts for the project have been awarded:

- Station boxes and tunnelling (SBT) – currently underway
- Surface and civil alignment works (SCAW) – currently underway
- Stations, Systems, Trains, Operations and Maintenance (SSTOM) – work to commence in late 2023.

Both governments have a shared objective of having the new metro line operational when the new airport opens for passenger services.

## 1.2 Stations, Systems, Trains, Operations and Maintenance

In December 2022, the largest ever Public Private Partnership (PPP) contract in New South Wales was awarded to Parklife Metro for the SSTOM works for the SM-WSA project.

Parklife Metro will deliver:

- Six new stations – St Marys, Orchard Hills, Luddenham, Airport Business Park, Airport Terminal and the new Aerotropolis
- 12 new metro trains
- Core rail systems
- The Stabling and Maintenance Facility (SMF) to be built at Orchard Hills
- Service facilities at Claremont Meadows and Bringelly.

Parklife Metro will also operate and maintain the WSA line and its assets for 15 years after it becomes operational.

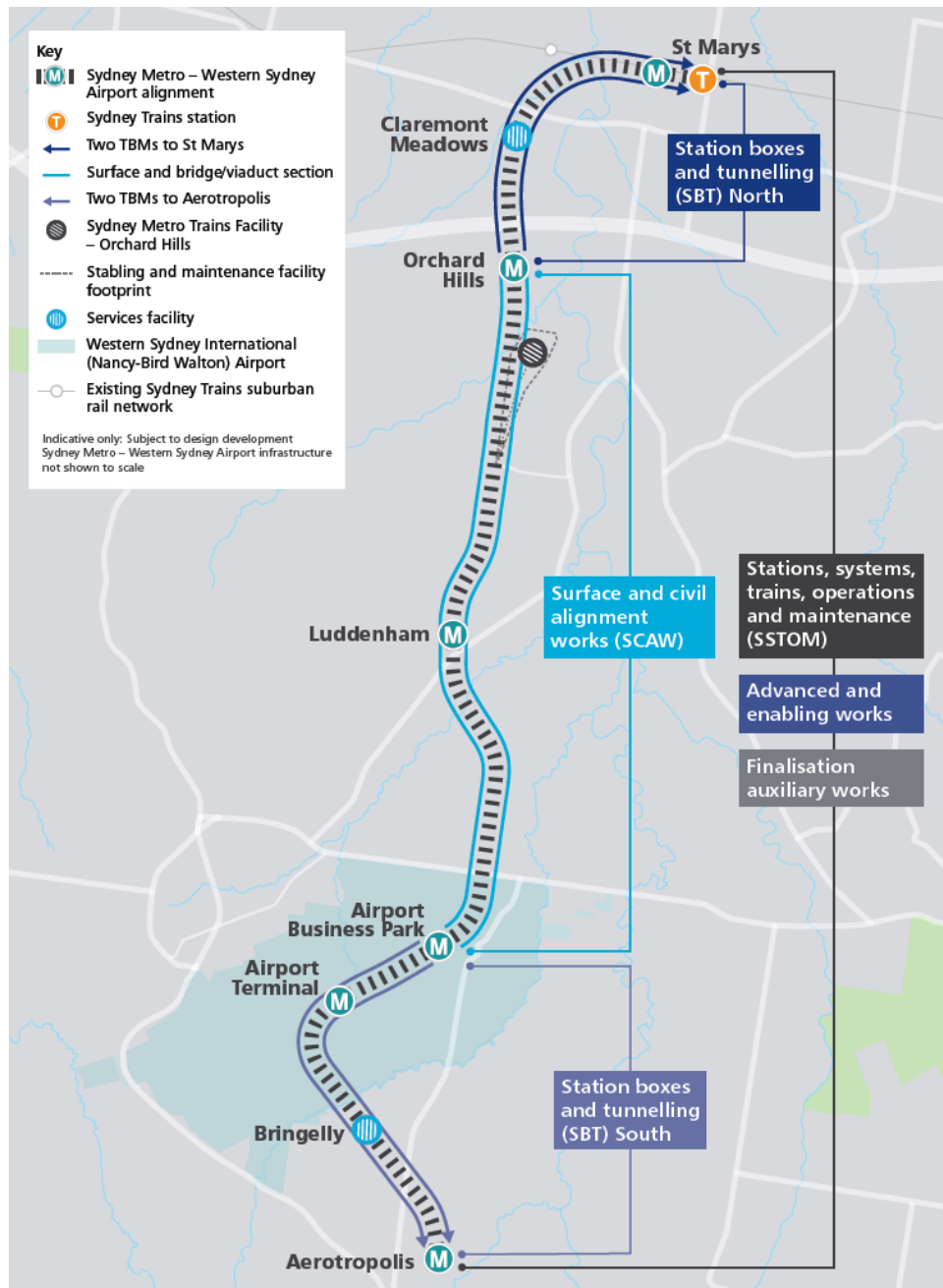


FIGURE 1: SYDNEY METRO – WESTERN SYDNEY AIRPORT WORK PACKAGES

## 1.3 Planning Approval and Compliance Requirements

The three principal statutory schemes that govern the planning and assessment process for the project are the:

*Environmental Planning and Assessment Act 1979* (NSW) (EP&A Act) for works located on State land outside the boundary of Western Sydney Airport (off-airport). SM-SWA Instrument of Approval SSI-10051 Part B, E57, E77 (Appendix I)

- *Airports Act 1996* (Cth) (Airports Act) for works located within the boundary of Western Sydney Airport (on-airport)

The EPBC 2020/8687 is the federal approval under the *Environmental Protection and Biodiversity Conservation Act 1999* (Cth) (EPBC Act).

## 1.4 Purpose of this strategy

This Community Communications Strategy (CCS) describes Parklife Metro’s communication approach for the WSA SSTOM works. This plan is for the delivery phase of the project, a separate strategy will be developed for the operations phase.

It provides information about how Parklife Metro will manage and meet key communications and stakeholder relations requirements during construction ensuring proactive engagement with key stakeholders, relevant authorities and local communities, including residents and businesses.

This strategy is aligned with:

- Parklife Metro’s overall approach to the SSTOM works
- SM-WSA Conditions of Approval as they relate to communications and stakeholder engagement
- Revised Environmental Mitigation Measures relevant to businesses, stakeholders and the community
- The Sydney Metro Overarching Community Communications Strategy (OCCS)
- Sydney Metro’s Construction Environment Management Framework (CEMF).

The CCS is supplemented with detailed site-specific sub-plans tailored to community and stakeholder needs, issues and other factors relevant to the six station sites, the SMF and the service facilities at Claremont Meadows and Bringelly.

The CCS and sub-plans will be reviewed at least every six months throughout the construction program and any revision of the CCS or sub-plans will be submitted electronically to Sydney Metro for review and approval. They will also be available from Parklife Metro’s website in a PDF format that complies with level AA accessibility requirements in the Web Content Accessibility Guidelines (WCAG) v2.0.

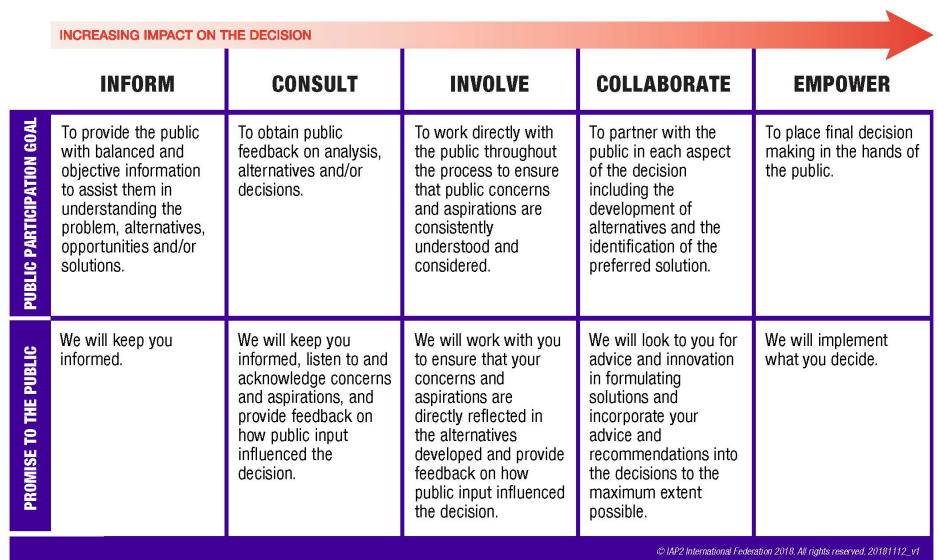
## 1.5 IAP2 Spectrum


Parklife Metro’s CCS and Community Engagement Policy is built upon a set of commitments that guide the scoping, planning, implementation and evaluation of our stakeholder and community engagement processes. These commitments are built upon the core values identified by the International Association of Public Participation (IAP2).

The IAP2 spectrum defines the public role in any community engagement program and demonstrates the different levels of participation that can be achieved dependent on goals, resources, interests and levels of concern stakeholders hold in the decision to be made. This framework has been considered and incorporated into the tools, activities and goals of this CCS.

Our commitments include:

- Our engagement will be clear and relevant, and we will clarify the negotiable and non-negotiable elements of the project. The community will be advised of the mechanics of the decisions making process, including the role of all stakeholders, and how their and other views were considered and influenced the decision.
- Where there are negotiable elements, we will seek to involve those community members potentially affected by, or interested in, a decision as early as possible in the decision-making process.



|                           |                       | INCREASING IMPACT ON THE DECISION                                   |  |   |   |  |
|---------------------------|-----------------------|--|--|---|---|--|
|                           |                       | INFORM   | CONSULT  | INVOLVE   | COLLABORATE   | EMPOWER  |
| PUBLIC PARTICIPATION GOAL |                       | To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions. | To obtain public feedback on analysis, alternatives and/or decisions.  | To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.  | To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.                     | To place final decision making in the hands of the public. |
|                           | PROMISE TO THE PUBLIC | We will keep you informed.   | We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. | We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision. | We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible. | We will implement what you decide.                         |

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FIGURE 2 : IAP2 SPECTRUM OF PUBLIC PARTICIPATION

- We will select consultation methods based on encouraging effective and inclusive community engagement from a broad section of the community.
- Information will be clear, easy to understand and accessible.
- Our processes will be monitored and evaluated for the purposes of continual improvement.

A signed copy of the Community Engagement Policy is included in Appendix A. This policy is included in the SSTOM project induction, displayed prominently in project and site offices and used to plan and evaluate our actions.

## 1.6 Minimising Impacts and Addressing Concerns

Community and stakeholder engagement is essential to avoiding and mitigating construction impacts and we will strive for a continuous improvement approach to avoid disruption from our works. We will plan and deliver SSTOM works considering the requirements of sensitive receivers.

This will be achieved by:

- Working with the construction teams during planning to minimise construction impacts, particularly works that occurs outside normal hours
- Mitigating any noise, dust and vibration impacts
- Being focussed on the safety of the surrounding community and the workforce
- Effective management of heavy vehicles and minimising traffic or congestion on local roads
- Keeping access to transport and recreation areas open
- Minimising the impacts on nearby residents and businesses
- Working with other nearby projects to minimise cumulative impacts
- Managing the workforce to be mindful and respectful of neighbours.

## 1.7 Approach and Objectives

Parklife Metro is committed to creating close working relationships, as well as building on those already established by Sydney Metro and contractors completing early stages of the SM-WSA project.

Throughout the delivery of the project, we will:

- Support Sydney Metro in delivering SSTOM works through constant, timely and accurate communication of useful information that enhances the project's reputation
- Work collaboratively with interfacing contractors and key stakeholders to minimise project impacts
- Manage construction impacts and mitigate issues by listening to and predicting community and stakeholder needs
- Be a trusted, flexible and responsive partner for the NSW Government, its key stakeholders and local communities
- Comply with the Planning Approvals for Critical State Significant Infrastructure SSI 10051 for works outside the airport boundary, the Airport Plan for works inside the airport boundary, and relevant sub-plans including Cumulative Impacts Plan and Construction Complaints Management System
- Endeavour to minimise construction impacts, with a no surprises approach
- Ensure our communication is clear, easy to understand, and accessible to the community
- Clarify negotiable and non-negotiable elements, and advise the mechanics of the decision-making process, including the role of all stakeholders and how feedback will be considered
- Select consultation methods based on encouraging effective and inclusive engagement from a broad section of the community
- Monitor and evaluate our community engagement processes with the aim of continual improvement.

## 1.8 Strategy Structure and Interface with other Plans

This CCS and site-specific sub-plans will be structured as shown in the flowchart below.

The overall SSTOM Project Management Plan will show how the CCS and its sub-plans interface with other SSTOM management plans, including the Construction Environmental Management Plan (CEMP) and the Place, Urban Design and Corridor Landscape Plan (PUDCLP).

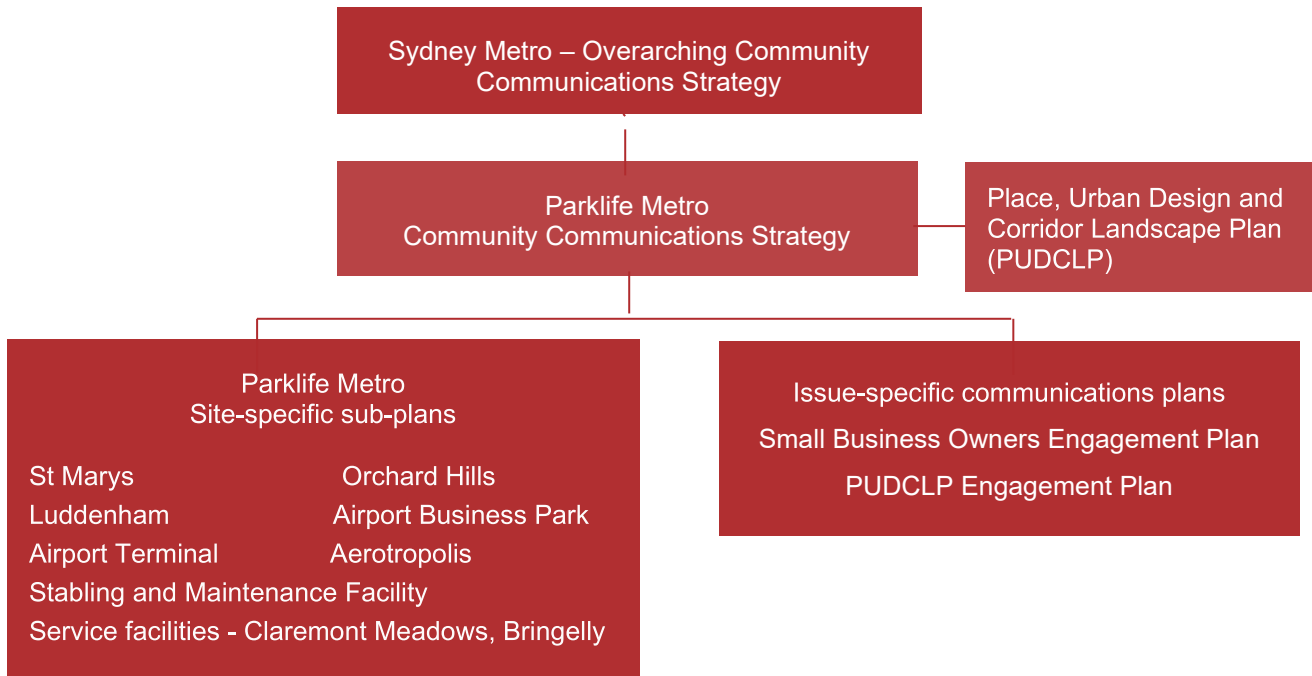


FIGURE 3: STRUCTURE OF COMMUNITY COMMUNICATIONS STRATEGY AND INTERFACE WITH OTHER PLANS

This CCS and associated sub-plans comply with:

- Planning Approval SSI 10051
- Sydney Metro Western Sydney Airport – Conditions of Approval (B1-11, E57)
- Revised Environmental Management Measures (SE1, SE3).
- General Specifications (Execution Version) specifically the sections relating to stakeholder and community engagement, project planning and reporting
- Sydney Metro’s Construction Environment Management Framework (CEMF)
- Sydney Metro’s Overarching Community Communications Strategy (OCCS)
- Sydney Metro’s Construction Complaints Management System (CCMS)
- Sydney Metro’s Interim Strategy for Management of Homeless People During Construction
- Transport for NSW Use of Social Media Policy (effective date 16.12.20)
- Web Content Accessibility Guidelines.

## 2 Roles and Responsibilities

The SM-WSA project is comprised of several work packages being delivered by multiple contractors, co-located at various times.

Sydney Metro will maintain the outwards-facing communication channels to maintain consistent and clear access to information and contacts for the community and stakeholders. Sydney Metro will also manage key stakeholder relationships including with government ministers, Members of Parliament, Elected Representatives of Councils and media.

Parklife Metro will adopt Sydney Metro’s overarching systems, processes and tools including contributing to its website, free call service, email address, social media, school education program and media liaison.

## 2.1 Parklife Metro Stakeholder and Community Engagement Team

The Stakeholder and Community Engagement function is represented within the project’s leadership. The Stakeholder and Community Engagement Director is the discipline lead and reports directly to the CEO and is a member of the project’s senior leadership team.

The Stakeholder and Community Engagement Manager reports directly to the Construction Project Director. Three resources manage the public affairs function and events. The team also has three Place Managers who work within the construction team and closely with the community. They engage with local stakeholders and communities and implement the site-specific sub-plans.

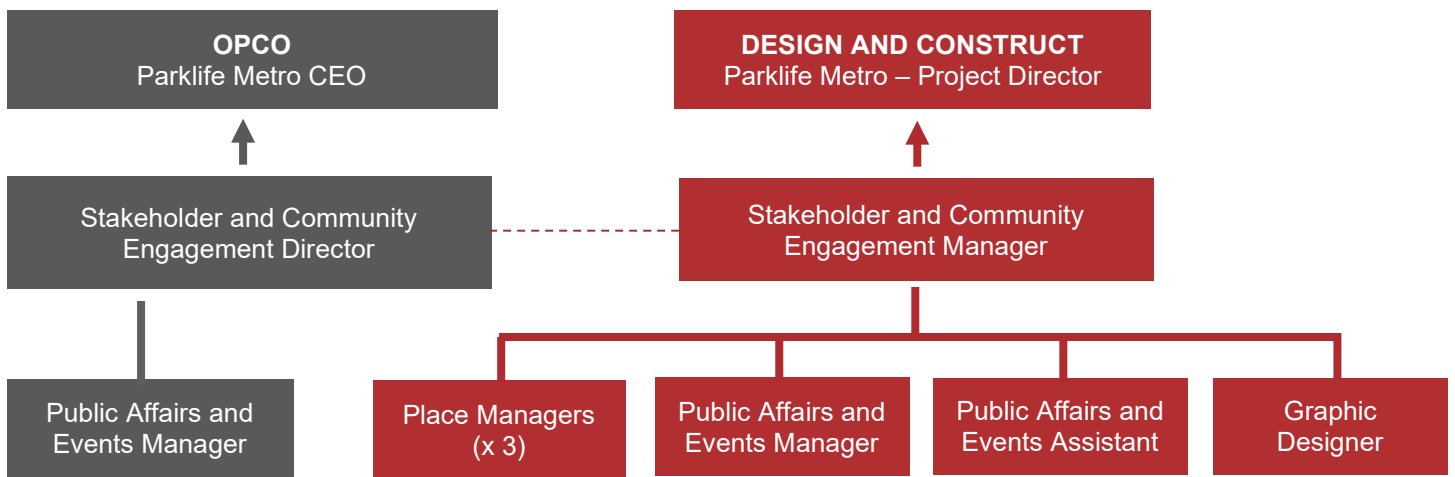


FIGURE 4: SSTOM STAKEHOLDER AND COMMUNITY ENGAGEMENT TEAM STRUCTURE

Table 3 outlines the roles and responsibilities of the stakeholder and community engagement team members.

TABLE 3: ROLES AND RESPONSIBILITIES – STAKEHOLDER AND ENGAGEMENT TEAM

| Role  | Key Stakeholder and Community Engagement Responsibilities  |
|---|--|
| <b>OpCo Stakeholder and Community Director</b>      | <ul style="list-style-type: none"> <li>Primary liaison between the Sydney Metro communications team and Parklife Metro communications and engagement team</li> <li>Maintains oversight of the CCS and progress of deliverables</li> <li>Contributes to reputation management for NSW and Australian Government and their agencies in the delivery of stakeholder and community engagement</li> <li>Supports the Stakeholder and Community Engagement Manager as required</li> <li>Provides advice and assistance with complaint management and resolution</li> </ul> |
| <b>Stakeholder and Community Engagement Manager</b> | <ul style="list-style-type: none"> <li>Manages the stakeholder and community engagement team</li> <li>Oversees implementation of community benefit initiatives</li> <li>Maintains oversight of the Milestone Implementation Plans</li> <li>Discipline and project communications lead for key stakeholder meetings</li> <li>Develops and implements the CCS and reports progress</li> <li>Escalation point for contentious issues, including crisis communications response</li> </ul>   |

| Role   | Key Stakeholder and Community Engagement Responsibilities   |
|--|---|
|  | <ul style="list-style-type: none"> <li>Monitors performance against key performance indicators</li> <li>Oversees the development of the stakeholder and community engagement planning documents including site-specific sub-plans and business management strategies</li> <li>Manages relationships with key stakeholders and other contractors' project communications teams.</li> </ul>   |
| <b>D&amp;C Public Affairs and Events Manager</b> | D&C <ul style="list-style-type: none"> <li>Develops and delivers Milestone Implementation Plans</li> <li>Develops and provides content to Sydney Metro for public materials, media and government including digital content development, video, photography, film and animation production</li> <li>Develops responses to media enquiries</li> <li>Arranges site access for Sydney Metro</li> <li>Manages progress photography, filming and time-lapse</li> <li>Arranges live streaming, open days and events, pre-visits and detailed run-sheets</li> <li></li> </ul>  |
| <b>OpCo Public Affairs and Events Manager</b>    | OpCo <ul style="list-style-type: none"> <li>Supports D&amp;C Manager where required to meet deliverables</li> </ul>   |
| <b>Public Affairs and Events Assistant</b>       | <ul style="list-style-type: none"> <li>Develops and implements SSTOM events including site visits, digital content development and coordination of film, photography and animations</li> <li>Prepares photography and filming specifications</li> <li>Arranges access for Sydney Metro site visits, photography and filming</li> <li>Manages and arranges progress photography, filming and time-lapse</li> <li>Arranges open days and events, pre-visits and detailed run-sheets</li> <li>Obtains talent releases and safety approvals.</li> </ul>   |
| <b>Place Managers<br/>x 3</b>                    | <ul style="list-style-type: none"> <li>Implements site-specific sub-plans</li> <li>First point of contact for community enquiries and complaints</li> <li>Identifies stakeholder and community issues and recommends strategies to respond, prevent complaints and minimise impacts</li> <li>Liaises with interfacing contractor's stakeholder and community liaison teams</li> <li>Prepares site-based notifications publications, newsletters, and presentations</li> <li>Engages with the local community during design, planning approval and early work/low impact and major construction activity stages, and delivers consultation activities</li> <li>Completes records of stakeholder contacts and reports, ensuring compliant complaints management in line with the EPL and Planning Approvals, and Sydney Metro's CCMS</li> <li>Contributes to site inductions on community and stakeholder issues</li> <li>Participates in community benefits delivery, open days and site visits</li> </ul> |

| Role                    | Key Stakeholder and Community Engagement Responsibilities   |
|-------------------------|---|
| <b>Graphic Designer</b> | <ul style="list-style-type: none"> <li>Develops design materials and graphics in line with Public Transport Brand Style Guide</li> <li>Prepares publications, videos, presentations, and maps for notifications and advertisements</li> </ul> |

Table 4 sets out the stakeholder and community engagement responsibilities of other roles within the project team.

TABLE 4: ROLES AND RESPONSIBILITIES – WIDER TEAM

| Project Role  | Key Stakeholder and Community Engagement Responsibilities  |
|---|--|
| <b>CEO</b>  | <ul style="list-style-type: none"> <li>Stays informed of any emerging issues and supports open communications with Sydney Metro</li> </ul>   |
| <b>Project Director</b>   | <ul style="list-style-type: none"> <li>Allocate sufficient resources and authority to the Stakeholder and Community Engagement Manager to meet community liaison and stakeholder obligations</li> </ul>  |
| <b>Engineering and Design Managers</b>                            | <ul style="list-style-type: none"> <li>Provide leadership to design teams to encourage the adoption of 'safety-in-design' principles</li> <li>Develop designs that minimise impacts and respond to reasonable community requirements</li> </ul>  |
| <b>Construction and Senior Project Managers</b>                   | <ul style="list-style-type: none"> <li>Provide leadership to construction teams to ensure activities are managed to minimise impacts and respond to reasonable community requirements</li> <li>Participate in key consultation, communication and site access activities</li> <li>Make appropriate allowances for community notifications in works programs</li> </ul>   |
| <b>Safety / Rail Safety Managers and Team</b>                     | <ul style="list-style-type: none"> <li>Review safety documentation including Safe Work Method Statements (SWMS) to uphold the safety of our workforce, neighbours and road users</li> <li>Assist to identify community impacts during activity reviews and recommend preventative solutions or processes</li> </ul>  |
| <b>Environment Manager and Team<br/>Environmental Consultants</b> | <ul style="list-style-type: none"> <li>Manage all consultation with Authorities and agencies</li> <li>Provide environmental information and reports required to be made public or for use in communications or consultation</li> <li>Oversee the investigation of all environmental complaints and reporting to regulatory Authorities</li> <li>Participate in stakeholder and community meetings as required</li> </ul> |
| <b>Sustainability Manager and Team</b>                            | <ul style="list-style-type: none"> <li>Liaise with stakeholder and community engagement team, monitor and report on progress towards achieving sustainability goals</li> </ul>   |
| <b>Traffic Manager</b>  | <ul style="list-style-type: none"> <li>Manage liaison with traffic and transport stakeholders including participation in the Traffic and Transport Liaison Group in conjunction with Sydney Metro</li> </ul>   |
| <b>Subcontractors and Consultants</b>                             | <ul style="list-style-type: none"> <li>Adhere to provisions of the CEMP, including approved hours of operation, construction vehicle routes and approved queuing locations</li> <li>Required to comply with Stakeholder and Community Engagement requirements as per the Project's General Specifications</li> </ul>   |



| Project Role  | Key Stakeholder and Community Engagement Responsibilities   |
|---|---|
| <b>All Parklife Metro Employees, Supervisors and Subcontractors</b> | <ul style="list-style-type: none"> <li>Required to complete Parklife Metro's project and site-specific inductions that will explain desired behaviours and protocols for interaction with project neighbours including people experiencing homelessness</li> <li>Personnel will sign agreements that they understand and accept their relevant community responsibilities</li> <li>Required to comply with Stakeholder and Community Engagement requirements as per the project's General Specifications</li> </ul> |

## 2.2 Working with Sydney Metro

Sydney Metro leads communications and stakeholder engagement across the SM-WSA project. Personnel from Sydney Metro's project communications team will:

- approve communications material in accordance with the General Specifications
- oversee compliance with the Planning Approvals. Communications with the Department of Planning and Environment (DPE) must be managed through Sydney Metro as they are the Proponent under the *Environmental Planning and Assessment Act 1979*
- engage an independent environment representative, approved by the Planning Secretary. Part of the role is to assist the Planning Department in the resolution of community complaints, as requested by the Planning Secretary. Sydney Metro will be the main point of contact for the Environment Representative. Sydney Metro will provide a daily report that notes any complaints made in relation to SSTOM.
- engage a suitably qualified and experienced acoustic specialist, if required, to provide advice in relation to acoustic performance and mitigation measures
- engage an independent mediator as part of the complaint resolution process, if required.

Table 5 outlines Parklife Metro's responsibilities to Sydney Metro

TABLE 5: PARKLIFE METRO RESPONSIBILITIES

| Our Responsibility  | Our Commitment   |
|---|--|
| <b>Observing all Sydney Metro and NSW Government Policies</b> | <ul style="list-style-type: none"> <li>Parklife Metro will adhere to all statutory and Deed requirements for stakeholder and community engagement</li> </ul>   |
| <b>Communications Approvals</b>                               | <ul style="list-style-type: none"> <li>Parklife Metro will ensure all communications are submitted within the prescribed timeframes:               <ul style="list-style-type: none"> <li>20 days to allow Sydney Metro to undertake its approvals processes</li> <li>Notifications to be sent at least seven calendar days prior to starting work to affected properties within 200 metres of activity for work outside standard construction hours and 100 metres of the activity for work during standard construction hours</li> </ul> </li> </ul>                                 |
| <b>Keep Sydney Metro Informed</b>                             | <ul style="list-style-type: none"> <li>Parklife Metro will provide regular updates on construction, milestones and stakeholder and community engagement, including complaints, emergencies, potential community protests, safety and environmental matters</li> <li>Parklife Metro aims to establish a collaborative relationship from the start and to maintain a strong relationship throughout the life of the project</li> <li>Parklife Metro will provide Sydney Metro with a monthly progress report. This will include a section detailing Stakeholder and Community</li> </ul> |

| Our Responsibility                                      | Our Commitment   |
|---|--|
|   | Engagement for the previous month and include a two week and four-week look ahead for review and approval by Sydney Metro on a weekly basis.   |
| <b>Satisfy Reporting Requirements</b>                   | <ul style="list-style-type: none"> <li>Parklife Metro will provide Sydney Metro with comprehensive monthly reports detailing stakeholder and community engagement interactions, business engagement, events, milestones, enquiries, complaints and sentiment.</li> </ul>   |
| <b>Involve Sydney Metro in Decisions and Meetings</b>   | <ul style="list-style-type: none"> <li>Parklife Metro will meet with Sydney Metro representatives on a regular basis (online and/or in-person) to provide updates and work on strategic communications together.</li> </ul>  |
| <b>Redirect Certain Stakeholders</b>                    | <ul style="list-style-type: none"> <li>Parklife Metro will advise Sydney Metro immediately of any media, Federal, State or Local Government enquiries</li> <li>Parklife Metro will provide information and advice to Sydney Metro to respond to those stakeholders including providing a holding statement within 30 minutes and full responses within two hours of the request.</li> </ul>                              |
| <b>Proactively promote the project and Sydney Metro</b> | <ul style="list-style-type: none"> <li>Parklife Metro will seek to identify and provide positive media and event opportunities and develop positive stories to promote the project in line with Sydney Metro's requirements</li> <li>Parklife Metro will develop an annual Milestone Implementation Plan to ensure appropriate recognition for project milestones and other noteworthy events and activities.</li> </ul> |

## 3 Project Delivery

### 3.1 Construction Activities

SSTOM construction works include:

- Utility works including removal, diversion, protection and connection to SSTOM worksites
- Local area works including provision of site accesses and some road upgrades
- Site establishment works including:
  - Fencing
  - Environmental mitigation
  - Clearing and grubbing of existing vegetation
  - Demolition of existing buildings and structures
  - Site levelling and drainage works
- Establishment and operation of two temporary concrete batching plants
- Construction and fit out of stations
- Rail system fit out of entire line from St Marys to Aerotropolis
- Installation of operational systems and associated infrastructure
- Systems testing and commissioning.

Where there are site offices, sheds, boundaries, fences and walls, these may be used for the display of banners or panels containing project information. They will be kept free of graffiti and presented in a well-kept manner as per the General Specifications. No hoarding is envisioned as there are no deep excavations requiring this type of barrier be installed. Fencing will have shade cloth on public facing areas.

Table 6 shows planned timing for construction.

TABLE 6: CONSTRUCTION TIMING

| Location                                 | Required Works   | Planned Timing<br>(Subject to Change) |
|--|--|---------------------------------------|
| <b>St Marys</b>                          | Construction of the station and rail line between St Marys and Orchard Hills                       | Q3 2023 – Q3 2025                     |
| <b>Orchard Hills</b>                     | Construction of the station and rail line between Orchard Hills and Luddenham                      | Q3 2023 – Q3 2024                     |
| <b>Stabling and Maintenance Facility</b> | Construction of the Stabling and Maintenance Facility at Orchard Hills                             | Q3 2023 – Q3 2024                     |
| <b>Luddenham</b>                         | Construction of the station and rail line between Luddenham and Airport Business Park              | Q3 2023 – Q2 2026                     |
| <b>Western Sydney Aerotropolis</b>       | Construction of the station  | Q3 2023 – Q4 2025                     |
| <b>Airport Business Park</b>             | Construction of the station and rail line between Airport Business Park and Airport Terminal       | Q1 2024 – Q3 2025                     |
| <b>Airport Terminal</b>                  | Construction of the station and rail line between Airport Terminal and Western Sydney Aerotropolis | Q3 2023 – Q2 2025                     |
| <b>Claremont Meadows</b>                 | Construction of the service facility   | Q4 2024 – Q4 2025                     |
| <b>Bringelly</b>                         | Construction of the service facility   | Q1 2025 – Q4 2025                     |

## 4 Communication Approach

Parklife Metro's approach to engaging with key stakeholders, interfacing projects, communities and businesses is to build and maintain proactive relationships by appointing a dedicated and experienced team to:

- Work closely with Sydney Metro and partners to develop a whole-of-project approach to engagement and communications activities
- Identify and implement strategies that minimise construction impacts
- Be clear about engagement delivery timelines and opportunities for stakeholder and community collaboration, including SSTOM works legacy
- Develop high-quality communication tools and activities that are accessible and cater to the local community
- Address and respond to enquiries and complaints, with a focus on continual improvement
- Leave a positive legacy through community-focused initiatives such as sponsoring local events and fundraising for local charities.

To complement the CCS, we will:

- Develop and implement detailed site-specific sub-plans, which will include construction impacts, mitigation measures and action plans for how and when communications activities will be implemented
- Maintain a community engagement milestone lookahead program, including proactive engagement and communications activities with interfacing projects, contractors, stakeholders, industry and communities (including businesses)
- Monitor and manage an Engagement Risk Register, including associated escalation procedures and protocols

- Develop and implement a site induction for all staff and contractors to provide training in communication and engagement requirements and how to identify and refer issues and risks to the engagement team
- Develop a Small Business Owner Engagement Plan (SBOEP) to provide help if required to small business owners located within 50 metres of each construction site, where they may be potentially impacted by construction activities
- Develop a PUDCLP Stakeholder Engagement Plan to identify communication and engagement during design stages and PUDCLP delivery.

## 4.1 Previous Community Engagement

Sydney Metro has been engaging with the community, key stakeholders and industry about the project since the beginning of the business case phase in late 2018 to facilitate their contribution to the definition and design of the project. This has included opportunities to review the final business case, provide submissions to the Environmental Impact Statement (EIS) and attend briefings on the reference design.

More information on previous engagement, including community surveys and environmental impact studies, is available on the Sydney Metro website.

## 4.2 Place, Urban Design and Corridor Landscaping Plan (PUDCLP)

Parklife Metro is responsible for preparing a PUDCLP that documents and illustrates the SSTOM permanent built above ground works and landscape designs at, and around, each of the new stations and the SMF and how these works will be maintained.

The PUDCLP will include details of permanent above ground infrastructure, plans for station precincts, the design of watercourse crossings, landscaping, management and routine maintenance standards. The PUDCLP requirements are listed in the Conditions of Approval (E79).

A separate communication plan outlining our proposed engagement approach for the SSTOM PUDCLP will be prepared for review by Sydney Metro. The PUDCLP engagement plan will align with the framework set out in Sydney Metro's Stakeholder Engagement Reference Guideline (SERG).

An important outcome of our consultation activities will be to develop a detailed understanding of the preferences and requirements of the relevant stakeholders and submit designs for feedback. All consultation activities and outcomes will be documented and recorded in the Consultation Manager database.

The PUDCLP will be created following engagement with stakeholders at different stages of the design process.

## 4.3 Managing Cumulative Impacts

Parklife Metro aims to minimise cumulative impacts that could be experienced by residents, property owners, businesses and community facilities adjacent to SSTOM work sites. We will work with Sydney Metro, the two other major contractors delivering SM-WSA (SBT and SCAW). We will also consult with other interfacing projects (such as M12 and Western Sydney International Airport) and key stakeholders including Western Parkland City Authority, Water NSW and private developers.

Our approach includes:

- Attending regular meetings with local council officers
- Participating in Sydney Metro's Communications Interface Coordination Group (CICG)
- Liaising with utility service providers
- Participating in Sydney Metro's Traffic and Transport Liaison Group
- Consulting local businesses, residents and sensitive receivers to minimise impacts and co-ordinate any mandated respite periods
- Liaising with adjacent work sites and their project teams in relation to staging of works
- Attending regular meetings with community liaison teams from adjacent contractors to coordinate the timing and distribution extents of communication materials
- Developing protocols with adjoining projects so that newsletters reference each other's major packages of work and contact details

- Attending community information sessions conducted by neighbouring contractors
- Coordinating management of complaints that span multiple projects
- Issuing joint communications with interfacing contractors that explain overlapping construction impacts.

## 5 Stakeholders

Building positive relationships with the SM-WSA's broad range of stakeholders is critical to its success. Sydney Metro manages the relationship and interactions with overarching stakeholders whose interests extend throughout the project lifecycle, including the planning, approvals, procurement, construction and operations phases.

Parklife Metro will support Sydney Metro in meeting the requirements of overarching stakeholders through providing information and participating in meetings as requested including the requirements listed in Parklife's Stakeholder Engagement Plan and Sydney Metro's Stakeholder Engagement Reference Guidelines.

In addition to the above, Parklife Metro's role is to build relationships with stakeholders who have a specific interest in SSTOM works.

Stakeholder identification will be expanded in the site-specific sub-plans that will be developed prior to construction. Appendix B identifies broad categories of stakeholders, their likely interests and communication approach and activities.

## 6 Community

Parklife Metro has reviewed and considered the profile of each community in the SSTOM works, see Appendix C for research on each community, demographics, issues and opportunities.

Place Managers will support the broader Parklife Metro team and work closely with construction to identify potential issues, mitigation measures and opportunities for engagement.

### 6.1 Site-specific Sub-plans

Site-specific sub-plans are designed to minimise the impacts of construction, identify site-specific stakeholders and how they will be informed about and involved in construction activities. The plans also identify key environmental issues and mitigation measures, and ways to provide and discuss feedback.

The sub-plans also assist with identifying site-specific issues that need to be proactively addressed and monitored throughout construction.

Appendix C provides information on the communities we will work within.

### 6.2 Culturally and Linguistically Diverse Communities

As per the demographic information detailed in Appendix C, we will be communicating with people who speak languages other than English (LOTE) from culturally and linguistically diverse communities (CALD).

Sydney Metro has an interpretation phone line for the project, and we will use this service as a tool for engaging with members of the CALD community.

Onsite interpreters will also be available for onsite events, stakeholder meetings and information sessions.

We will work with Sydney Metro to engage with CALD community centres along the project alignment to help disseminate project information.

Our SBOEP will include a survey identifying all CALD businesses requiring extra communication tools.

As the project proceeds, we will further identify CALD communities and develop tailored and targeted communications and engagement activities.

Where appropriate we will translate information materials into community languages other than English as per the current Web Content Accessibility Guidelines (WCAG 2.0) endorsed by the Australian Government. This includes emails, notifications, the project website, and Sydney Metro Connect App.

Translators will be available during meetings, presentations, and forums to support the engagement of our CALD community.

The following resources and tools are also available and will be used to improve accessibility and outreach where needed:

- Working closely with local councils and community groups to utilise existing CALD relationships
- Continued outreach with targeted CALD community groups, and face-to-face meetings and briefings as required
- Advertising project milestones in foreign language newspapers
- Translating project milestone factsheets and newsletters into targeted languages
- Ensuring that foreign language submissions can be received.

### 6.3 Working with people experiencing homelessness

Our approach is guided by Sydney Metro’s Interim Strategy for Management of Homeless People during Construction. The strategy helps to ensure that people experiencing homelessness are treated respectfully and appropriately and are not discriminated against based on their homeless status.

Place Managers will liaise with local Councils and service providers such as Rough Sleepers Western Sydney and Orange Sky Laundry to map potential rough sleepers, where they sleep and store belongings (including consideration for seasonal movements to identify potential safety risks. This information will be reviewed by site-based teams and used in planning daily activities.

Table 7 details how we will mitigate impacts of people experiencing homelessness.

TABLE 7: MITIGATIONS FOR PEOPLE EXPERIENCING HOMELESSNESS

| Action  | Timing and Frequency                           |
|---|--|
| <b>Site Induction</b>   |  |
| <ul style="list-style-type: none"> <li>• Site induction material will acknowledge the potential for rough sleepers being in or around construction sites, deliver key messages including the principles outlined in the Interim Strategy for the Management of Homeless People During Construction and identify support and service providers</li> <li>• Site inductions will build awareness of the work of charities providing services to local people experiencing homelessness and encouraging our workforce to volunteer time and resources to assist these charities.</li> </ul> | Prior to start of work                         |
| <b>Daily Pre-start Meetings</b>   |  |
| <ul style="list-style-type: none"> <li>• Location of nearby rough sleeper and/or stored belonging</li> <li>• Location and contact details for trained liaison officers if liaison with people experiencing homelessness is required</li> </ul>  | Daily  |
| <b>Toolbox Talks</b>  |  |
| <p>Toolbox talk will include the following information:</p> <ul style="list-style-type: none"> <li>• Location of nearby rough sleeper and/or stored belongings</li> <li>• Contact and liaison protocol</li> <li>• Update on liaison with locally based support services for people experiencing homelessness</li> <li>• Updates on the outcomes of Parklife Metro’s partnering with or contribution to charities focused on assisting homeless people</li> </ul>  | Meetings will be held on an as-required basis. |
| <b>Engagement with Local Service Providers</b>  |  |

| Action  | Timing and Frequency   |
|---|------------------------|
| <ul style="list-style-type: none"> <li>Provide regular updates about our construction activities to local service providers to people experiencing homelessness</li> </ul>  | Monthly<br>As required |
| <ul style="list-style-type: none"> <li>Provide messaging in the event of the need to relocate people experiencing homelessness adjacent to construction activity</li> </ul> |                        |

## 7 Businesses

### 7.1 Business survey

Parklife Metro will conduct a site-specific business survey to identify:

- Businesses within 50 metres of each construction site where Parklife Metro is the leading interface contractor
- The commercial character of the locality, its general trading profile (daily and annually) and information gained from the business profiling such as:
  - Operating hours
  - Main delivery times
  - Staff, customer and delivery parking
  - Sensitivity to noise and vibration
  - Reliance on passing trade
  - Signage or advertising that may be affected
  - Customer origin
  - Other specific information that will need to be considered in construction scheduling and planning.

Contact will also be made with local business organisations including Business Western Sydney, the Western Sydney Business Connection, St Marys Town Centre Board, Penrith Valley Chamber of Commerce, Liverpool Chamber of Business and Industry and via the local Councils (Penrith City Council and Liverpool City Council) with Sydney Metro's approval.

### 7.2 Business Engagement Approach

A Small Business Owners Engagement Plan (SBOEP) will be developed to detail the approach we will use to engage small businesses and build on the relationships established by preceding interface contractors.

The SBOEP will identify specific small businesses that are sensitive to construction activities and the communication tools that will be used to engage with them. This will help to minimise impacts on small businesses by understanding and incorporating their specific needs and requirements in the lead up to and during construction. The Plan will also outline the mechanisms that will be in place for small businesses to inform the project team that they are being adversely affected by the SSTOM works, and to enable the project team to respond promptly and efficiently.

Parklife Metro will work with the other contractor teams to understand engagement to date and any lessons learnt. Communication will be face-to-face wherever possible, with a single point of contact. The frequency of communication will be matched to the level of impact of SSTOM works.

Each business owner will be provided with opportunities to discuss the works program and provide feedback on the measures proposed to manage impacts on their operations.

Business activity on rural properties will also be considered and treated accordingly.

Parklife Metro recognises that many businesses will have their own stakeholders, therefore will provide advance notice to adapt to changes, discuss contingency plans and consider feedback. Safety concerns such as the impact on evacuation plans and hydrant locations will be discussed with building managers, in conjunction with NSW Fire and Rescue where appropriate.

## 7.3 Business Impact Mitigation

Mitigation measures will be developed in consultation with businesses adversely impacted by construction. For example, if visibility to a business is obscured by construction, signage and further information will be produced and displayed to help maintain access and business continuity.

Teams based at site offices and compounds along the alignment will be actively encouraged to support businesses in the local area.

Advanced notification of work will always be provided to impacted businesses confirming the dates and timing of works. Planning of work will consider impacts based on hours of operations of impacted businesses.

Noise, dust and vibration will be monitored and mitigation measures put in place if required.

## 7.4 Business Management Performance Reporting

Business engagement will be regularly monitored and every six months a performance report will be submitted to Sydney Metro to show the:

- Percentage of businesses where access has been maintained or alternative access protocols have been agreed and implemented
- Mitigation measures implemented to offset any visibility and amenity issues identified
- Agreed measures to minimise noise and vibration impacts on businesses
- Feedback from businesses regarding the effectiveness of the mitigation measures implemented.

Feedback received during proactive doorknocks and incoming correspondence (emails and phone calls) will be monitored and any dissatisfaction recorded and managed in accordance with the Construction Complaints Management System.

# 8 Sustainability

Parklife Metro will leave a positive legacy through effective and comprehensive community engagement.

Our Sustainability Management Plan, Sustainability Policy and Environmental Policy will demonstrate our multi-disciplinary approach and reference the range of commitments, requirements, principles and processes to deliver the project with sustainability at the forefront.

A key sustainability requirement is to implement:

- At least 10 community benefit and legacy initiatives that target identified community needs and provide demonstrable and tangible benefits to local community groups during construction and beyond.
- At least 10 community benefit and legacy initiatives that will provide tangible benefits to the broader local community during construction.

These initiatives will target identified needs in local community groups.

A Community Benefits Plan (CBP) will be prepared to provide the methodology to identify and deliver opportunities to:

- potentially affected community and locations through targeted community events and programs. Temporary public art initiatives could be considered in consultation with SM to ensure alignment with project's Public Art Program along the alignment.
- facilitate local creative and cultural activities in appropriate locations
- support local community groups, including St Marys Town Centre Board, the Penrith Valley Chamber of Commerce and Liverpool Chamber of Commerce and Industry

The Stakeholder and Communications Manager will produce case studies and provide information to the Sustainability Manager to document the completion of requirements.

The Sustainability Targets, provided as part of the tender documents that relate to stakeholder engagement, are listed in Appendix D.



## 9 Key issues and mitigation

Parklife Metro is committed to a continuous improvement approach to avoid disruption and mitigate impacts from our works. We will plan and deliver SSTOM works considering the location and requirements of sensitive receivers.

Table 8 identifies the risks, potential impacts, mitigation, and management methodologies of SSTOM’s construction program. More detailed information about key issues and mitigation measures specific to each site is contained in the sub-plans.

TABLE 8: IMPACTS, MITIGATIONS FOR THE SSTOM WORKS

| Issue                                   | Mitigation  | Management   |
|---|---|--|
| <b>Construction noise and vibration</b> | <ul style="list-style-type: none"> <li>CCS</li> <li>CEMP</li> <li>Construction Noise and Vibration Standards</li> <li>Interim Construction Noise Guidelines</li> <li>Airports (Environmental Protection) Regulations 1997</li> <li>Sydney Metro Construction Noise and Vibration Strategy</li> <li>Detailed Noise and Vibration Impact Statement (DNVIS)</li> </ul> | <ul style="list-style-type: none"> <li>Place Managers allocated to each construction site. They will work closely with work environment and construction teams.</li> <li>Close liaison with affected stakeholders</li> <li>Proactive issues management</li> <li>Ongoing liaison with interface projects</li> <li>Where sensitive land uses are identified as exceeding the high noise affected criteria, mitigation may be considered including at-property treatments, acoustic sheds/noise walls, temporary or long-term accommodation.</li> </ul> |
| <b>Out of hours works</b>               | <ul style="list-style-type: none"> <li>Detailed Noise and Vibration Impact Assessment (NVIA)</li> <li>Out-of-hours (OOH) work applications</li> <li>Environmental protection license requirements</li> </ul>  | <ul style="list-style-type: none"> <li>Close liaison with affected stakeholders</li> <li>Work closely with environment and construction teams</li> <li>Noise modelling will identify sensitive receivers. Mitigation could include respite and alternative accommodation, moulded ear plugs, noise-cancelling headphones, white noise machines, and movie or meal vouchers.</li> </ul>   |
| <b>Dust and air quality</b>             | <ul style="list-style-type: none"> <li>CEMP</li> </ul>  | <ul style="list-style-type: none"> <li>Close liaison with affected stakeholders</li> <li>Work closely with environment and construction teams</li> <li>Issues management</li> </ul>  |

| Issue   | Mitigation   | Management   |
|---|--|--|
| <b>Loss of habitat</b>                          | CEMP   | Work closely with environment and construction teams<br>Issues management  |
| <b>Road safety, truck movements and haulage</b> | Construction Traffic Management Plan<br>Traffic and Transport Liaison Group (TTLG) | Work closely with safety and enforcement providers<br>Monitor community sentiment<br>Issues management<br>Heavy vehicles will access the arterial network as soon as practicable<br>Oversize truck movements registered with the Sydney Coordination Office with strict adherence to travel route requirements<br>Interfacing contractors will be provided with detailed information regarding the type and size of heavy vehicles and a daily delivery schedule |
| <b>Impact to local amenities</b>                | CEMP   | Complaints and issue management<br>Close liaison with affected stakeholders<br>Proactive issues management<br>Ongoing liaison with interface projects  |
| <b>Safety, hazard and risk</b>                  | Safety plans and awareness   | Safety management plans<br>Awareness<br>Close liaison with affected stakeholders<br>Proactive issues management  |
| <b>Utility works</b>                            | CEMP<br>CMP<br>CCS   | Project team awareness<br>Coordination with utilities and service providers<br>Issues management   |

| Issue                   | Mitigation                                  | Management  |
|-------------------------|---|---|
|                         |   | Close liaison with affected stakeholders<br>Proactive issues management<br>Ongoing liaison with interface projects  |
| <b>Environmental</b>    | CEMP<br>CMP<br>CCS                          | CEMP requirements<br>Project team awareness<br>Issues management  |
| <b>Heritage</b>         | Heritage Management Plan<br>CCS             | CEMP requirements<br>Project team awareness<br>Issues management  |
| <b>Visual amenity</b>   | CMP<br>CCS                                  | Temporary Visual Amenity Strategy for hoardings   |
| <b>Property damage</b>  | CEMP<br>CMP<br>CCS                          | Close liaison with affected stakeholders<br>Proactive issues management   |
| <b>Worker behaviour</b> | CMP<br>Work Plans / SWMS<br>CCS             | Pre-activity reviews to identify community impacts and develop preventative solutions or processes to limit impacts<br>Complaints received throughout construction will be discussed at daily pre-start meetings along with the remedial actions required |
| <b>Parking</b>          | Construction Parking Strategy<br>CMP<br>CCS | Designated project parking<br>Education through toolboxes / site inductions   |

| Issue   | Mitigation                      | Management  |
|---|---------------------------------|---|
| <b>Public transport and road user impacts</b> | Work Plans / SWMS<br>CMP<br>CCS | <p>Alternative access and parking arrangements developed in consultation with affected businesses and landowners</p> <p>Adequate signage and directions to businesses</p> <p>Access to the existing St Marys Station will remain open while train services are operating</p> <p>Temporary relocation of bus stops and the bus layover at St Marys will be carried out in consultation with Transport for NSW, Penrith City Council and bus operators</p> <p>Wayfinding and customer information will guide customers to temporary bus stop locations</p> <p>Footpaths and cycleways around construction sites will be surveyed and reinstated if affected by construction. Any necessary modifications will be carried out in consultation with the relevant local council.</p> <p>A minimum seven-day notification period required for any construction activities and impacts, including public transport or road disruption.</p> |
| <b>Water quality and flooding</b>             | CEMP                            | CEMP requirements<br>Project team awareness<br>Issues management  |
| <b>Cumulative impacts</b>                     | CEMP<br>CCS                     | CEMP<br>Coordination across multiple agencies - CICG<br>Issues management   |

## 9.1 Issue Identification and Resolution

Community and stakeholder engagement is essential to avoiding and mitigating construction impacts.

Wherever possible issues will be reviewed and resolved by the site level integrated management team. Place Managers, located on site, will provide efficient responses to enquiries and complaints and implement the notification strategy.

Issues that have not been resolved at site level will be recorded in the issue register which is discussed in weekly delivery management meetings. Critical and potential ongoing issues will be escalated to Sydney Metro.

## 9.2 Managing Site-specific Issues

Our senior management team has implemented a culture of rewarding innovation to avoid community impacts. This will be shared in site inductions and toolbox discussions.

The principles of Crime Prevention Through Environmental Design will be applied to all works, including temporary works, which have a public interface.

We will conduct community scans at least two months prior to SSTOM works commencing.

Consultation will be undertaken with sensitive community facilities (for example aged care, childcare centres, educational institutions and places of worship) potentially impacted during construction. Consultation will identify and develop measures to manage the specific construction impacts.

We will work with the construction team to maintain access for residents, businesses, and community infrastructure as much as possible. Where disruption cannot be avoided, we will meet with owners and occupants of affected properties, to confirm their access requirements and to discuss alternatives.

Pre-start activity reviews will identify potential community impacts, such as light spill, and mitigation.

Information about environmental controls will be included in the Construction Environment Management Plan. All staff/contractors will have access to this information.

## 10 Communication Tools

All external communications will follow the Public Transport Brand Style Guide and be approved by Transport for NSW Brand and Marketing Sydney Metro prior to being released.

Table 9 details the communications tools to be used by Parklife Metro in the delivery of SSTOM.

TABLE 9: COMMUNICATION TOOLS

| Communication tool  | Purpose  | Responsibility                  | Approval |
|---|--|---------------------------------|----------|
| <b>Community contact tools</b>  |  |                                 |          |
| <b>Community information line:</b><br>1800 717 703  | Provides community access to the project communications team during construction hours. Sydney Metro will refer OOH complaints to the on-call Place Manager.   | Sydney Metro and Parklife Metro | N/A      |
| <b>Sydney Metro email:</b><br>sydneymetrowsa@transport.nsw.gov.au   | Provides access during business hours to the Sydney Metro project communications team. Website enquiries are directed through this email address.  | Sydney Metro                    | N/A      |
| <b>Postal address</b> for written complaints and enquiries:<br>Sydney Metro, PO Box K659, Haymarket, NSW 1240 | Provides access to the broader Sydney Metro project. Address is included in all notifications and newsletters.   | Sydney Metro                    | N/A      |
| <b>Consultation Manager</b> stakeholder database  | All interactions with stakeholders will be recorded in this database which is established by Sydney Metro.   | Parklife Metro                  | N/A      |
| <b>Construction notification</b>  |  |                                 |          |
| Construction notification   | Advise community and stakeholders of construction activities (including public transport and road disruption) no later than seven days before the start of activities.<br><br>Notifications to include scope of work, location of work, hours of work, duration of activity, type of equipment used, likely impacts (i.e. noise, vibration, traffic, access and dust), and Sydney Metro - Western Sydney Airport 24-hour telephone number, postal and email addresses. | Parklife Metro                  | 10 days  |

| Communication tool             | Purpose   | Responsibility | Approval  |
|--------------------------------|---|----------------|-----------|
| OOH works notification         | Delivered no later than seven days before the OOH works begin. The content will comply with the EPL and DPE conditions.   | Parklife Metro | 10 days   |
| <b>Emergency works</b>         | Written information on the scope, location and duration of emergency works and mitigation measures, and contact details to advise properties immediately adjacent to or impacted by emergency works. These will be delivered by doorknocking or via email if the stakeholder is registered.   | Parklife Metro | Two hours |
| <b>Advertisements</b>          |   |                |           |
| <b>Project advertisements</b>  | Prepare and publish advertisements relating to works that are required to comply with the Law and Approvals.<br>Invite public to attend community information sessions<br>Advertise seven days before works or events commence  | Parklife Metro | 15 days   |
| <b>Traffic advertisements</b>  | Significant traffic management changes, detours, traffic disruptions and work outside any working hours contained in the Environmental Documents<br>Advertise at least five days before any detour, disruption or change occurs   | Parklife Metro | Five days |
| <b>Written materials</b>       |   |                |           |
| <b>Six-monthly newsletters</b> | Site-specific construction update newsletters provided to the community within a 500m radius of construction sites.<br>Sent electronically to all stakeholders registered in Consultation Manager to receive project update emails.<br>Newsletters will be a minimum A4 double sided, full colour, high-quality<br>Parklife Metro will co-ordinate with interface contractors to include details of their works within the newsletters<br>Where an interface contractor is the lead, Parklife Metro will provide content to newsletters issued by the Interface Contractor. | Parklife Metro | 10 days   |

| Communication tool                 | Purpose   | Responsibility | Approval |
|------------------------------------|---|----------------|----------|
| <b>Community update emails</b>     | Email updates sent to registered stakeholders to describe work activities, forecast of work, changes from previous notifications, and progress. Emails have links to videos and the website   | Parklife Metro | 10 days  |
| <b>Fact Sheets</b>                 | Explain construction activities and mitigation measures, particularly for issues where the community has expressed interest or concern.   | Parklife Metro | 10 days  |
| <b>Photography and videography</b> | Record construction progress and explain the works in consultation forums, publications and media   | Parklife Metro | 15 days  |
| <b>Bannermesh / hoarding</b>       | <p>Project and safety information, including contact numbers for enquiries and complaints.</p> <p>Urban design and visual impacts will be reviewed, with opportunities for:</p> <ul style="list-style-type: none"> <li>• Artwork, graphics and images to enhance the visual appearance of temporary works in high visibility locations</li> <li>• Project information to raise awareness on benefits, explain the proposed works at each site and provide updates on construction progress</li> <li>• Signage and information to mitigate impacts on local businesses which may be obscured by the construction site.</li> </ul> <p>Hoarding will be inspected for graffiti /advertising material at least every business day and dealt with as follows:</p> <ul style="list-style-type: none"> <li>• Any offensive graffiti and/or advertising material will be removed within 24 hours</li> <li>• Remove highly visible but inoffensive graffiti within five business days</li> <li>• In other case, remove monthly.</li> </ul> <p>Advertising materials, including bill posters on hoardings, sheds, walls and fences will be removed or covered within 24 hours</p> | Parklife Metro | 10 days  |
| <b>Signage</b>                     | <p>Temporary way-finding signage to advise of impacts on public facilities. Directional info for pedestrians, customers, and vehicles around construction sites.</p> <p>Seven days before changes or impacts</p>  | Parklife Metro | 10 days  |



| Communication tool                               | Purpose  | Responsibility                | Approval |
|--|--|-------------------------------|----------|
| <b>Digital tools</b>                             |  |                               |          |
| <b>Project website</b>                           | Provides information about construction activities   | Sydney Metro                  | 10 days  |
| <b>Parklife Metro website</b>                    | <p>Establish at least 30 days prior to the start of construction and update as information becomes available. It will include:</p> <ul style="list-style-type: none"> <li>• Employment or supplier opportunities</li> <li>• Information required to be published to comply with the Planning Approvals</li> <li>• Executive summaries of publicly available reports relating to the project works, temporary works and contractor’s activities</li> <li>• Environmental, sustainability, transport, traffic and noise and vibration reports (and the executive summaries of these reports) that are publicly available</li> <li>• the final approved version of this CCS and other management plans</li> </ul> <p>Website content to be WCAG compliant and include a link to the Sydney Metro project website</p>  | Parklife Metro                | 10 days  |
| <b>Sydney Metro social media and Connect App</b> | <p>Provides regular editorial and images/video suitable for Sydney Metro’s Facebook page and the Metro Connect App.</p> <p>Provide communities with access to construction information in an easy-to-use format.</p> <p>To be used in addition to other communication tools.</p> <p>Parklife Metro will provide evidence on a monthly basis to demonstrate how the community has been engaged to use the app.</p> <p>A high-level summary of work activities for each week (Monday to Sunday) for each construction site must be provided by close of business the previous Thursday.</p> <p>If site works are required to address an emergency event, Parklife Metro will provide an emergency event notification to Sydney Metro to upload to the app. This will occur during the business day immediately preceding the event (where works are anticipated) or within two hours of the start of the following business day.</p> | Sydney Metro / Parklife Metro | 15 days  |

| Communication tool   | Purpose  | Responsibility                | Approval   |
|--|--|-------------------------------|--|
| <b>QR code</b>   | QR code to be developed and applied to each site hoarding that can be scanned by passers-by to get real-time info updates on progress and traffic changes with 3D augmented reality.   | Sydney Metro / Parklife Metro | 10 days  |
| <b>Virtual engagement room</b>                             | Online room linked to the Parklife Metro website, with a range of project information similar to what would be available at a community information session.   | Parklife Metro                | 20 days  |
| <b>Visualisations / Animations</b>                         | Digital representation of stations and new WSA line. Key component of social media and virtual engagement rooms.   | Parklife Metro                | 20 days  |
| <b>Face-to-face and interactive tools</b>                  |  |                               |  |
| <b>Key stakeholder briefings, forums and presentations</b> | Outline SSTOM works, provide updates, and identify and agree preferred ongoing communication.  | Parklife Metro                | 10 days  |
| <b>Community Information Sessions</b>                      | <p>This is the main forum for residents and community to obtain information and the opportunity to provide feedback about the effectiveness of the environmental mitigation measures at each construction site.</p> <p>Residents within a 500-metre radius of each construction site will be invited to attend these forums, along with representatives of Sydney Metro.</p> <p>Prior to construction activities and at least every 12 months for each construction site.</p> <p>A0 display boards will be used to visually display aspects of the project to help community members understanding. Sydney Metro will provide themed artwork for three A0 boards.</p> <p>A minimum of two information sessions will be held during exhibition periods for any environmental documents process.</p> | Parklife Metro                | Sydney Metro: 10 business to provide artwork for A0 boards |
| <b>Shopping centre or event pop up displays</b>            | Taking project information to communities, where they shop, work and live. communities at a time and place that suits them   |                               |  |
| <b>Business briefings</b>                                  | One-on-one briefings for smaller businesses provided by the relevant Place Manager to determine access and utility requirements and potential business impacts and opportunities.  | Parklife Metro                | 10 days  |

| Communication tool                                  | Purpose  | Responsibility | Approval  |
|---|--|----------------|---|
| <b>Building-based Information Sessions</b>          | Provide updates to all tenants and residents in a large building potentially affected by the works.<br>At least seven days in advance of works with potential to impact stakeholder.   | Parklife Metro | 10 days   |
| <b>Door-knock meetings</b>                          | Discuss potential works impacts and proposed mitigation with nearest residents, businesses and other stakeholders. At least seven days in advance of works with potential to impact stakeholder.   | Parklife Metro | 10 days   |
| <b>Meetings with individuals or groups</b>          | Discuss project activities including work in progress or upcoming work, and potential issues. Meetings will be held as required  | Parklife Metro | 10 days   |
| <b>Emergency Services Briefings</b>                 | Informed of the scope of work, site layouts, contact protocols and access arrangements.<br>Interactive site visits along with ongoing progress updates.  | Parklife Metro | Sydney Metro  |
| <b>Open days and site visits</b>                    | Refer to Table 10 - media and public events obligations  |                |   |
| <b>Briefings and media</b>                          |  |                |   |
| <b>Local government and Key Agency Consultation</b> | Provide information on design, site planning, traffic, proposed key mitigation strategies, community engagement and draft key environmental management plans.<br>Introductory briefing one month in advance of work, followed by regular meetings as agreed. | Sydney Metro   | Holding statement within 30 minutes<br>Full response within two hours |
| <b>Media releases</b>                               | Update information for the community on major project milestones and provide information as required by Sydney Metro.  | Sydney Metro   | 15 days   |
| <b>Management</b>                                   |  |                |   |

| Communication tool   | Purpose  | Responsibility                  | Approval   |
|--|--|---------------------------------|------------|
| <b>Project branding, Logos and Safety Campaign Branding</b>        | <p>Ensure consistent messaging and reduce confusion for stakeholders about multiple delivery contractors.</p> <p>Safety campaign branding (decals) will be installed and maintained on at least five approved Heavy Vehicles. Decal artwork to be provided by Sydney Metro</p> | Parklife Metro                  | 10 days    |
| <b>Site inductions and toolbox talks</b>                           | Project team members and contractors will be made aware of community engagement requirements and local community concerns  | Parklife Metro                  | 10 days    |
| <b>Communications Interface Coordination Group (CICG) meetings</b> | Methods to exchange information and coordinate communication and engagement activities between Parklife Metro and other Interface Contractors.   | Sydney Metro,<br>Parklife Metro | Seven days |

An implementation plan showing phases and required timing for communications, tools and methods required prior to SSTOM works commencing can be found at Appendix F.

## 10.1 Photography and Filming

Parklife Metro will work with Sydney Metro to capture construction progress, milestones or other opportunities.

A Milestone and Events Plan will be created and will consider the maximum number of sites to be visited on any one day to ensure sufficient opportunity to capture images, footage and interviews to the required professional standard.

The plan will be discussed and agreed at fortnightly coordination meetings at which Sydney Metro will specify the extent of services that will be arranged with nominated providers.

This includes any special equipment, operators and other necessary logistics.

Photographs will be a minimum 300 dpi suitable for publication and enlargement into display materials and for uploading onto a shared server. The plan will also cover any overseas filming and photography arrangements, including train supply.

We will also assist Sydney Metro to undertake its own filming and photography, including the monthly use of drones (subject to approvals and safety considerations being addressed).

## 10.2 Milestone and Events Plan

The identification of milestones, community access and media opportunities will continue throughout the delivery of SSTOM works. The Milestone and Events Plan will be updated every six months as part of the review of this CCS. Each monthly report will also provide a more detailed focus on the events planned for the following month.

Sydney Metro will nominate the date and time for each key milestone media event and approve the location of viewing areas, if required. For each of these key milestone media events, Parklife Metro will provide site access, inductions and escorts, required safety equipment, transport within the construction site and viewing areas.

TABLE 10 INDICATIVE MILESTONE AND EVENTS PLAN

| Milestone and Events<br>(Indicative only / dates TBC)          | Prime Minister / Premier | Federal and State Ministers | Local MPs | Local Council | Community representatives | Promotion / media opportunity | Photo (P), Video (V) and Timelapse (T) |
|--|--------------------------|-----------------------------|-----------|---------------|---------------------------|-------------------------------|--|
| Start of work at each construction site                        |                          |                             |           |               |                           | •                             | T                                      |
| Track laying milestones  | •                        | •                           | •         | •             | •                         | •                             | P, V, T                                |
| Station construction milestones                                |                          | •                           | •         | •             | •                         | •                             | P, V, T                                |
| Stabling and maintenance facility construction milestones      |                          | •                           | •         | •             | •                         | •                             | P, V, T                                |
| Train prototype testing  |                          | •                           | •         | •             | •                         | •                             | P, V, T                                |
| Arrival of trains in Australia and on to the Construction Site |                          | •                           | •         | •             | •                         | •                             | P, V, T                                |
| Train unveiling  |                          | •                           | •         | •             | •                         | •                             | P, V                                   |
| Platform screen door installation and testing                  |                          |                             |           |               |                           | •                             | P, V, T                                |
| Train testing milestones                                       |                          | •                           | •         | •             | •                         | •                             | P, V, T                                |
| The first three passenger journeys                             | •                        | •                           | •         | •             | •                         | •                             | P, V                                   |
| Official opening   | •                        | •                           | •         | •             | •                         | •                             | P, V                                   |

TABLE 11 OUR OBLIGATIONS IN RELATION TO MEDIA AND PUBLIC EVENTS

| Requirement  | Timing and Frequency Requirements  |
|--|--|
| <b>Key milestone media events</b>  |  |
| <p>Provide event plans that detail safety inductions, site access and escorts, first aid, safe pedestrian paths, transport on site, separate VIP viewing area for 30 people, VIP parking, separate media viewing area for 30 plus people, separate male and female toilets, marquees close to viewing areas, lighting and power, separate media and VIP PPE dressing rooms, power outlets and space for media to set up televisions and story boards.</p> <p>Print and install banners and provide pre-event filming for media information packages.</p> | <ul style="list-style-type: none"> <li>• Provide initial notice eight weeks prior</li> <li>• Update 20 business days prior</li> <li>• Update 10 business days prior</li> <li>• Confirm five business days prior</li> <li>• Conduct construction site inspection five days prior</li> </ul>   |
| <b>Public Events</b>   |  |
| <ul style="list-style-type: none"> <li>• Two dedicated TfNSW staff events</li> <li>• Three station completion events for at least 2500 visitors, including tours of each completed station; and train journeys between stations</li> <li>• Three station opening events</li> </ul> <p>Provide booking registration system that includes event confirmation follow up, allowing visitors to register 10 days prior to event.</p>  | <ul style="list-style-type: none"> <li>• Host a minimum eight open days (on a weekend) on the construction sites for a minimum of 200 visitors each day on a date agreed with Sydney Metro</li> <li>• Allow five business days for approval of traffic management plan and construction site inspection</li> <li>• Letterbox drop invitation 1km radius of St Marys Station and 2km radius of other sites</li> </ul> |
| <b>Other Events and Site Visits</b>  |  |
| <p>Visits by media, VIP and elected representatives, the community, educational institutions, and the engineering profession, as requested by Sydney Metro.</p>  | <p>Provide safe access for media events within two hours of Sydney Metro's request, and within one business day notice for all other events.</p>   |
| <p>Accommodate site visits to construction site for the purposes of photography or videography for promotional and documentary purposes.</p>   | <p>Bi-monthly visits to each construction site</p>   |
| <p>Seek approval from Sydney Metro for any events or visits by community members or stakeholders.</p>  | <p>48 hours' notice to Sydney Metro</p>  |
| <p>Site inspection visits will also be arranged directly to facilitate site inspections by Sydney Metro and regulators, including the DPE, the EPA, SafeWork and Comcare.</p>  | <p>As required</p>   |

# 11 Procedures

## 11.1 Reporting Information to Sydney Metro

Parklife Metro processes will detail information requirements and timings will ensure Sydney Metro is informed throughout the development, implementation and maintenance of the project. Sydney Metro will be informed promptly of contact by stakeholder groups, media or government representatives; any incident or crisis event; or issues raised by authorities.

The stakeholder and community liaison interface with Sydney Metro will occur at multiple levels to ensure coordination of planning, communication activities, notification and response to issues, approvals and engagement with different stakeholders.

TABLE 12: REPORTING REQUIREMENTS

| Requirement  | Timing and Frequency                                  |
|--|---|
| Contact reports detailing stakeholder interaction including records of complaints and enquiries will be provided to Sydney Metro.  | Daily by close of business each working day           |
| Project-related articles and on-line discussions including blogging, copies of articles and web links  | Daily by close of business each working day           |
| Information for the CICG <ul style="list-style-type: none"> <li>Progress report – current and upcoming construction work (two and four-week lookaheads), associated impacts and mitigations, issues and opportunities, complaints report.</li> </ul>   | Monthly   |
| Updated construction program, including two week and four week look ahead.   | Weekly  |
| Information for community and stakeholder meetings and info sessions <ul style="list-style-type: none"> <li>Relevant construction activities, machinery, plant and equipment and impact mitigation</li> </ul>  | Five business days prior to printing and distribution |
| Information for Sydney Metro’s education program <ul style="list-style-type: none"> <li>Information relevant to SSTOM Works</li> </ul>   | As requested by the Sydney Metro Representative       |
| Photography and filming specification  | Monthly   |
| Monthly Stakeholder and Community Engagement Report included in Monthly Progress Report <ul style="list-style-type: none"> <li>Details of complaints, contacts, enquiries, activities meetings, door knocks, site-visits</li> <li>Notifications and newsletters issued</li> <li>One month look ahead</li> <li>Photographic and video records.</li> </ul> | Monthly   |

## 11.2 Consultation Manager Database

Consultation Manager is a password-protected database that Sydney Metro has nominated as the online platform for sharing information about stakeholder and community interactions. Parklife Metro will use Consultation Manager for the collection and recording of all engagement with stakeholders and the community, including media and government representatives. This includes information relating to:

- Enquiries and complaints
- Meetings, site visits and information sessions

- Distribution of public communication, marketing and promotional materials
- Property condition surveys
- Property damage claims
- Records of alternative accommodation/respice
- Records of interaction with nearby projects relating to cumulative impacts.

Complaints will be recorded on the database within 24 hours, and general enquiries and events within 48 hours.

## 11.3 Enquiries and complaints management

All enquiries and complaints will be responded to in accordance the requirements of the project Deed.

A 24-hour telephone number (1800 717 703) and email address (sydneymetroswa@transport.nsw.gov.au) are maintained by Sydney Metro who will notify Parklife Metro of all contact specific to SSTOM works for investigation and response in accordance with required response timeframes. The phone number and email will be included on all written project communications.

All calls to 1800 717 703 are answered 24 hours a day, seven days a week. A call centre service records contact details and information about the nature and location of the enquiry/complaint.

All enquiries, complaints and outcomes will be recorded in the Consultation Manager database by Parklife Metro communications team members.

### 11.3.1 Managing enquiries

All enquiries received via the call centre will be forwarded to the relevant Place Manager for action. Response times will be followed as per Table 13.

TABLE 13: TIMEFRAMES FOR ENQUIRIES

| Category   | Response Timeframe  |
|--|---|
| <b>Response times for contact made during construction hours</b>     |   |
| Telephone or in person   | At least a verbal response within two hours unless agreed otherwise with enquirer |
| Online (online comments or email)                                    | Written response within one business day of receipt                               |
| Social media   | Response within two hours during business hours                                   |
| Letters  | Written response within five business days of receipt                             |
| <b>Response times for contact made outside of construction hours</b> |   |
| Telephone or in person   | Response within two hours of the start of the next business day                   |
| Social media   | Response within two hours of the start of the next business day                   |

### 11.3.2 Managing complaints

In line with Sydney Metro’s CCMS, all fair and reasonable measures will be taken to prevent the reoccurrence of avoidable stakeholder and community complaints. A complaint management system will be implement during the delivery phase (Appendix G).

An avoidable complaint is where the project team did not provide notification or advance notice for upcoming work or where a situation that has resulted in a complaint could have been avoided through complying with the agreed communication or engagement channels and timeframes.



An unavoidable complaint is where the project team has undertaken all reasonable measures to communicate and provide advance notification of upcoming work to affected stakeholders through a variety of communication channels, yet a complaint still resulted due to the type, nature or impact of the work.

When contacting a complainant, Parklife Metro will advise that providing personal information is voluntary and the information is noted in the project’s complaints register. It will be explained that Government Agencies, including the Department of Planning Industry and Environment, have oversight of the complaints register as part of their regulation of the project.

A Collection Statement on the project website outlines the relevant provisions of the *Privacy and Personal Information Protection Act 1998 (NSW)*.

Complaints are defined as any interaction with a community member or stakeholder who expresses dissatisfaction with the project, policies, staff members, actions or proposed actions during the project.

If a complaint is received via the call centre, the complainant will be advised that Parklife Metro will contact them shortly to address the issue.

The relevant Place Manager will investigate and determine the source of a complaint immediately and contact the complainant where a phone number was provided. Place Managers will manage the ongoing communication with the complainant.

Prior to the appointment of Place Managers, Sydney Metro will refer complaints to the Parklife Metro Stakeholder and Community Engagement Manager who will manage the investigation and resolution process.

Regular meetings will be arranged with communication leads from interface contractors and other concurrent projects either via the CICG or on an as-needed basis. Where possible, notifications will include brief details of other work in the area and provide a contact for the community if they have a complaint.

Parklife Metro will manage all relevant on-airport complaints in accordance with the Western Sydney Airport Cumulative Impacts Plan. The plan manages the potential cumulative impacts arising from the concurrent construction of the Airport Stage 1 Development and the Rail Development.

Complaint handling responsibilities and timings will be undertaken as outlined below.

TABLE 14: COMPLAINT MANAGEMENT RESPONSIBILITIES

| Complaint Type  | Responsibility  |
|---|---|
| Complaint about construction activities, including OOH      | Community Place Manager   |
| Project-wide complaints                                     | Stakeholder and Community Engagement Manager                                      |
| Complaint about Sydney Metro works unrelated to SSTOM works | Parklife Metro to notify Sydney Metro immediately to refer to relevant contractor |
| Complaints unrelated to Sydney Metro                        | Parklife Metro or Sydney Metro to refer to relevant contact person, if known      |

TABLE 15: COMPLAINT RESPONSE TIMEFRAMES

| Category   | Response Timeframe  |
|--|---|
| <b>Response times for contact made during construction hours</b> |   |
| Complaints – telephone or in person                              | Commence investigation upon receipt. Verbal response within two hours on the action being undertaken to investigate and resolve complaint, unless agreed otherwise with enquirer. |
| Complaints – emails  | Verbal response within two hours if phone number is provided; written response within 4 hours during construction hours.  |

| Category  | Response Timeframe   |
|---|--|
| Complaints – written (letter or fax)                                    | Written response within one business day or verbal response within 2 hours if phone number.                                  |
| <b>Response times for contact made outside of construction hours</b>    |  |
| Complaints – emails   | Automated response to confirm receipt and written response within 4 hours next business day.                                 |
| Complaints – written (letter or fax) received within construction hours | Written response within one business day or verbal response within 2 hours on the next business day if phone number provided |

### 11.3.3 Escalating complaints

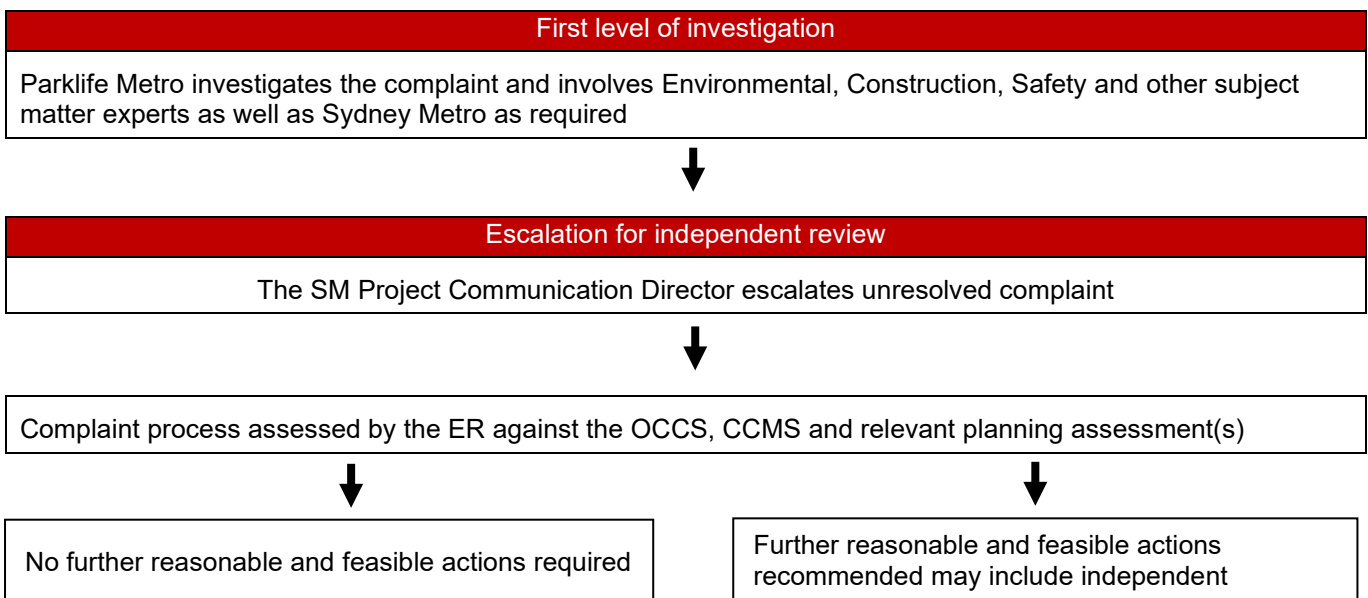
Sydney Metro’s CCMS outlines the escalation of complaints if:

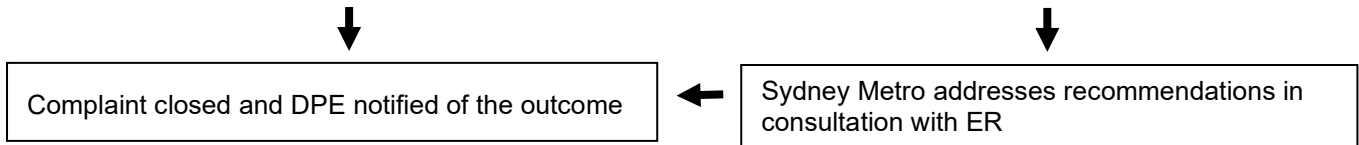
- An activity generates three complaints within a 24-hour period (separate complainants)
- Any construction site receives three different complaints within a 24-hour period
- A single complainant reports three or more complaints within a three-day period
- A complainant threatens to escalate their issue to the media or government representative
- The complaint was avoidable
- The complaint relates to a compliance matter.

These complaints will be escalated to the Sydney Metro SSTOM Communications Manager.

| Section level of investigation  |
|---|
| Sydney Metro involving multidisciplinary project team, independent advisors and contractor(s) as required |

For on-airport works, if the complainant is dissatisfied with the outcome of their complaint, it will be escalated to the SM-WSA Director, Project Communications for review. They will advise if the actions taken to address the complaint are satisfactory or if further action is needed before the complaint can be closed. Sydney Metro will inform Western Sydney Airport of the outcome of the complaint.





### 11.3.4 Reporting on complaints

On Friday afternoons, the SM-WSA Communications Team download all complaints received over the previous seven-day period across all SM-WSA sites from the complaints register in Consultation Manager and circulate a weekly complaint report to internal Sydney Metro stakeholders, including the Project Director, Project Managers and the Environment Team.

The SM-WSA Communications Team also prepare weekly and monthly complaints reports from the complaints register in Consultation Manager for DPE.

The Parklife Metro Communications Team are responsible for ensuring the details of complaints are entered accurately and in a timely manner into the complaints register in Consultation Manager to ensure that the DPE reporting requirements are met.

## 11.4 Media and Government Relations Management

Sydney Metro will manage all media and government relations regarding SM-WSA, including the SSTOM works. Parklife Metro's Public Affairs and Events Managers will provide information to enable Sydney Metro to respond to any media or government inquiries.

Parklife Metro will:

- Direct all incoming or outgoing communication with stakeholder groups, media or government representatives regarding Parklife Metro activities received directly to Sydney Metro
- Develop and implement an annual Milestone Implementation Plan about the project to cover all relevant project milestones and events
- Not permit any stakeholder group, media, or government representative on any part of the SSTOM sites without the prior written approval of Sydney Metro
- Inform Sydney Metro if members of the media visit any SSTOM worksites
- Provide suitably qualified and experienced personnel, to support Sydney Metro in responding to stakeholders, the media, or the public.

Parklife Metro's Public Affairs and Events personnel will also meet with Sydney Metro as required and provide details of the project's activities, risk and issues management, photography specifications, public event specifications and the program of media milestones and other opportunities.

TABLE 16: MEDIA AND GOVERNMENT RELATIONS PROTOCOL

| Requirement   | Timing and Frequency                                    |
|---|---|
| <b>Site Visit Requests</b>  |   |
| Advise Sydney Metro of contact and obtain written permission from Sydney Metro prior to site visits | Within two hours  |
| <b>Media and Government Enquiries</b>   |   |
| Prepare holding statement in response to media/government enquiry                                   | Within 30 minutes                                       |
| Prepare full response to media/government enquiries   | Within two hours  |
| Provide updates during an ongoing event; such as an emergency, incident or crisis                   | Provide hourly updates to Sydney Metro's Representative |
| <b>Public Relations Opportunities</b>   |   |

| Requirement   | Timing and Frequency  |
|---|---|
| Provide eight weeks' notice of anticipated construction milestones such as start and finish of construction and Portions of work. | Provide updates 20, 10 and 5 days prior to anticipated event. |

## 11.5 Emergency Works, Incident and Crisis Communication

### 11.5.1 Emergency works

If nearby properties are impacted by emergency works, we will provide written and verbal notification within two hours via email, phone calls, door knocks or letter. This notification will also be provided to Sydney Metro for distribution via the Metro Connect app.

### 11.5.2 Crisis and incident communications

Crisis and incident communications procedures will be developed to keep Sydney Metro and the community informed if there is a crisis event. These procedures will be consistent with the Sydney Metro Integrated Crisis Framework which provides direction on the initial procedures to be followed to ensure relevant agencies have the latest status updates, and approved messages emanate from a single source. A critical incident may require a coordinated crisis response from one or more agencies.

Detailed procedures developed for incidents and crisis include flow charts that provide for early notification of the Stakeholder and Community Engagement Manager and Sydney Metro.

Parklife Metro trains key personnel in the implementation of desktop scenarios, emergency drills and debriefs. Incident protocols will be explained at site inductions.

Emergency service providers (i.e. police and ambulance) will be consulted throughout construction to ensure they are aware of changes to access, including lane, bridge or road closures, and changes to station or rail corridor access. Emergency vehicle access to stations and surrounding properties will always be provided.

Sydney Metro will be notified immediately of any incident or issue that may have an impact on the community, environment, personnel, subcontractors or other stakeholders.

Parklife Metro will obtain approval from Sydney Metro before corresponding with other parties, other than those required to directly manage the incident.

Suitably qualified and experienced personnel will assist Sydney Metro in responding to enquiries and providing necessary communication materials.

TABLE 17 CRISIS / INCIDENT COMMUNICATION TIMEFRAMES

| Requirement   | Timing and Frequency  |
|---|---|
| <b>Issue a holding statement to Sydney Metro and its Director, Project Communications</b> | Within 10 minutes of the crisis / incident  |
| <b>Provide updates during an ongoing event; such as an emergency, incident or crisis</b>  | Provide hourly updates to Sydney Metro's Representative until the crisis / incident has been resolved |

## 11.6 COVID Safe Protocols

A project wide Covid Safety Plan outlines protocols and processes to reduce the likelihood of a public health threat impacting the health of workers and the operations of the project.

External stakeholders and community members will be made aware of the project protocols and will need to reschedule appointments with the project team if a member of the household becomes unwell or is self-isolating. We will work closely with individuals that might be self-isolating to reschedule meetings as needed.

## 11.7 Construction Site Inductions and Training

Community awareness is the responsibility of all members of the project team. This key message and awareness of our communication obligations and requirements of the project Deed will be a core element of induction and training including daily pre-start meetings and periodic toolbox talks.

All personnel associated with SSTOM works, including construction workers and sub-contractors along with nominated suppliers and providers for photography, filming and time-lapse will attend project and site inductions. The site induction will include:

- Project and community liaison objectives
- Community profiles
- Local environmental, social and heritage values
- Response to media and community enquiries, complaints and critical incidents – and the 1800 number
- Personal presentation and expected standards of behaviour, such as not using offensive language
- Noise
- Parking and site access
- Visual appearance of the site
- Accessing private property
- Hours of work
- Notification of changes to planned work.

Induction records will be included in our monthly progress report.

Complaints received throughout construction will be discussed at daily pre-start meetings along with the remedial actions required. Site inductions and training will be regularly updated to address any actions taken in response to complaints and any changes to Parklife Metro's CCM or Sydney Metro OCCS.

## 11.8 Property Condition Surveys

Depending on required works and the location to properties, property condition surveys will be conducted progressively to align with the works program. These surveys will be undertaken with the agreement of the property owners and occupiers at least 30 calendar days before the start of the relevant site work.

Where surveys are required, no less than three attempts will be made to contact property owners including by phone and email.

The surveys will be completed at least one month before the start of vibration-generating activity.

The property condition survey inspectors will be inducted and trained in expected behaviours, including adherence to Public Health orders and COVID-safe measures, key messages, and the process for referring queries to Place Managers.

Property owners will receive a fact sheet advising them of the inspection scope and methodology along with confidentiality provisions. They will also be advised of the process and contact details for making a property damage claim.

An electronic copy in .pdf format of the completed property condition report will be provided to Sydney Metro and the property owners and/or occupier within five business days of Parklife Metro receiving it and not later than 20 calendar days prior to Parklife Metro starting the relevant site work. If a property damage complaint or claim cannot be resolved, it will be escalated in accordance with the Construction Complaints Management System.

If a property owner or occupier does not provide Parklife Metro with sufficient access to do a property condition survey within 21 days of the date on the relevant notification letter, Parklife Metro will give Sydney Metro a copy of the letter and a signed statement confirming the survey was not conducted because of insufficient access.

## 11.9 Private Property Access and Reinstatement Protocol

No access will be permitted to private property without the permission of the resident or business owner. This includes parking areas and using water taps or other utilities on a property. If access is required, permission will be sought by the relevant Place Manager.

Where the property is tenanted, permission to enter is required from the tenant, which may need to be arranged via the owner or their agent to provide sufficient notice.

If access is required to secure strata buildings, permission to enter will be arranged with the building or strata manager or committee. Protocols for accessing private properties will be included in the project induction and subcontractor contracts.

Access will be maintained to properties throughout the works unless alternative access is agreed in writing with the landowners. If public road access is restricted during construction or potentially fragmented by a construction corridor, alternative arrangements will be provided.

We will consult landowners about any property adjustment including any that may impact on farm infrastructure (such as fencing or dams) with the aim of finding acceptable solutions.

Any land leased for construction purposes will be reinstated at the end of the lease to at least equivalent standard in consultation with the landowner. Property accesses affected by construction will be reinstated to an equivalent standard within one month of completion of works, or in another agreed timeframe.

If it is established that construction activities have caused property damage, rectification or compensation will be negotiated with the owner within 12 months of completion of the work or in another timeframe agreed with the owner recommended by the Independent Property Impact Assessment Panel.

### 11.10 Communication for Unexpected Finds

An Unexpected Heritage Finds and Human Remains Procedure will be submitted to the Planning Secretary for information one month before the commencement of construction. The procedure will be prepared by a heritage specialist in consultation with the Heritage Council of NSW (with respect to non-Aboriginal cultural heritage) and in relation to Aboriginal cultural heritage, in accordance with the Code of Practice for Archaeological Investigation of Aboriginal Objects in New South Wales (DECCW 2010).

If suspected human remains or unexpected items of potential heritage significance are discovered within the on-airport area, all activity will cease and the unexpected/chance finds requirements specified in the Western Sydney Airport Aboriginal, European and Other Heritage Construction Environmental Management Plans would be followed.

An Unexpected Contaminated Land and Asbestos Finds Procedure will be prepared before the start of construction and followed should any unexpected or suspected contaminated land or asbestos is excavated or otherwise discovered during construction.

Sydney Metro and relevant stakeholders will be informed about what has been found and the measures to be used to safely manage and dispose of any contamination. Key messages will include compliance with safety standards, involvement of occupational hygienists, monitoring (if relevant) and safe disposal procedures. Information on the required procedures will be included in project inductions and updated at toolbox meetings, as required.

### 11.11 Out-of-Hours Works

The project's planning approval conditions define standard construction hours as:

- 7am to 6pm Mondays to Fridays
- 8am to 1pm Saturdays
- At no time on Sundays or public holidays.

Out-of-hours (OOH) work is defined as any work that is undertaken outside of standard construction hours and is permitted under the following circumstances:

- Low impact work (low noise and/or vibration disturbance at nearest residences)
- In an emergency to avoid injury or the loss of life, to avoid damage or loss of property or to prevent environmental harm safety and in emergencies
- By approval, including work:

- Contained within acoustic enclosures
- Not subject to an EPL and part of an approved OOH protocol
- Agreed to in negotiations with directly affected residents and sensitive land uses.

To undertake out-of-hours work, appropriate respite periods for the out-of-hours work must be identified in consultation with the community at each affected location on a regular basis.

This consultation must include (but not be limited to) providing the community with:

- a progressive schedule for periods no less than three months, of likely out-of-hours work
- a description of the potential work, location and duration of the out-of-hours work
- the noise characteristics and likely noise levels of the work
- likely mitigation and management measures which aim to achieve the relevant noise management levels (including the circumstances of when respite or relocation offers will be available and details about how the affected community can access these offers).

The outcomes of the consultation, the identified respite periods and the scheduling of the likely out-of-hour work must be provided to the Environmental Representative, EPA and the Planning Secretary prior to the out-of-hours work commencing.

## 12 Evaluation and Monitoring

Community and stakeholder engagement activities are regularly monitored and reviewed to ensure they are appropriate and effective. Regular reviews are used to refine this plan and procedures throughout the delivery of the project.

Parklife Metro will review feedback from stakeholders and the community through channels such as Sydney Metro's 24-hour community information line, email, face to face contact, feedback at events and social media comments to identify trends, issues and sentiment. This analysis will be used to further refine or adapt communication tools and approaches used.

Media and social media monitoring also occurs to help the Parklife Metro team understand public views and interest in the project.

A database called Consultation Manager is used to track all enquiries, complaints and issues, as well as their resolution. This database enables analysis of this data and reporting to highlight any trends, response time and stakeholder satisfaction levels.

Monthly progress reporting to Sydney Metro will summarise the progress of each functional area of the SSTOM works, in accordance with the requirements of the General Specifications. The progress report will include a section on stakeholder and community engagement, which will detail:

- Our performance against the requirements of the D&C Deed and the CCS
- Incoming and outgoing contacts during the month
- A two-week and four-week look-ahead schedule for key stakeholder and community engagement activities
- Copies of milestone implementation plans for upcoming work
- Evidence of how the community has been engaged to use the Sydney Metro App.

This CCS will be reviewed:

- Every six months as per the General Specifications until completion of the project. The Independent Certifier will be provided with copies.
- Annually from the date of initial contract award by an external qualified auditor to evaluate its progress against Infrastructure Sustainability Council of Australia (ISC) community sustainability requirements. Any recommendations from these audits will be incorporated into the CCS and reported to Sydney Metro.
- In response to any changes made to Sydney Metro's OCCS and/or CCMS.
- Site specific sub-plans will be reviewed every six months to determine their effectiveness. The evaluation will consider the following key elements:



- Identifying all potential local community, businesses and stakeholders that may be impacted by or have an interest in the project (based on the stakeholder categories provided in this plan)
- Targeted communication and engagement tools
- Effective mitigation measures to identified issues
- Cumulative impacts process for identifying nearby projects and coordination of communication
- Complaints and enquiries management reporting.

### 12.1.1 Performance measurement

Parklife Metro's Key Result Areas (KRAs) assess the team's performance and success against objectives set out in the project Deed.

The KRAs for stakeholder and community engagement include:

| Key Result Area   | How the KRA will be measured  | Responsible                     |
|---|---|---------------------------------|
| <b>KRA 5</b><br><br><b>High levels of community engagement and satisfaction with the Project and implementation of proactive stakeholder and community liaison strategies</b>               | <p>Performance against this KRA will be measured through annual community survey, to assess community engagement with Sydney Metro - Western Sydney Airport and satisfaction with project approaches and outcomes.</p> <p>Survey scope and methodology to be developed in consultation with Sydney Metro as well as targets for levels of community engagement and satisfaction.</p> <p>Survey should identify areas where community engagement and satisfaction has and has not met agreed targets.</p> <p>The Senior Project Group to agree areas for improvement and report progress at each reporting period.</p>   | Sydney Metro and Parklife Metro |
| <b>KRA 11</b><br><br><b>Effective management of project stakeholders, including Sydney Metros' design user groups, adjacent property owners and occupiers and some Principal Associates</b> | <p>Performance against this KRA will be measured against:</p> <ul style="list-style-type: none"> <li>• Design review: Sydney Metro manages comments from all stakeholders, so that comments are provided within contract timeframes.</li> <li>• Design review: Sydney Metro proactively reviews stakeholder comments and assists to filter inappropriate or out of scope comments.</li> <li>• Property owners: Sydney Metro's communications team engagement with adjacent owners and occupiers supports positive relationships with project; Sydney Metro's proactive engagement with adjacent owners and occupiers to broker solutions to intractable issues.</li> </ul> <p>KRA will be measured by way of a self-assessment between Parklife Metro and Sydney Metro.</p> | Sydney Metro                    |

## Appendix A Stakeholder and Community Engagement Policy

Community engagement is a priority for all Parklife Metro personnel and sub-contractors appropriate to their role and function.

To ensure the effective application of stakeholder and community engagement throughout the delivery of SSTOM Works this document, tools; and induction materials have been developed to provide guidance for team members.

This Community Engagement Policy is built upon a set of commitments that guide the scoping, planning, implementation and evaluation of stakeholder and community engagement processes undertaken by Parklife Metro. These commitments are built upon the core values identified by the International Association for Public Participation (IAP2). Our commitments include the following:

- The purpose of engagement conducted by Parklife Metro will be clear and relevant, and we will clarify the negotiable and non-negotiable elements of the project. The community will be advised of the mechanics of the decisions making process, including the role of all stakeholders, and how their and other views were considered and influenced the decision.
- Where there are negotiable elements, we will seek to involve those community members potentially affected by, or interested in, a decision as early as possible in the decision-making process.
- Parklife Metro will select consultation methods based on encouraging effective and inclusive community engagement from a broad section of the community.
- Parklife Metro will provide information that is clear, easy to understand, and accessible to the community.
- Parklife Metro's community engagement processes will be continually monitored and evaluated for the purpose of continual improvement.

Signed

Rebecca Noakes

Stakeholder and Community Engagement Director

Signed

Richard Graham

Project Director

## Appendix B Project Stakeholders

| Stakeholders  | Risk Profile | Interests  | Communication approach  |
|---|--------------|--|---|
|   |              |  |   |
| <b>Commonwealth Government</b><br>Elected representatives including:<br>Minister for Infrastructure, Transport and Regional Development and Local Government<br>Senator for NSW<br>Federal members for project area   |              | Successful delivery of the project within required timeframe and budget<br>Compliance with project Planning Approvals  | Regular briefings via Sydney Metro<br>Parklife Metro will contribute to the preparation of briefing notes   |
| <b>Commonwealth Government – Departments, Corporations and Agencies</b><br>Department of Infrastructure, Transport, Regional Development, Communications and the Arts<br>Air Services Australia<br>Civil Aviation Safety Authority (CASA)<br>Department of Climate Change, Energy, the Environment and Water<br>Department of Defence: Orchard Hills<br>Western Sydney Airport Co Limited (WSACo) |              | Successful delivery of project within required timeframe and budget<br>Compliance with project Planning Approvals  |   |
| <b>State Government – Elected Representatives</b><br>Premier of NSW<br>Minister for Transport<br>Minister for Western Sydney<br>Minister for Planning and Homes<br>Minister for Environment, and Heritage<br>Minister for Enterprise, Investment and Trade<br>State members: Hawkesbury, Londonderry, Penrith, Blue Mountains, Badgerys Creek, Leppington, Camden, Macarthur, Wollondilly         |              | Successful delivery of project within required timeframe and budget<br>Compliance with Project Planning Approval<br>Management of environmental and heritage impacts and compliance with Environment Protection Licence (EPL)<br>Impact on constituents during construction and community engagement process | Regular briefings via Sydney Metro<br>Parklife Metro will follow Sydney Metro liaison protocols for elected representatives to keep them informed and respond to enquiries<br>Parklife Metro will contribute to the preparation of briefing notes |

| Stakeholders                                      |   | Risk Profile                   |   |   | Interests   | Communication approach  |
|---|---|--------------------------------|---|---|---|---|
|   |   | H                              | M | L |   |   |
| <b>State Government Departments, and Agencies</b> | Transport for NSW                                     |                                |   |   | Successful delivery of the Metro project while meeting all key performance indicators | Interface agreements and meetings                                     |
|   | Sydney Metro  |                                |   |   | Compliance with Project Approval Conditions   | Coordination of communication activities with interfacing contractors |
|   | Department of Planning and Environment                |                                |   |   | Interaction with train lines  | Project updates and site visits                                       |
|   | Department of Premier and Cabinet                     |                                |   |   | Effective operation of the Sydney transport network                                   | SSTOM works reporting   |
|   | Sydney Trains   |                                |   |   | Coordination of traffic and transport planning for projects and major events          | Meetings and updates with Sydney Metro                                |
|   | Infrastructure NSW                                    |                                |   |   | Impacts on social housing tenants and properties                                      | Application for and compliance with EPL                               |
|   | Communities and Justice NSW                           |                                |   |   | Managing environmental and heritage impacts of SSTOM Works                            | CCS-SSTOM consultation program  |
|   | NSW Environment Protection Authority (EPA)            |                                |   |   | Effective response to community complaints  | Stakeholder meeting and written correspondence                        |
|   | NSW Environment and Heritage                          |                                |   |   |   | Communications Management Control Group meetings                      |
|   | Sydney Water NSW                                      |                                |   |   |   | Design workshops  |
| Western Parkland City Authority                   |   | Complaints management response |   |   |   |   |
| Western Sydney Community Forum                    |   | Special events strategies      |   |   |   |   |
|   |   |                                |   |   | Consultation on relevant management plans including the CEMP- SSTOM                   |   |
|   |   |                                |   |   | Participation in Sydney Metro Schools Education Program                               |   |
|   |   |                                |   |   | Consultation as per PUDCLP Engagement Plan.   |   |
| <b>Aviation</b>                                   | The Regional Aviation Association of Australia (RAAA) |                                |   |   | Impacts on regional aviation  |   |

| Stakeholders  | Risk Profile |   |   | Interests   | Communication approach  |
|---|--------------|---|---|---|---|
|   | H            | M | L |   |   |
| Aeria Management Group<br>Airline operators   |              |   |   | Aviation safety<br>Impacts on existing airline operations   |   |
| <b>Peak Industry</b><br>Business Western Sydney<br>Australian Hotels Association<br>Lobby Groups e.g. Western Sydney Leadership Dialogue, Committee for Sydney, Infrastructure Partnerships Australia, Western Sydney Community Forum, Western Sydney Planning Partnerships |              |   |   | Regional development and economic growth<br>Local workforce participation   |   |
| <b>Media</b><br>National television<br>Metropolitan radio<br>Community radio and newspapers<br>Sydney Morning Herald<br>Daily Telegraph<br>Online media   |              |   |   | Project status and progress project milestones<br>Items of local significance such as workforce expansion<br>Incidents raised from residents such as traffic<br>Project incidents and issues<br>Worker behaviour<br>Loss of amenity<br>Noise, dust, vibration | Sydney Metro media liaison protocols<br>Media, video releases and Facebook posts<br>Background fact sheets<br>Media events and site visits as arranged by Sydney Metro<br>High quality information provided<br>Issues identified early and information provided to Sydney Metro<br>Use of contact details (Sydney Metro Community information line and website) on project shadecloth and/or hoarding |

|                                | Stakeholder  | Risk profile |   |   | Interest or impact of work  | Communication approach  |
|--------------------------------|--|--------------|---|---|---|---|
|                                |  | H            | M | L |   |   |
| <b>Aboriginal Stakeholders</b> | Deeragbin, Gandagarra and Metropolitan Land Councils, Community Groups and Aboriginal controlled community organisations |              |   |   | <p>Aboriginal heritage</p> <p>Potential presence of Aboriginal artefacts</p> <p>Aboriginal employment and economic participation</p>  | <p>The Aboriginal cultural heritage assessment report would address areas of archaeological potential associated with SSTOM works</p> <p>Aboriginal heritage interpretation would be incorporated into the design for the project in consultation with Aboriginal stakeholders</p>  |
| <b>Local Government</b>        | Elected representative, general managers and officers of councils including Penrith City Council, Liverpool City Council |              |   |   | <p>Impacts on council infrastructure including local roads, traffic, public transport, community facilities and street trees</p> <p>Impacts on residents and businesses during construction (for example, noise, vibration and dust)</p> <p>Community engagement process</p> <p>Look, feel and function of facilities buildings, designs and precincts surrounding each building</p> <p>Landscape including precinct, streets, paving and public domain</p> <p>Public art</p> | <p>Councillor/Executive briefings in coordination with Sydney Metro</p> <p>Regular interface meetings with council officers</p> <p>Participation in Sydney Metro's Traffic and Transport Liaison Group consultation for events</p> <p>Consultation with relevant Council on reinstatement of assets or areas affected by SSTOM Works</p> <p>CCS-SSTOM consultation strategy and program</p> |

|                                  | Stakeholder   | Risk profile |   |   | Interest or impact of work   | Communication approach   |
|----------------------------------|---|--------------|---|---|--|--|
|                                  |   | H            | M | L |  |  |
| <b>Urban Design Stakeholders</b> | <p>Western Parklands City Authority</p> <p>Western Sydney Planning Partnership</p> <p>Penrith and Liverpool City Council</p> <p>Department of Planning and Environment</p> <p>Celestino</p> <p>Community groups including:</p> <p>Western Sydney Aerotropolis Community Consultative Committee</p> <p>Orchard Hills Community Consultative Committee</p> <p>Affected landowners</p> <p>Local businesses</p> |              |   |   | <p>Look, feel and function of facilities buildings, designs and precincts surrounding each building</p> <p>Stations, plazas and interchange zones</p> <p>Lighting</p> <p>Landscape including precinct, streets, paving and public domain, Sustainable design features and initiatives</p> <p>Integration of architectural design with related development by others,</p> <p>Future links to adjacent properties</p> <p>Fencing design and strategy</p> <p>Public art proposal</p> <p>Heritage Impact Report</p> <p>Materials and finishes, shelters, fences and gates, planting beds</p> | <p>Master plan with all project interfaces and interchange</p> <p>Precinct drawings with streets, entries, materials, finishes and future links to other properties</p> <p>Landscape drawing and associated planting, furniture, and elements schedule</p> <p>Interface drawings</p> <p>Licensed Maintenance Area drawings and schedule</p> <p>General arrangement plans</p> <p>Typical sketch details</p> <p>Still 3D panoramic renders</p> <p>Preliminary external and internal materials, finishes and fixtures digital sample board and schedule.</p> <p><i>The PUDCLP will summarise consultation of consultations across the stakeholder groups.</i></p> |
| <b>Traffic and transport</b>     | <p>Sydney Metro</p> <p>Traffic and Transport Liaison Group</p> <p>TfNSW Customer Journey Planning, Marketing and Media teams</p>  |              |   |   | <p>Briefings on traffic management plans</p> <p>Adequate notification of traffic changes</p>   | <p>Presentations/briefings</p> <p>Regular meetings with SM teams</p>   |
| <b>Utility Stakeholders</b>      | <p>Sydney Water, Gas suppliers (Jemena), Communications suppliers (NBN, Telstra, Optus), Electricity suppliers (Ausgrid, Endeavour Energy)</p>  |              |   |   | <p>Impact on existing infrastructure</p>   | <p>Interface agreements</p>  |

| Stakeholder                               | Risk profile  |   |   | Interest or impact of work   | Communication approach   |
|---|---|---|---|--|--|
|   | H   | M | L |  |  |
|   |   |   |   |  | <p>Written correspondence and meetings to identify requirements and address specific issues</p> <p>Notification of planned works</p> <p>Incident response protocols</p> <p>Notification to residents and businesses of any disruption to services</p>  |
| <b>Transport and Traffic Stakeholders</b> | <p>TfNSW</p> <p>Transport Management Centre</p> <p>Transport operators and their customers</p> <p>Local councils</p> <p>Emergency services</p> <p>Couriers</p> <p>Cycling groups and active transport</p> |   |   | <p>Impacts on road and transport network</p> <p>Haulage routes and layover areas</p> <p>Pedestrian management</p>  | <p>Written correspondence, meetings, regular construction updates, traffic updates and alerts on changes to local roads and traffic conditions</p> <p>Traffic management plans, including planned lane closures and changes to cycle ways or shared paths</p> <p>Incident and special event plans</p> <p>Participation in the Sydney Metro Traffic and Transport Liaison Group</p> |
| <b>Public Transport Users</b>             | <p>Bus and train customers at St Marys</p> <p>Motorists, pedestrians, cyclists and buses in streets surrounding worksites</p>   |   |   | <p>Changes to bus stops and access</p> <p>Traffic delays</p> <p>Traffic changes including detours, access/parking, pedestrian paths, cycleways and bus stop locations.</p> | <p>Project signage and notification for changes to bus stops</p> <p>Signage and coordinated wayfinding strategy with Sydney Trains.</p> <p>Signage, advertising, media liaison and website</p> <p>Coordinated strategies for major changes</p> <p>Special event organisers' communication channels.</p>  |



|                                       | Stakeholder   | Risk profile |   |   | Interest or impact of work  | Communication approach  |
|---------------------------------------|---|--------------|---|---|---|---|
|                                       |   | H            | M | L |   |   |
| <b>Heritage Stakeholders</b>          | Heritage Council of NSW<br>Environment and Heritage NSW<br>Registered Aboriginal parties (refer to CHMP)<br>Local councils<br>Local heritage groups<br>Owners of heritage-listed buildings      |              |   |   | Protection of heritage items from construction impacts (detailed in CHMP)<br><br>Heritage investigations, excavation and documentation<br><br>Archival documentation<br><br>Property damage | Consultation on CHMP and salvage strategy (with councils and Heritage Council)<br><br>Briefings and meetings<br><br>Project notifications, newsletters and updates<br><br>Project website<br><br>Property condition surveys.<br><br>Communication of relevant monitoring results.   |
| <b>Emergency Service Agencies</b>     | North West and South West Metropolitan emergency management region<br>Ambulance Service of NSW<br>Fire and Rescue NSW<br>Rural Fire Service<br>NSW State Emergency Services<br>NSW Police Force |              |   |   | Impacts on local roads during construction<br><br>Emergency access/procedures during construction<br><br>Site orientation, emergency facilities and incident response and scenario planning | Introductory workshop, contact procedures, site visits and desktop emergency exercise/debrief<br><br>Written correspondence, meetings, regular construction updates and traffic updates on changes to local roads/conditions<br><br>Consultation on emergency, safety and security plans for relevant agencies<br><br>Participation in the Sydney Metro Traffic and Transport Liaison Group |
| <b>Other Sydney Metro Contractors</b> | SBT, SCAW, contractors currently involved in AEW and future contractors to be involved in FAW<br><br>Corridor Landscape Contractor  |              |   |   | Coordination of activities and information<br><br>Referral of enquiries and complaints as appropriate<br><br>Minimising cumulative impacts  | Written correspondence, meetings, exchange of key contacts and progress updates<br><br>Communications Interface Coordination Group<br><br>Interface agreements and meetings   |

|  | Stakeholder   | Risk profile |   |   | Interest or impact of work  | Communication approach   |
|--|---|--------------|---|---|---|--|
|  |   | H            | M | L |   |  |
|  |   |              |   |   |   | Clear site signage   |
| <b>Neighbouring projects</b>                       | <p>Sydney Water upgrades M12</p> <p>TfNSW road upgrades e.g. Elizabeth Drive, Mamre Road</p> <p>Aerotropolis</p> <p>Property developers e.g. Celestino (Sydney Science Park)</p> <p>St Marys Station Transport Access Program and the new footbridge/Sydney Trains</p> <p>Endeavour Energy</p> <p>WSACo</p> |              |   |   | <p>Confusion between entities</p> <p>Noise</p> <p>Dust</p> <p>Vibration</p> <p>Incidents raised from residents and former landowners, such as traffic, including increased truck and worker vehicle movements</p> <p>Community disruption</p> <p>Worker behaviour</p> <p>Worker parking</p> <p>Construction traffic impacts</p> <p>Loss of amenity</p> <p>Property access</p> | <p>Sydney Metro Community information line open 24 hours 1800 717 703</p> <p>Sydney Metro Community email address <a href="mailto:sydneymetrowsa@transport.nsw.gov.au">sydneymetrowsa@transport.nsw.gov.au</a></p> <p>Sydney Metro postal address – PO Box K659, Haymarket NSW 1240</p> <p>Communications Interface Coordination Group</p> <p>Door knocking</p> <p>Virtual meetings where required</p> <p>Notifications, emails, newsletters</p> <p>Information sessions</p> <p>Access to displays - virtual animations and a community information hub</p> <p>Use of QR codes on project banners and posters</p> <p>Works communication coordination meetings</p> <p>Clear site signage</p> |
| <b>Sensitive receivers near construction sites</b> | <p>(to be identified in site-specific sub-plans)</p> <p>Education facilities</p> <p>Preschool and childcare</p> <p>Health Care facilities</p>   |              |   |   | <p>Noise, vibration and dust</p> <p>Construction traffic and safety around worksites</p> <p>Impact on teaching/exams</p>  | <p>Meetings, notifications, newsletters, telephone hotline and website</p> <p>Information for school community</p>   |

| Stakeholder   | Risk profile |   |   | Interest or impact of work   | Communication approach  |
|---|--------------|---|---|--|---|
|   | H            | M | L |  |   |
| Places of worship   |              |   |   | <p>Changes to pedestrian and vehicle access</p> <p>Work hours (night and weekend work)</p> <p>Impact on residents, visitors and operations</p>   | <p>Consultation on noise management in advance of works and respite hours where applicable</p> <p>Consultation on effectiveness of noise mitigation.</p>  |
| <p>Residential areas</p> <p>Directly affected property owners and tenants, including:</p> <p>Adjoining property owners</p> <p>Tenants in directly affected properties</p> <p>Body corporates and owners' corporations</p> |              |   |   | <p>Construction impacts (noise, vibration, dust, visual and traffic)</p> <p>Impact on residents and tenants</p> <p>Consultation on environmental management measures</p> <p>Consultation, where relevant, on monitoring equipment</p> <p>Concern about property damage</p> <p>Out of hours work</p> <p>Property access</p> <p>Loss of amenity</p> <p>Worker behaviour or parking</p> <p>Traffic changes including increased truck and worker vehicle movements</p> | <p>Sydney Metro Community information line open 24 hours: 1800 717 703</p> <p>Sydney Metro Community email address<br/>sydneymetrowsa@transport.nsw.gov.au</p> <p>Sydney Metro postal address – PO Box K659, Haymarket NSW 1240</p> <p>Doorknocks, letterbox drops / meetings</p> <p>Condition surveys before and after construction (if required)</p> <p>Information sessions</p> <p>Email updates for registered subscribers</p> <p>Notifications</p> <p>Consultation in advance of construction for noise and vibration sensitive stakeholders</p> <p>Quarterly newsletters</p> <p>Website updates, social media</p> |

| Stakeholder  | Risk profile<br>H M L | Interest or impact of work  | Communication approach   |
|--|-----------------------|---|--|
|  |                       |   | Use of QR codes on project banners and posters<br>Local newspaper advertising  |
| Businesses/tenants directly affected and within 50m of construction sites will be identified in a Small Business Owner Engagement Plan |                       | Loss of amenity during construction (noise, dust, vibration and visual)<br>Changes to pedestrian and customer access<br>Changes to traffic including increased truck and worker vehicle movement<br>Changes to vehicle access and parking<br>Changes to property access<br>Loss of business<br>Work hours and project duration<br>Out of hours works<br>Concern about property damage<br>Consultation on environmental management | Sydney Metro Community information line open 24 hours: 1800 717 703<br>Sydney Metro Community email address <a href="mailto:sydneymetrowsa@transport.nsw.gov.au">sydneymetrowsa@transport.nsw.gov.au</a><br>Sydney Metro postal address – PO Box K659, Haymarket NSW 1240<br>BMP<br>Meetings<br>Condition surveys before and after construction<br>Boardroom and building briefings prior to construction<br>Annual Business Matters information sessions<br>Building-based information sessions (for owners and tenants),<br>Email updates for registered subscribers<br>Notifications<br>Signs, displays and posters for staff<br>Email updates for registered stakeholders<br>Quarterly newsletters |

| Stakeholder  | Risk profile |   |   | Interest or impact of work   | Communication approach   |
|--|--------------|---|---|--|--|
|  | H            | M | L |  |  |
| Adjacent residents within:<br>100 metres (of work during standard construction hours)<br>200 metres (of work during OOH works)<br>Body corporates and owners' corporations |              |   |   | Construction impacts (noise, dust, visual and amenity)<br>Impact on tenants<br>Traffic changes<br>Heavy vehicle movements<br>Impacts on pedestrians, passing trade<br>Out of hours works<br>Work hours and project duration<br>Property access<br>Worker behaviour | Sydney Metro Community information line open 24 hours: 1800 717 703<br>Sydney Metro Community email address <a href="mailto:sydneymetrowsa@transport.nsw.gov.au">sydneymetrowsa@transport.nsw.gov.au</a><br>Sydney Metro postal address – PO Box K659, Haymarket NSW 1240<br>Doorknocks / meetings<br>Condition surveys before and after construction (if required)<br>Community Connect information sessions<br>Email updates for subscribers<br>Notifications<br>Newsletters<br>Website updates, social media<br>Information to strata/property managers |
| Residents within 500 metres  |              |   |   | Noise, vibration, dust, visual<br>Changes to access<br>Traffic changes<br>Changes to transport   | Community Connect information sessions<br>Email updates for subscribers<br>Notifications<br>Newsletters<br>Website updates, social media   |
| Businesses within 500 metres   |              |   |   | Noise, vibration, dust, visual   | Business Matters Forum   |

| Stakeholder   | Risk profile |   |   | Interest or impact of work  | Communication approach  |
|---|--------------|---|---|---|---|
|   | H            | M | L |   |   |
|   |              |   |   | Changes to access<br>Traffic changes<br>Changes to transport  | Newsletters<br>Email updates to subscribers<br>Website updates, social media  |
| Road users including:<br>Motorists, pedestrians, cyclists and buses in streets surrounding worksites<br>Commuters generally |              |   |   | Traffic delays<br>Traffic changes including detours, access/parking, pedestrian paths, cycleways and bus stop locations   | Signage, advertising, media liaison and website<br>Coordinated strategies for major changes<br>Special event organisers' communication channels   |
| Public Transport users including:<br>Bus users<br>Train users at adjacent operational stations                              |              |   |   | Changes to bus stops or timetables<br>Changes in access to or from any SSTOM Works construction site<br>Progress of works | Signage and notification for changes to bus stops<br>Signage and coordinated wayfinding strategy with Sydney Trains<br>Media articles and events  |
| <b>People with Limited Mobility/Access Issues</b>   |              |   |   | Access to construction information  | Website documents WCAG 2.0 compliant<br>Access around construction sites<br>Accessible viewing areas and toilets for major public site events   |
| <b>Waste Disposal Operators</b>   |              |   |   | Impacts on waste disposal operations<br>Traffic impacts<br>Local access impacts<br>Environmental impacts                  | Sydney Metro Community information line open 24 hours: 1800 717 703<br>Sydney Metro Community email address: <a href="mailto:sydneymetrowsa@transport.nsw.gov.au">sydneymetrowsa@transport.nsw.gov.au</a><br>Sydney Metro address: Sydney Metro – |

| Stakeholder                              | Risk profile  |   |   | Interest or impact of work               | Communication approach   |
|--|---|---|---|--|--|
|  | H   | M | L |  |  |
|  |   |   |   |  | Western Sydney Airport, PO Box K659, Haymarket NSW 1240<br>Place manager maintains ongoing contact<br>Notifications, emails, SMS<br>Newsletters<br>Specific correspondence<br>Emails |
| <b>Western Sydney City Deal Councils</b> | Blue Mountains City Council, Camden Council, Campbelltown City Council, Fairfield City, Hawkesbury City Council, Wollondilly Shire Council (also Penrith City Council and Liverpool City Council) |   |   | Progress of the project, whole alignment | High quality information provided<br>Invitations to site visits  |

## Appendix C Local Communities

| Suburb  | 2021 Population Statistics  | LOTE Spoken at Home  | Potential Issues   | Mitigations  |
|---|---|--|--|--|
| <p><b>St Marys</b></p> <p>Located in Penrith City Council LGA</p> <p>St Marys Station is within the St Marys town centre</p> <p>Shopping Plaza is being acquired by Sydney Metro</p> <p>Businesses/commercial properties and high-density residential properties, and industrial land uses surround worksite</p> <p>The town centre is surrounded primarily by residential, education, open space and recreation areas</p> <p>Broader region has residential urban development</p> <p>Interface with:</p> <p>SM-WSA enabling works (including Site Project Office and Footbridge St Marys)</p> <p>SBT</p> | <p>Population 13,365</p> <p>Dwellings 1402</p> <p>Median age 34</p> <p>In the labour force 54.2%</p> <p>Method of travel to work -</p> <p>Car 54.9%</p> <p>Train 2.4%</p> | <p>30.7%</p> <p>Filipino/Tagalog – 506</p> <p>Arabic – 379</p> <p>Samoan – 254</p> <p>Hindi – 213</p> <p>Punjabi – 157</p> <p>Tamil – 151</p> <p>Urdu – 139</p> <p>Greek – 138</p> <p>Mandarin – 113</p> <p>Croatian – 110</p> | <p>Disruption to road users and public transport users</p> <p>Changes to parking including temporary and permanent removal of parking</p> <p>Noise impacts from OOH works</p> <p>Access to businesses and residences potential for property damage</p> <p>Communication regarding new station and subsequent construction stages</p> | <p>Approved routes and heavy transport windows.</p> <p>Establish offroad parking and shuttle bus for workers</p> <p>Temporary works, insulated canopy structures</p> <p>Approved traffic and pedestrian management plans</p> <p>Newsletter and milestone tracking</p> <p>Provide information in languages other than English, use interpreters</p> |
| <p><b>Claremont Meadows</b></p> <p>Located in Penrith City Council LGA</p>  | <p>Population 5234</p> <p>Dwellings 1671</p> <p>Median age 33</p>   | <p>25.5%</p> <p>Filipino/Tagalog – 201</p>   | <p>Need and justification for Services Facility</p> <p>Noise and vibration impacts</p>   | <p>Local road and driveway access upgrades</p> <p>Traffic management plan, improved signage and line marking</p>   |



| Suburb  | 2021 Population Statistics   | LOTE Spoken at Home  | Potential Issues   | Mitigations  |
|---|--|--|--|--|
| <p>Work site located within an open grassed/area, with some heavily wooded areas to the east of the site</p> <p>Kent Road (i.e. opposite to the Services Facility location) is an urban land use area of medium density residential buildings and streetscapes</p> <p>The site of the Services Facility is within the Claremont Meadows Stage 2 precinct and identified as a 'gateway site' and 'entry point to Claremont Meadows' in the Penrith Development Control Plan 2014</p> | <p>In the labour force – 71.5%</p> <p>Method of travel to work -</p> <p>Car 49.3%</p> <p>Train 0.6%</p>  | <p>Punjabi – 150</p> <p>Urdu – 135</p> <p>Arabic – 110</p> <p>Hindi – 89</p> <p>Gujarati – 46</p> <p>Malayalam – 37</p> <p>Assyrian/Aramaic – 36</p> <p>Spanish – 30</p> <p>Persian – 28</p>                                 | <p>Traffic impacts</p> <p>Cumulative impacts from redevelopment of former landfill site to Gipps Street Recreation Precinct</p>        | <p>Provide information in languages other than English, use interpreters</p> |
| <p><b>Luddenham</b></p> <p>Located in Penrith City Council LGA</p> <p>Luddenham Village is a small, peri-urban suburb</p> <p>A service-orientated centre with a mix of retail and business uses</p> <p>The station will be designed to support future employment, research and knowledge-based precinct</p> <p>Interfaces with:</p> <p>Luddenham Road upgrades, SCAW</p> <p>Celestino – Sydney Science Park development</p>   | <p>Population 1927</p> <p>Dwellings 577</p> <p>Median age 37</p> <p>In the labour force – 69.5%</p> <p>Method of travel to work -</p> <p>Car 46.3%</p> | <p>14.7%</p> <p>Arabic - 91</p> <p>Maltese - 89</p> <p>Italian - 49</p> <p>Mandarin - 30</p> <p>Croatian - 25</p> <p>Hindi - 21</p> <p>Vietnamese -17</p> <p>Assyrian/Aramaic - 17</p> <p>Spanish – 16</p> <p>Greek - 13</p> | <p>Land acquisition (Celestino acquired properties south of Luddenham Road)</p> <p>Increased traffic during and after construction</p> | <p>Traffic management plan, improved signage and line marking</p>            |

| Suburb  | 2021 Population Statistics   | LOTE Spoken at Home  | Potential Issues  | Mitigations  |
|---|--|--|---|--|
| <p><b>Orchard Hills</b></p> <p>Located in Penrith City Council LGA Orchard Hills has semi-rural residential properties and small-scale agricultural land uses</p> <p>Patches of bushland</p> <p>Defence Establishment Orchard Hills, which is owned by the Department of Defence (Commonwealth land) and is primarily used for munitions storage, maintenance and testing.</p> <p>Interfaces with:</p> <p>DPE, SCAW, SMF, Department of Defence</p> | <p>Population 1798</p> <p>Dwellings 604</p> <p>Median age 47</p> <p>In the labour force – 59.3%</p> <p>Method of travel to work -</p> <p>Car 47.9%</p> <p>Train 0.7%</p> | <p>24.0%</p> <p>Arabic - 64</p> <p>Maltese - 42</p> <p>Italian - 39</p> <p>Greek - 31</p> <p>Croatian - 25</p> <p>Punjabi - 22</p> <p>Hindi - 12</p> <p>Turkish – 11</p> | <p>Communicate the need and justification for SMF</p> <p>Land acquisition</p> <p>Ongoing consultation</p> <p>Biodiversity impacts</p> <p>Reduction in parking availability</p> <p>Heavy vehicle movements</p> <p>Concern over future land use change. The landscape character of Orchard Hills is intended to transition from a rural residential landscape to a future commercial and mixed-use precinct as part of the Western Parkland City Vision under the Western City District Plan.</p> | <p>Local road and driveway access upgrades</p> <p>Traffic management plan, improved signage and line marking</p> <p>Consider and communicate the long-term operations on nearby residents e.g. lighting</p> <p>Provide information in languages other than English, use interpreters</p> |
| <p><b>Bringelly</b></p> <p>Located in Liverpool City Council LGA</p> <p>Semi-rural land with single dwellings on very large lots</p> <p>Existing land uses in this area comprise a mixture of rural industries and rural- residential properties</p> <p>Land use to the west of South Creek is predominantly rural, with a rural-residential</p>  | <p>Population 2433</p> <p>Dwellings 791</p> <p>Median age 42</p> <p>In the labour force – 51.8%</p> <p>Method of travel to work -</p> <p>Car 42.6%</p> <p>Train 0.9%</p> | <p>14% (379 or 131.6%)</p> <p>Arabic – 83</p> <p>Italian – 65</p> <p>Spanish – 47</p> <p>Maltese – 37</p> <p>Assyrian/Aramaic – 31</p> <p>Filipino/Tagalog – 29</p>      | <p>Proximity of residents to worksites</p> <p>Noise and vibration, dust and OOH works</p> <p>Vulnerable stakeholders (children and elderly)</p> <p>Traffic changes</p>  | <p>Ongoing proactive communications</p> <p>Risk mitigation</p>   |

| Suburb   | 2021 Population Statistics | LOTE Spoken at Home  | Potential Issues  | Mitigations  |
|--|----------------------------|--|---|--|
|  |                            | Cantonese - 27<br>Croatian – 27<br>Samoan – 21<br>Punjabi – 20 |   |  |
| <p><b>Aerotropolis</b></p> <p>Located in Liverpool City Council LGA</p> <p>Semi-rural land with single dwellings on very large lots</p> <p>Residents on Badgerys Creek Road and south of Aerotropolis</p> <p>Sydney’s new high-tech city that is predicted to become Sydney’s third city after the Sydney CBD and Parramatta</p> <p>Approximately 100 hectares in area, the new city has become the centre for the establishment of 18 Foundation Partner commitments with major technology companies.</p> <p>Interfaces with:</p> <p>Sydney Water, TfNSW, WSACo, WPCA</p> |                            |  | <p>Potential future land use</p> <p>Uncertainty of property acquisition and rezoning e.g. property value, future development</p> <p>Construction and consultation fatigue</p> | <p>Work with interface projects for joint communications where appropriate</p> <p>Mitigation of construction impacts</p> |

## Appendix D Assessment Against ISC targets

In regard to the four Stakeholder credits of the IS v1.2 Design and As Build ratings, the project aims to achieve Level 2 as a minimum, and where possible will strive for Level 3. The following tables identify the relevant ISC targets and describe how Parklife Metro intends to meet these.

### Appendix D.1 ISC target Sta - 1

| Sta-1 Stakeholder Engagement Strategy   | Desired Outcome  |
|---|--|
| <p><b>Level 1 - A comprehensive stakeholder engagement strategy is developed.</b></p>   | <p>Parklife Metro is targeting the rating of Level 3 with its stakeholder engagement strategy. as detailed in this document. The Parklife stakeholder and community engagement strategy includes the following, but is not limited to the following:</p>   |
| <p><b>Level 2 – The strategy is implemented and formal monitoring, evaluation and corrective action is undertaken.</b></p> <p><b>The community is informed of the draft strategy and provided an opportunity to give feedback.</b></p> <p><b>Community feedback is documented and used to guide completion of the final strategy.</b></p> | <ul style="list-style-type: none"> <li>• A commitment Statement (Appendix A: Stakeholder and Community Engagement Policy)</li> <li>• Objectives (1.5 IAP2 spectrum)</li> <li>• List of Regulations and Requirements cross referenced with this Strategy (Appendix G: Compliance)</li> <li>• Summary of previous consultation activity (4.1 Previous community engagement)</li> <li>• Analysis of Stakeholders, their issues and Interests (Appendix B, C)</li> </ul>   |
| <p><b>Level 3 – Stakeholder’s, including the community, have input to the strategy through a facilitated workshop (s) process</b></p>   | <ul style="list-style-type: none"> <li>• Description of community engagement techniques (10 Communication tools)</li> <li>• Key Community engagement milestones (10.2 Milestone and Events Plan)</li> <li>• Resources and responsibilities (3 Roles and Responsibilities)</li> <li>• Community feedback and complaints procedure (11.3 Enquiries and complaints)</li> <li>• Monitoring and Reporting (2.2 Working with Sydney Metro)</li> <li>• Management functions (11 Procedures)</li> <li>• Evaluation process (Chapter 12 Evaluation and Monitoring)</li> </ul> <p>This CCS will be placed on the Parklife Metro website and community feedback welcomed. Feedback will be responded to both individually and reflected in updated versions of this document.</p> <p>The CCS will be independently reviewed every 12 months by a suitably qualified external person</p> |

## Appendix D.2 ISC target Sta- 2

| Sta-2 Level of Engagement  | Desired Outcome  |
|--|--|
| <p><b>Level 1 – Negotiable issues are identified and the level of participation on these issues is at least ‘consult’ or higher on the IAP2 spectrum.</b></p> <p><b>Stakeholders are informed about non-negotiable issues.</b></p> | <p>Stakeholders and community members (including affected landowners and businesses) will be engaged throughout design and construction of the SSTOM project to identify negotiable issues and be involved in the decision-making process to find acceptable solutions. The project's negotiable issues are limited by general and particular design specifications, the Project Planning Approval (SSI-10051) and Environmental Protection License (to be approved). As such, many aspects of the project are non-negotiable. This includes aspects that have been determined by Sydney Metro (i.e. the location of stations).</p>  |
| <p><b>Level 2 – Negotiable issues are identified and the level of participation on these issues is at least ‘involve’ or higher on the IAP2 spectrum</b></p> <p><b>Stakeholders are informed about non-negotiable issues</b></p>   | <p>Parklife Metro will assess issues to identify opportunities to collaborate with affected stakeholders and community members. Subject to assessment, negotiable aspects of the project may include:</p> <ul style="list-style-type: none"> <li>• Visual amenity of temporary and permanent landscape and building design (i.e. PUDCLP)</li> <li>• Community benefit and legacy initiatives</li> <li>• Out-of-hours work and/or noise mitigation measures</li> <li>• Property access and parking arrangements</li> <li>• Construction scheduling and planning (in relation to Businesses and Small Business Owners)</li> </ul> <p>Other negotiable issues will be identified and communicated to affected stakeholders and community members during the development of site-specific sub-plans.</p> |

## Appendix D.3 ISC target Sta -3

| Sta-3 Effective Communication  | Desired Outcome  |
|--|--|
| <p><b>Level 1 - The community has been provided with information that:</b></p> <ul style="list-style-type: none"> <li>• Was provided in a timely manner</li> <li>• Supported community participation</li> <li>• Was meaningful and relevant</li> <li>• Was accessible AND</li> </ul> <p><b>This has been verified by:</b></p> <ul style="list-style-type: none"> <li>• Independent reviews internal</li> </ul> | <p>Parklife Metro aims to achieve Level 2 rating. The projects communication processes and their implementation will be reviewed This CCS will be reviewed:</p> <ul style="list-style-type: none"> <li>• Every six months as per the General Specifications until completion of the project. The Independent Certifier will be provided with copies.</li> <li>• Annually from the date of initial contract award by an external qualified auditor to evaluate its progress against ISC community sustainability requirements.</li> </ul> |

### Sta-3 Effective Communication

**Level 2 – The community has been provided with information that:**

- Was provided in a timely manner
- Supported community participation
- Was meaningful and relevant
- Was accessible

**This has been verified by:**

- Independent review

### Desired Outcome

Any recommendations from these audits will be incorporated into the CCS and reported to Sydney Metro.

Communication tools are described in Section 10.

## Appendix D.4 ISC target Sta-4

### Sta-4 Addressing Community Concerns

**Level 1 - The community believe their concerns have been considered and addressed. This has been verified by:**

- Internal management/reviews/audits

**Level 2 – The community believe their concerns have been considered and addressed. This has been verified by:**

- Internal management/reviews/audits

### Desired Outcome

Parklife Metro is targeting Level 2 of the ISv1.2 rating scheme aims for this credit. The feedback process will be reviewed at least annually by an independent suitably qualified professional during design and construction. The review process will consider but not be limited to the following:

- Complaint response timeframes, investigation, closing-out, following-up and escalation of complaints.
- Feedback forms received at community information sessions

## Appendix E Photography and Filming Specifications

| Requirement  | Responsibility  | Timing and Frequency  |
|--|---|---|
| <b>Photography and Filming Specification</b>   |   |   |
| All imagery taken by Parklife Metro is the property of Sydney Metro and will be provided (safety checked and approved)   | People in the imagery will sign release forms to enable their use by Sydney Metro   | Parklife Metro will provide safety checked and approved photography and video within one hour for media and public affairs events and three business days otherwise.  |
| Site photography and filming to capture key construction milestones, major milestones for the manufacture of trains, construction of stations and other key activities, as per the General Specifications.                     | Parklife Metro to engage Sydney Metro nominated providers   | Minimum half day of photography and a whole day for filming at each construction site, each month.  |
| Drone photography and, separately, drone video   | Parklife Metro  | Monthly, or as directed for a minimum of half a day at every construction site. No more than two sites in one full day to ensure quality of photography and/or video. |
| Sound operator for each video shoot to capture sound and interviews  | Parklife Metro  | Whole day during filming at each construction site, each month.   |
| <b>Live streaming, Video technology and Editing</b>  |   |   |
| Parklife Metro will supply all technology, camera operator(s), vision switchers and a producer to facilitate a professional broadcast-TV quality output for Sydney Metro directed live-streaming events on-site, as requested. | Parklife Metro will cover associated costs including data and use of emerging video technology                                  | Parklife Metro facilitates uploading of approved footage to Sydney Metro's online video collaboration platforms of every film shoot                                   |
| <b>Time Lapse Cameras</b>  |   |   |
| Parklife Metro will install two fixed high-definition time lapse cameras at approved locations   | Parklife Metro's Public Affairs and Events Manager will liaise with Sydney Metro on the location of all the time lapse cameras. | Provide to Sydney Metro: <ul style="list-style-type: none"> <li>Edited footage from each camera, upon request, within 24 hours.</li> </ul>                            |

| Requirement  | Responsibility | Timing and Frequency   |
|--|----------------|--|
| <p>Three portable time lapse cameras will be rotated across construction sites.</p> <p>Two fixed or portable cameras in overseas factories to capture train assembly and testing</p> |                | <ul style="list-style-type: none"> <li>Edited compilation of footage from each camera every month</li> </ul> <p>Monthly edited footage</p> <p>All time lapse data to be provided in a single definition file for each camera prior to construction completion of the final Portion</p> |

**Sydney Metro Documentary**

|   |  |                    |
|---|--|--------------------|
| <p>Parklife Metro will nominate interview subjects for approval, obtain signed release forms, allow interview subjects to be filmed in the course of their duties</p> | <p>Parklife Metro will provide regular site access, content, and personnel. Sydney Metro will produce the documentary.</p> | <p>As required</p> |
|---|--|--------------------|



## Appendix F Implementation Action Plan for Project Start-Up and Site Establishment

| SSTOM Phase                        | Communication action  | Stakeholder   | Timeframe                          |
|------------------------------------|---|---|------------------------------------|
| <b>Start-up</b>                    | <p>Establish communication forums with Sydney Metro</p> <p>Communication approval procedure agreed with Sydney Metro</p> <p>Enquiries and complaint referral protocols agreed</p> <p>Branding incorporated into project templates including signage, clothing, vehicles,</p> <p>Consultation Manager training and protocols</p> <p>Templates for notifications, site construction update newsletters, and property condition survey letters to property owners agreed</p> <p>Develop initial project presentation</p> <p>Templates for updates to Sydney Metro app, website, elected representative briefings agreed</p> <p>Parklife Metro webpage established</p> <p>FAQ development</p> <p>Community component of project induction developed</p> <p>Media monitoring implemented</p> <p>Mobile display materials prepared</p> <p>Council briefings with Sydney Metro</p> <p>Elected representative briefing notes for Sydney Metro</p> <p>Establish interface meetings with councils and other key stakeholders.</p> | <p>Sydney Metro and key stakeholders including:</p> <ul style="list-style-type: none"> <li>• TfNSW</li> <li>• Sydney Trains</li> <li>• WSA Co</li> <li>• Penrith and Liverpool City Councils</li> <li>• Western Parkland City Authority.</li> </ul> | Prior to construction commencement |
| <b>Environmental Documentation</b> | <p>Agency briefings and workshops</p> <p>Formal consultation on NSW environmental plans</p> <p>Liaison with approval authorities.</p>   | As per NSW CEMP consultation  | Following Contract Award           |
|                                    | <p>Load required approved environmental documents to websites of Sydney Metro and Parklife Metro.</p>   | General public  | Before construction                |

| SSTOM Phase  | Communication action  | Stakeholder   | Timeframe                    |
|--|---|---|------------------------------|
| <b>Site Investigations (including geotechnical)</b>                                  | Community notification<br>Consultation with property owners/site neighbours.      | Letter distribution to properties within 50m of work in standard construction hours, 100m for out of hours work | Seven days before activities |
|  | Metro Connect app   | Sent to stakeholder distribution email list   | Seven days before activities |
|  | Doorknock (if works are intrusive or loud)  | Immediate neighbours  | Seven days before activities |
| <b>Site Establishment (including vegetation clearing and fencing, controls, etc)</b> | Newsletter  | Local Council Local Member<br>Senior stakeholders' local groups<br>Delivered to properties within 500m          | At site establishment        |
|  | Notification letter   | Delivered to properties within 200m for night work and 100m for day work<br>Local groups                        | Seven days before activities |
|  | Doorknock   | Properties within 50m   | Seven days before activities |
|  | Metro Connect app   | Sent to stakeholder distribution email list   | Seven days before activities |
|  | Site signage<br>Hoarding design containing contact details<br>Directional signage | People passing by the site  | As required                  |

## Appendix G Complaints Management Process

### Purpose

This Complaint Management Process details the required steps and timeframes for managing complaints relating to the Stations, Systems, Trains, Operating and Maintenance (SSTOM) works.

Complaints are defined as any interaction with a community member or stakeholder who expresses dissatisfaction with the project, policies, staff members, actions or proposed actions during the project.

The Australian and New Zealand Standard Guidelines for complaint management in organisations AS/NZS 10002:2014 (AS/NZS Complaint Management Standard) defines complaints as an:

*Expression of dissatisfaction made to or about an organisation, related to its products, services, staff or the handling of a complaint, where a response or resolution is explicitly or implicitly expected or legally required.*

Based upon this standard a complaint includes:

- A complaint about conduct, service, or product
- An internal review of a complaint – request a review of the merits of a decision
- An internal review about how a complaint was handled
- An external review of a complaint or how the complaint was handled

All fair and reasonable measures will be taken to prevent the reoccurrence of avoidable stakeholder and community complaints.

### Types of complaints

An avoidable complaint is where the project team did not provide notification or advance notice for upcoming work or where a situation that has resulted in a complaint could have been avoided through complying with the agreed communication or engagement channels and timeframes.

### Receiving complaints

The 1800 number and email managed Sydney Metro 24/7 will be included on all correspondence and banner mesh around public facing construction sites.

If a complaint is received via the call centre, the complainant will be advised that Parklife Metro will contact them shortly to address the issue.

The Place Manager for the relevant construction site will investigate and determine the source of a complaint immediately and contact the complainant where a phone number was provided. Place Managers will manage the ongoing communication with the complainant.

Prior to the appointment of Place Managers, Sydney Metro will refer complaints to the Parklife Metro Stakeholder and Community Engagement Manager who will manage the investigation and resolution process.

Complaint handling responsibilities and timings will be undertaken as outlined below.

**TABLE 1: COMPLAINT MANAGEMENT RESPONSIBILITIES**

| Complaint Type   | Responsibility  |
|--|---|
| <b>Complaint about construction activities, including OOH</b>      | Community Place Manager   |
| <b>Project-wide complaints</b>                                     | Stakeholder and Community Engagement Manager                                      |
| <b>Complaint about Sydney Metro works unrelated to SSTOM works</b> | Parklife Metro to notify Sydney Metro immediately to refer to relevant contractor |
| <b>Complaints unrelated to Sydney Metro</b>                        | Parklife Metro or Sydney Metro to refer to relevant contact person, if known      |

Place Managers must response to complaints within the timeframes listed below:

**TABLE 2 : COMPLAINT RESPONSE TIMEFRAMES**

| Category  | Response Timeframe  |
|---|---|
| <b>Response times for contact made during construction hours</b>        |   |
| Complaints – telephone or in person                                     | Commence investigation upon receipt. Verbal response within two hours on the action being undertaken to investigate and resolve complaint, unless agreed otherwise with enquirer. |
| Complaints – emails   | Verbal response within two hours if phone number is provided; written response within 4 hours during construction hours.  |
| Complaints – written (letter or fax)                                    | Written response within one business day or verbal response within 2 hours if phone number.   |
| <b>Response times for contact made outside of construction hours</b>    |   |
| Complaints – emails   | Automated response to confirm receipt and written response within 4 hours next business day.  |
| Complaints – written (letter or fax) received within construction hours | Written response within one business day or verbal response within 2 hours on the next business day if phone number provided  |

Place Managers are to follow the process shown at Appendix A: Responding to Complaints.

## Escalating complaints

Complaints will be escalated to the Sydney Metro SSTOM Communications Manager if:

- An activity generates three complaints within a 24-hour period (separate complainants)
- Any construction site receives three different complaints within a 24-hour period
- A single complainant reports three or more complaints within a three-day period
- A complainant threatens to escalate their issue to the media or government representative
- The complaint was avoidable
- The complaint relates to a compliance matter.

Complainants will work with Sydney Metro management representatives and any other internal or external subject matter experts with the view to working together to resolve their complaints.

The contractor is required to satisfy Sydney Metro representatives that considerations and recommendations have been implemented and all avenues available to them have been exhausted prior to seeking further escalation.

For on-airport works, if the complainant is dissatisfied with the outcome of their complaint, it will be escalated to the Sydney Metro – Western Sydney Airport Director, Project Communications for review. They will advise if the actions taken to address the complaint are satisfactory or if further action is needed before the complaint can be closed. Sydney Metro will inform Western Sydney Airport of the outcome of the complaint.

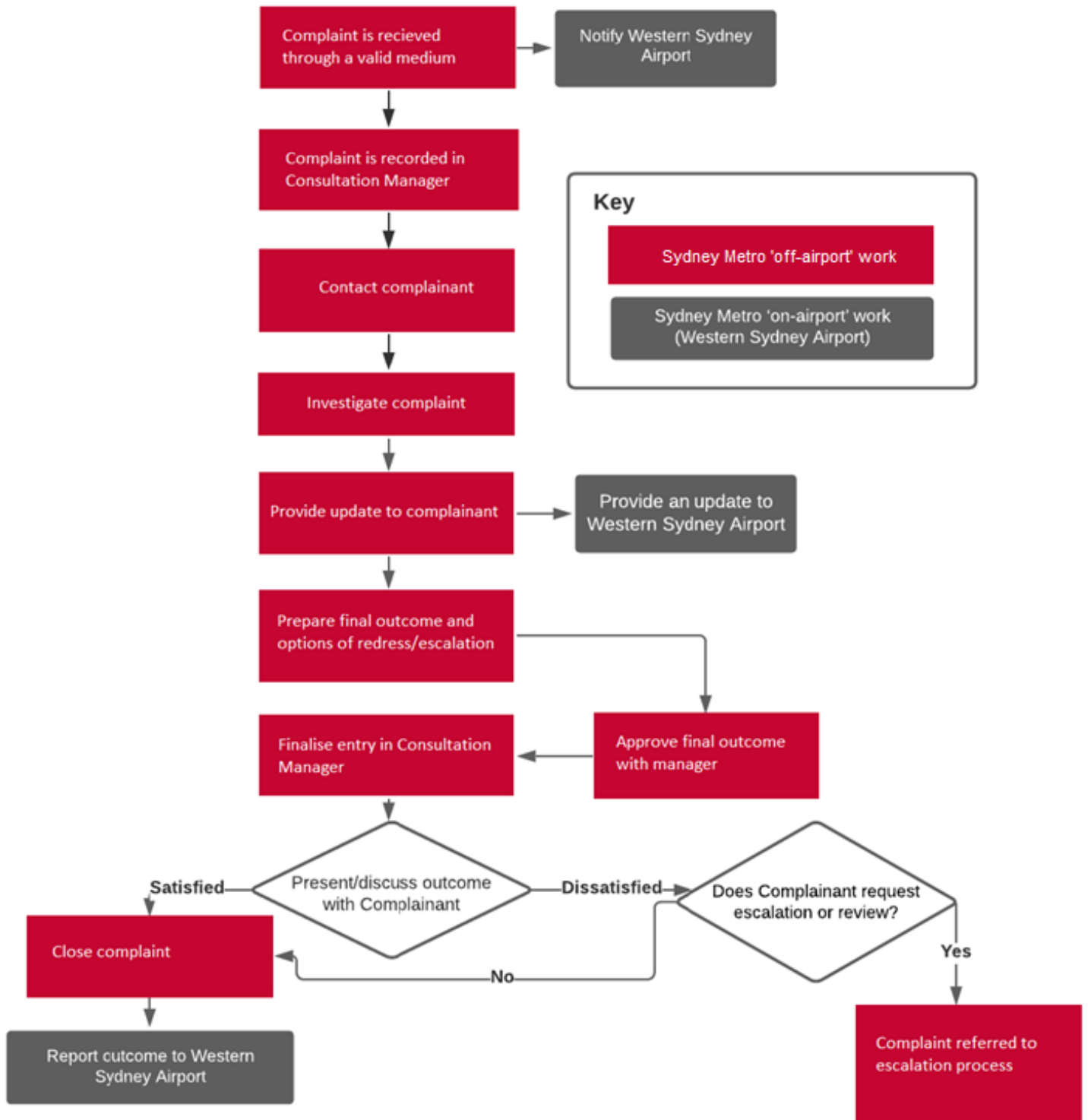
## Reporting complaints

On Friday afternoons, the SM-WSA Communications Team download all complaints received over the previous seven-day period across all SM-WSA sites from the complaints register in Consultation Manager and circulate a weekly complaint report to internal Sydney Metro stakeholders, including the Project Director, Project Managers and the Environment Team.

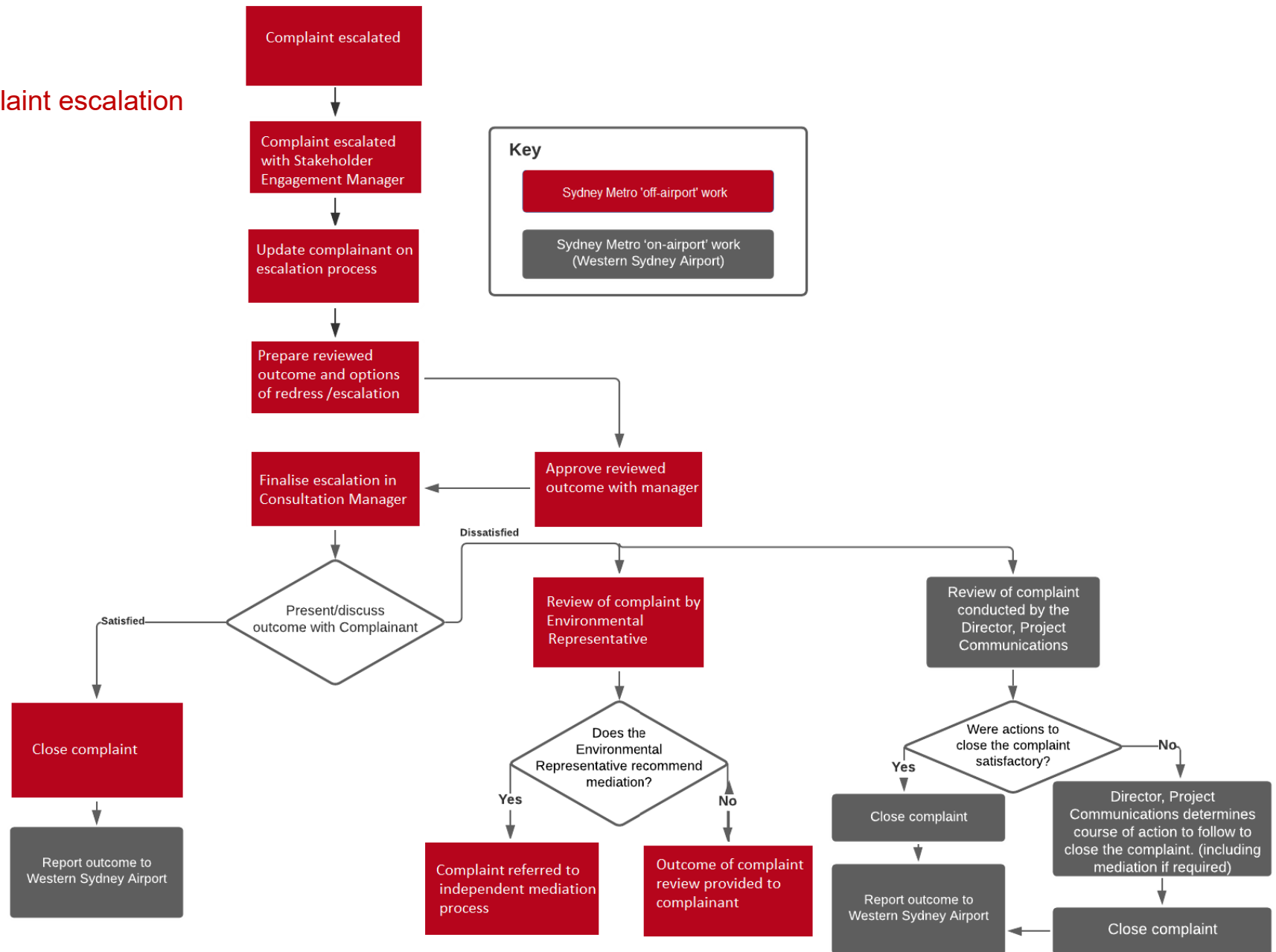
The SM-WSA Communications Team also prepare weekly and monthly complaints reports from the complaints register in Consultation Manager for DPE.

The Parklife Metro Communications Team are responsible for ensuring the details of complaints are entered accurately and in a timely manner into the complaints register in Consultation Manager to ensure that the DPE reporting requirements are met.

## Appendix A: Complaint management process



## Appendix B: Complaint escalation process



## Appendix H Compliance

Table 15 references where items required by the Sydney Metro Overarching Community Communication Strategy (OCCS), General Specifications, CoA and REMM are addressed in this Plan.

TABLE 18: COMPLIANCE TABLE

| Requirements of the Community Communications Plan                      | CCS Reference  |
|--|--|
| Community Communications Strategy – Delivery Phase                     | This Strategy  |
| Complaints Management System   | 11.3 Enquiries and complaints management   |
| Provision of electronic information                                    | 10 Communication tools   |
| Construction noise and vibration (including high noise intensive work) | 9 Key Issues and mitigation  |
| Variation to work hours (including OOH approval)                       | 9 Key Issues and mitigation<br>10 Communication tools<br>11.11 Out-of-hours Works  |
| Utility coordination and respite                                       | 4.3 Managing Cumulative Impacts<br>9 Key issues and mitigation<br>11.11 Out of hours works                                 |
| Temporary public art, visual amenity                                   | 4.2 Place, Urban Design and Corridor Landscape Plan<br>8 Sustainability<br>9 Key issues and mitigation                     |
| Place, Urban Design and Corridor Landscape Plan                        | 4.2 Place, Urban Design and Corridor Landscape Plan  |
| Property Condition Surveys   | 11.2 Consultation Manager database<br>11.8 Property Condition Surveys  |
| Small Business Owners Engagement Plan                                  | 1.8 Strategy Structure and Interface with other Plans<br>7.2 Business engagement approach                                  |
| Construction parking and access management                             | 9 Key issues and mitigation<br>11.7 Construction Site Inductions and Training  |
| Property access  | 11.9 Private property access and reinstatement protocol  |
| Pedestrian and cyclist access  | 5.1.1 Traffic and Transport Liaison Group<br>9 Key issues and mitigation<br>10.4.1 Public transport and road users impacts |
| Cumulative impacts   | 4.3 Managing cumulative Impacts<br>9 Key issues and mitigation   |



| Requirements of the Community Communications Plan                                     | CCS Reference   |
|---|---|
|   | 11.3.2 Managing complaints  |
| Compliance with Planning Approval requirements, and Environmental Mitigation Measures | This Strategy<br>1.3 Planning Approval and Compliance Requirements<br>1.8 Strategy Structure and Interface with other Plans   |
| Events and milestones   | 10 Communication Tools<br>10.2 Milestone and Events Plan  |
| Stakeholder and community engagement reporting  | 2.2 Working with Sydney Metro<br>7.4 Business Management Performance Reporting<br>11.1 Reporting information to Sydney Metro<br>11.3.4 Reporting on complaints                |
| Roles and responsibilities, including stakeholder and community engagement personnel  | 2 Roles and responsibilities  |
| Public Communication Materials  | 4 Communication Approach<br>10 Communication tools  |
| Enquiries and complaints management   | 10 Communication Tools<br>11.3 Enquiries and complaints management  |
| Media and Government relations protocol   | 2 Roles and Responsibilities<br>10 Communication Tools<br>10.2 Milestone and Events Plan<br>11.4 Media and government relations management<br>Appendix B Project Stakeholders |
| Crisis and incident communication procedures  | 11.5 Emergency works, incident and crisis communication   |
| Site inductions and training  | 9.2 Managing Site-specific Issues<br>10 Communication Tools<br>11.5.2 Crisis and incident communications<br>11.7 Construction Site Inductions and Training                    |
| Communication approaches for key demographics including CALD as required              | 6.2 Culturally and linguistically diverse communities   |
| Interface with Sydney Metro, contractors and neighbouring projects                    | 5.1 Communication Interface Coordination Group (CICG)<br>9 Key issues and mitigation<br>10 Communication Tools<br>11.1 Reporting Information to Sydney Metro                  |
| Reducing customer impacts   | 10.4.1 Public transport and road users impacts  |

| Requirements of the Community Communications Plan  | CCS Reference   |
|--|---|
|  | Appendix B Project Stakeholders   |
| Community Communication Strategy sub-plans   | 2.6 Strategy structure and interface with other plans   |
| Our stakeholders   | Appendix B Project stakeholders   |
| Our communities, including demographics  | 6 Community<br>Appendix C Local communities<br>6.3 Working with people experiencing homelessness            |
| Photography and filming requirements   | 10 Communication Tools<br>10.1 Photography and Filming<br>Appendix E Photography and Filming Specifications |
| Monitoring and evaluation  | 12 Evaluation and monitoring  |
| Relationship of the CCS to other plans in the communication hierarchy and environmental management framework | 1.8 Strategy structure and interface with other plans   |
| Notification to Sydney Metro   | 11.1 Reporting Information to Sydney Metro<br>11.5.2 Crisis and incident communications                     |
| Community Information Materials  | 10 Communication tools  |

# Appendix I SM-SWA Instrument of Approval SSI-10051

## Part B Community Information and Reporting

|           |  |               |
|-----------|--|---------------|
| <b>B1</b> | Overarching Community Communication Strategy | This document |
|-----------|--|---------------|

|           |                              |  |
|-----------|------------------------------|--|
| <b>B2</b> | Complaints management system | 11.3 Enquiries and complaints management<br>Appendix G |
|-----------|------------------------------|--|

The following information must be available to facilitate community enquiries and manage complaints before the commencement of work and for 12 months following the completion of construction:

|           |   |  |
|-----------|---|--|
| <b>B3</b> | <ul style="list-style-type: none"> <li>(a) a 24- hour telephone number for the registration of complaints and enquiries about the CSSI;</li> <li>(b) a postal address to which written complaints and enquires may be sent;</li> <li>(c) an email address to which electronic complaints and enquiries may be transmitted; and</li> <li>(d) a mediation system for complaints unable to be resolved.</li> </ul> | 10 Communication Tools<br>11.3 Enquiries and complaints management<br>Appendix G |
|-----------|---|--|

This information must be accessible to all in the community regardless of age, ethnicity, disability or literacy level.

|           |  |  |
|-----------|--|--|
| <b>B4</b> | <p>A <b>Complaints Register</b> must be maintained recording information on all complaints received about the CSSI during the carrying out of any work and for a minimum of 12 months following the completion of construction. The <b>Complaints Register</b> must record the:</p> <ul style="list-style-type: none"> <li>(a) number of complaints received;</li> <li>(b) date and time of the complaint;</li> <li>(c) number of people (in the household) affected in relation to a complaint, if relevant;</li> <li>(d) method by which the complaint was made;</li> <li>(e) any personal details of the complainant which were provided by the complainant or, if no such details were provided, a note to that effect;</li> <li>(f) issue of the complaint;</li> <li>(g) means by which the complaint was addressed and whether resolution was reached, with or without mediation; and</li> <li>(h) if no action was taken, the reason(s) why no action was taken.</li> </ul> | 11.3 Enquiries and complaints management<br>Appendix G |
|-----------|--|--|

|           |  |                            |
|-----------|--|----------------------------|
| <b>B5</b> | <p>Complainants must be advised of the following information before, or as soon as practicable after, providing personal information:</p> <ul style="list-style-type: none"> <li>(a) the Complaints Register may be forwarded to government agencies, including the Department (Department of Planning Industry and</li> </ul> | 11.3.2 Managing complaints |
|-----------|--|----------------------------|

Environment, 4 Parramatta Square, 12 Darcy Street, Parramatta NSW 2150), to allow them to undertake their regulatory duties;

(b) by providing personal information, the complainant authorises the Proponent to provide that information to government agencies;

(c) the supply of personal information by the complainant is voluntary; and

(d) the complainant has the right to contact government agencies to access personal information held about them and to correct or amend that information (Collection Statement).

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The **Collection Statement** must be included on the Proponent or development website to make prospective complainants aware of their rights under the *Privacy and Personal Information Protection Act 1998* (NSW). For any complaints made in person, the complainant must be made aware of the **Collection Statement**.

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|           |   |  |
|-----------|---|--|
| <b>B6</b> | The <b>Complaints Register</b> must be provided to the Planning Secretary upon request, within the timeframe stated in the request. | 11.2 Enquiries and complaints database |
|-----------|---|--|

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A **Community Complaints Mediator** that is independent of the design and construction personnel must be engaged by the Proponent, upon the referral of the complaint by the **ER** in accordance with the **Overarching Community Communication Strategy**.

The role of the **Community Complaints Mediator** is to provide independent mediation services for any reasonable and unresolved complaint referred by the **ER** where a member of the public is not satisfied by the Proponent's response. Where a **Community Complaints Mediator** is required, a mediator accredited under the National Mediator Accreditation System (NMAS), administered by the Mediator Standards Board must be appointed.

**B9** The **Community Complaints Mediator** will:

|                 |  |   |
|-----------------|--|---|
| <b>B7 – B10</b> | <p>(a) review any unresolved disputes, referred by the <b>ER</b> in accordance with the <b>Overarching Community Communication Strategy</b>;</p> <p>(b) make recommendations to the Proponent to satisfactorily address complaints, resolve disputes or mitigate against the occurrence of future complaints or disputes; and</p> <p>(c) provide a copy of the recommendations, and the Proponent's response to the recommendations, to the Planning Secretary within one month of the recommendations being made.</p> | <p>11.3.3 Escalating complaints</p> <p>Appendix G</p> |
|-----------------|--|---|

**B10 Community Complaints Mediation** will not be enacted before the **Complaints Management System** required by **Condition B2** has been executed for a complaint and will not consider issues such as property acquisition, where other dispute processes are provided for in this approval, statute or clear government policy and resolution

**PROVISION OF ELECTRONIC INFORMATION**

A website or webpage providing information in relation to the CSSI must be established before commencement of work and maintained for the duration of construction, and for a minimum of 24 months following the completion of all stages of construction of the CSSI. Up-to-date information (excluding confidential, private, commercial information or other documents as agreed to by the Planning Secretary) must be published before the relevant work commencing and maintained on the website or dedicated pages including:

- |            |  |                        |
|------------|--|------------------------|
| <b>B11</b> | <ul style="list-style-type: none"> <li>(a) information on the current implementation status of the CSSI;</li> <li>(b) a copy of the documents listed in <b>Condition A1</b>, and any documentation relating to any modifications made to the CSSI or the terms of this approval;</li> <li>(c) a copy of this approval in its original form, a current consolidated copy of this approval (that is, including any approved modifications to its terms), and copies of any approval granted by the Minister to a modification of the terms of this approval, or links to the referenced documents where available;</li> <li>(d) a copy of each statutory approval, licence or permit required and obtained in relation to the CSSI, or where the issuing agency maintains a website of approvals, licences or permits, a link to that website;</li> <li>(e) a current copy of each document required under the terms of this approval, which must be published within one (1) week of its approval or before the commencement of any work to which they relate or before their implementation, as the case may be; and</li> <li>(f) a copy of the audit reports required under this approval.</li> </ul> | 10 Communication tools |
|------------|--|------------------------|

Where the information / document relates to a particular work or is required to be implemented, it must be published before the commencement of the relevant work to which it relates or before its implementation.

All information required in this condition is to be provided on the website or webpage, and easy to navigate.

**Out-of-Hours Works – Community Consultation on Respite**

In order to undertake out-of-hours work outside the work hours specified under Condition E38, appropriate respite periods for the out-of-hours work must be identified in consultation with the community at each affected location on a regular basis. This consultation must include (but not be limited to) providing the community with:

- |            |   |                          |
|------------|---|--------------------------|
| <b>E57</b> | <ul style="list-style-type: none"> <li>(a) a progressive schedule for periods no less than three (3) months, of likely out-of-hours work;</li> <li>(b) a description of the potential work, location and duration of the out-of-hours work;</li> <li>(c) the noise characteristics and likely noise levels of the work; and</li> <li>(d) likely mitigation and management measures which aim to achieve the relevant NMLs under Condition E43 (including the circumstances of when respite or relocation offers will be available and details about how the affected community can access these offers).</li> </ul> <p>The outcomes of the community consultation, the identified respite periods and the scheduling of the likely out-of-hour work must be provided to the ER, EPA and the Planning Secretary prior to the out-of-hours work commencing.</p> <p>Note: Respite periods can be any combination of days or hours where out-of-hours work would not be more than 5 dB(A) above the RBL at any residence.</p> | 11.11 Out-of-Hours Works |
|------------|---|--------------------------|

- |            |   |                                      |
|------------|---|--------------------------------------|
| <b>E77</b> | Place, Urban Design and Corridor Landscape Plan | 4.2 Place, Urban Design and Corridor |
|------------|---|--------------------------------------|

A PUDCLP must be prepared to document and illustrate the permanent built works and landscape design of the CSSI and how these works are to be maintained. The PUDCLP must be:

- (a) prepared by a suitably qualified and experienced person(s) in consultation with the community (including the affected landowners and businesses or a representative of the businesses), Western Parklands City Authority, Western Sydney Planning Partnership and relevant council(s);
- (b) reviewed by an independent and suitably qualified and experienced person nominated by the DRP;
- (c) submitted to the Planning Secretary prior to the construction of permanent built surface works and/or landscaping, excluding those elements which for ecological requirements, or technical requirements, or requirements as agreed by the Planning Secretary do not allow for alternate design outcomes; and
- (d) implemented during construction and operation of the CSSI.

Note: The PUDCLP may be developed and considered in stages to facilitate design progression and construction. Any such staging and associated approval would need to facilitate a cohesive final design and not limit final design outcomes.

Landscaping Plan  
(PUDCLP)