Overarching Community Communications Strategy

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AUTHOR	Pilar Arevalo	REVISION	7.3
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FILE NAME	Overarching Community Communications Strategy		

Rev	Rev Date	Status	Brief reason for update	Name/ Position/ Company	Author/ Reviewer/ Approver	Signature
0.1	7/11/12	Draft	Review	Danielle Smalley	Reviewer	
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1.0	21/11/12	Final	Approved for distribution to DoPI and contractors	Danielle Smalley	Approver	
1.1	27/11/12	Final	Changes to Table 6, 23 and 32 to align with TSC SWTC and SCL-05 name change.	Rebecca Raap	Author	
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1.4	8/3/13	Final	Update to report name – SCL-02 replaces SCL-02 Removed Appendix B - 'Stakeholder and Community Liaison Strategy'. The original intention was to include the Sydney Metro Project Communications team's overall strategy however the document is not relevant to contractors and is not required to address the Minister's Conditions of Approval.	Rebecca Raap	Author	
1.4	8/3/13	Final	Approved for distribution to DoPI and contractors	Danielle Smalley	Approver	
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4.0	24/04/15	Final	Approved for distribution to DoPI and contractors	Danielle Smalley	Approver	
4.1	5/9/16	Draft	Updated to reflect new Sydney Metro organisational structure; new program name; new project communications teams; department/team and role names.	Rebecca Raap	Author	
5.0	5/9/16	Final	Approved for distribution to contractors and Department of Planning and Environment	Danielle Smalley	Approver	
5.1	20/2/17	Draft	Updated team structure and position titles (and associated acronyms) Updated terminology for the Secretary (DPE) and Community Complaints Commissioner	Rebecca Raap	Author	

5.1	22/2/17	Final	Approved for distribution to contractors and Department of Planning and Environment	Anne Purcell	Approver	
5.2	15/3/17	Draft	Updated to reflect ER comments and compliance with Planning Approval for C&SW Fig 1 deleted reference to the internal 'Project Comms Plan' to avoid confusion 2.1 – Addition of ER to review Table 16 – update to include role of ER, AA and CCC Table 34 – update to timing for submission of OCCS to DPE 10 – Deleted – Repetitive text App A – Addition of endorsement letter	Rebecca Raap	Author	
c	15/3/17	Final	Approved for distribution to contractors and Department of Planning and Environment	Anne Purcell	Approver	
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5.4	21/9/17	Draft	3.4, 4.2, 8.18 - Removal of reference to 'Federal Government' stakeholders Update position title for the Director, Communications (C&SW) formerly Principal Manager, Project Communications (C&SW)	Rebecca Raap	Author	
5.4	21/9/17	Final	Approved for distribution to contractors and Department of Planning and Environment	Anne Purcell	Approver	
6.0	6/12/18	Draft	Updated logo and document name General changes to make the plan specific to Sydney Metro (now it is an entity) and C&SW and to include references to the S2B Planning Approval requirements Addition of section 2.2.1 to cover the Small Business Owners Support Program Addition of section 3.4 to provide more detail on working with CALD & vulnerable communities Addition of 4.3 to provide more information on the S2B demographic Update to section 5.2 key issues and mitigation measures Updates to section 6 to include further CALD considerations Additions to section 8.1 and 8.3 to cover homeless stakeholders Addition of section 10 to cover low impact activities	Rebecca Raap	Author	
6.0	21/1/19	Final	Approved for distribution to contractors and Department of Planning and Environment	Anita Brown	Approver	
6.1	31/7/19	Draft	Update to indicate CCS is managed by Sydney Metro and does not require DPE approval Community Complaints 'Commissioner' updated to 'Mediator' in accordance with DPE approvals Figure 1 – Construction Complaints Management System included Table 1 – E37, E64 and E86 BMP framework reporting included 2.2.1 – Definition of Small Business included 8.1 Information on monitoring, evaluating and reporting of BMPs included 8.4 Update to make explicit requirement to monitor, audit and report on the CCS	Vicki Kimber	Author	
6.2	31/7/19	Final	Approved for distribution to contractors and Department of Planning, Industry and Environment	Paul Grennan	Approver	
7.0	24/7/20	Draft	General updates to ensure consistency with related documents. Inclusion of information about engagement during the restrictions imposed by the COVID-19 pandemic.	Vicki Kimber	Author	
7.1	18/9/20	Final	Approved for distribution to contractors and noting by Department of Planning, Industry and Environment	Kristina Cimino	Approver	
7.2	6/5/22	Final	Minor update to include a new revision schedule	Kristina Cimino	Approver	
7.3	30/08/23	Draft	Minor edit to remove sections no longer applicable (e.g. COVID-19 engagement) . Removed review requirements table.	Pilar Arevalo	Author	
7.3	25/10/23	Final	Approved for distribution to contractors and noting by Department of Planning, Industry and Environment	Harsatnam Hundal	Approver	

Contents

1   About this plan

This Overarching Community Communication Strategy (OCCS) has been prepared to guide the Sydney Metro City & Southwest (C&SW) approach to stakeholder and community liaison during all works and to address the requirements of each projects planning approval, namely SSI 15_7400 Chatswood to Sydenham and SSI 17_8256 Sydenham to Bankstown. It also outlines the approach for engaging and managing business stakeholders.

The OCCS will be implemented throughout all work activities of Sydney Metro C&SW and 12 months following the completion of construction. The document will be reviewed as required. This would occur where a change to this plan is necessary due to any of the following:

- A major change in project scope

- A change to the planning approval condition B1

- Triggered by preventative actions identified as a result of a non-compliance, incident or audit finding.

Sydney Metro is responsible for coordinating the construction of Sydney Metro C&SW and for the development and implementation of the OCCS to ensure a coordinated approach to stakeholder, business and community liaison across the entire program of work.

Each Contract specific Communication team is responsible for the development and implementation of Contract Specific Community Communication Strategies (CCS) and Business Management Plans (BMPs) consistent with this OCCS.

The Small Business Owners Support Program and the Construction Complaints Management System also both form integral parts of the OCCS. The details are described in the Small Business Owners Support Program, and the Construction Complaints Management System respectively.

Figure 1 below outlines the approach for subsequent strategies to be delivered by Sydney Metro C&SW construction contractors' stakeholder and community liaison teams, which sit under the OCCS.

Figure 1 Where this plan sits in the hierarchy
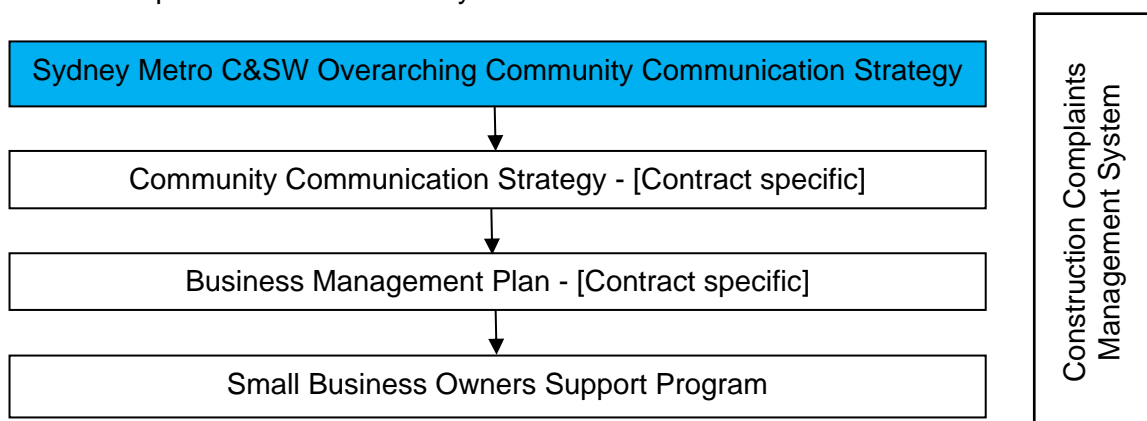
1.2   Outline

This OCCS will guide Sydney Metro C&SW interactions with stakeholders, businesses and the community and will outline the:

- Approach, objectives, principals, and tools to be used

- Team structure, roles and responsibilities

- Communication protocols and procedures to be followed

- Key stakeholders

- Approach to low impact works

- Milestone Implementation Plans to be developed.

1.3   Conditions of Approval

The Sydney Metro C&SW planning approvals require the preparation and implementation of a Community Communication Strategy (CCS). This document fulfils this requirement at an overarching level. Each contractor team will develop a CCS relevant to their contract work prior to the commencement of any Construction work relevant to that contract. The contractor's CCS will be managed by Sydney Metro.

Section 10 documents the approach to low impact work that may be undertaken prior to Construction commencement.

Table 1 outlines the Conditions of Approval (comprised of SSI 15_7400 Chatswood to Sydenham and SSI 17_8256 Sydenham to Bankstown) and where they are addressed in this document or subsequent plans.

Table 1 Conditions of Approval relevant to stakeholder and community management

Ref	Requirement	C2S	S2B	Section
B1	A Community Communication Strategy must be prepared to provide mechanisms to facilitate communication between the Proponent, the relevant council (s) and the community (including Relevant Councils, adjoining affected landowners and businesses, and others directly impacted by the CSSI), during the design and construction of the CSSI and for a minimum of 12 months following the completion of construction of the CSSI.	●●	●●	This OCCS Section 1 Contract specific CCS
B2	The Community Communication Strategy must: (a) identify people or organisations to be consulted during the design and construction phases /work stages;	●●	●●	Section 4 Section 10.4 Contract specific CCS
	(b) identify community demographics and approaches to address the needs of LOTE and CALD and vulnerable communities;		●	Section 3.4 Section 4.3 Contract specific CCS

Ref	Requirement	C2S	S2B	Section
	(b)/(c) set out procedures and mechanisms for the regular distribution of accessible information, including to LOTE and CALD communities, about or relevant to the CSSI. The information to be distributed must include information regarding current site Construction activities, schedules and milestones at each Construction site;	●	●●	Section 3.4 Section 6 Section 8 Contract specific CCS
	(c) identify opportunities to provide accessible information regarding regularly updated site construction activities, schedules and milestones at each construction site including use of construction hoardings to provide information regarding construction, specific to the location;	●		Section 3.4 Section 6 Section 8 Contract specific CCS
	(d) identify opportunities for the community to visit construction sites (taking into consideration workplace, health and safety requirements);	●		Section 8.21 Contract specific CCS
	(e) involve construction personnel from each construction site in engaging with the local community;	●		Sections 8.1; 8.5; 8.11; 8.15; 8.21; 8.28 Contract specific CCS
	(e) establish place managers for each construction site to engage with the local community;		●	Section 7.2 & 7.3 Section 8.1 Contract specific CCS
	(d) / (f) provide for the formation of issue or location-based community forums that focus on key environmental management issues of concern to the relevant community(ies) for the CSSI;	●●	●●	Section 8.29 Contract specific CCS
	(g) /(f) set out procedures and mechanisms: i. through which the community can discuss or provide feedback to the Proponent; ii. through which the Proponent will respond to enquiries or feedback from the community; and iii. to resolve any issues and mediate any disputes that may arise in relation to environmental management and delivery/construction of the CSSI.	●	●●	Section 8 Construction Complaints Management System Contract specific CCS
B3	The Community Communication Strategy must be submitted to the Planning Secretary for approval no later than three months from the date of this approval or one (1) month before commencement of any work, whichever is the latter.	●●	●●	Section 1.3

Ref	Requirement	C2S	S2B	Section
B4	Work for the purposes of the CSSI must not commence until the Community Communication Strategy has been approved by the Planning Secretary, or within another timeframe agreed with the Secretary.	●●	●●	Section 1.3
B5	The Community Communication Strategy, as approved by the Secretary, must be implemented for the duration of the works and for 12 months following the completion of construction.	●		Section 1.3
E64 E37	The Proponent must prepare and implement a Business Management Plan to minimise impact on businesses adjacent to major construction sites during construction of the CSSI. The Plan must be prepared before construction and must include but not necessarily be limited to:	●●	●●	Section 8.1 Contract Specific BMP
	(a) measures to address amenity, vehicular and pedestrian access during business hours and visibility of the business appropriate to its reliance on such, and other reasonable matters raised in consultation with affected business;	●	●	
	(b) establishing a Business Consultation forum linked to the Community Communication Strategy required by Condition B1;	●	●●	
	(c) preparation of Business Management Strategies for each station precinct or construction sites (and/or activity), identifying affected businesses and associated management strategies, including the employment of place managers, cultural liaison specialists and specific measures to be put in place to assist small business owners adversely impacted by the construction of the CSSI;	●	●●	
	(d) implementing the established Small Business Owners' Support Program to provide assistance to small business owners adversely impacted by construction of the CSSI. The Program must be administered by a Retail Advisory/Support Panel established by the Proponent. The Program must have appropriate specialist representatives including CALD representatives and must report to the Proponent;	●	●●	
	(e) a monitoring program to assess the effectiveness of the measures including the nomination of performance parameters and criteria against which effectiveness of the measures will be measured; and	●	●	

Ref	Requirement	C2S	S2B	Section
	(f) provision for reporting of monitoring results to the Planning Secretary, as part of the Compliance Tracking Program required in Condition A28 A29.	●	●●	
E86	During construction, measures must be implemented to maintain pedestrian and vehicular access to, and parking in the vicinity of, businesses and affected properties. Alternative pedestrian and vehicular access, and parking arrangements must be developed in consultation with affected businesses. Such arrangements must be outlined in the Business Management Plan required in Condition E64 and implemented as required. Adequate signage and directions to businesses must be provided before, and for the duration of, any disruption.	●		Section 8.1 Contract Specific BMP

2   Accountabilities

The Director, Project Communications for Sydney Metro C&SW is accountable for this document. Accountability includes authorising the document, monitoring its effectiveness and performing a formal document review.

Members of the team, including employees, contractors, subcontractors and consultants are accountable for ensuring the requirements of this plan are implemented within their area of responsibility.

2.1   Reviewing this plan

This document should be reviewed as required, or as otherwise agreed with the Environmental Representative.

2.2   Relationship to other plans

This plan is supported by the Sydney Metro Integrated Management System's Communication and Engagement Management Plan and the procedures and processes outlined in Section 8.

3   Our approach

3.1   Sydney Metro approach

Sydney Metro is committed to establishing genuine relationships with stakeholders and the community. This is underpinned by the belief that effective communication is a crucial element in the successful delivery of all our projects.

Our approach to communication and engagement is to:

- Deliver a transport service that has been informed by engagement with stakeholders and the community.

- Build key stakeholder, community and general public confidence in the projects.

- Manage risks associated with stakeholder and community issues.

Our aim is to:

- Address concerns about individual project impacts from directly affected stakeholders.

- Provide adequate and coordinated stakeholder and community consultation that identifies and addresses issues in a timely manner.

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

3.2   Program objectives

The primary objectives for Sydney Metro are to:

- Ensure **customer needs** are met through provision of a safe, high quality, integrated and affordable transport service.

- Deliver a transport service that has been **informed by engagement with communities and stakeholders** and demonstrates evidence-based decision-making.

- Deliver stage three (Rapid Transit System) of Sydney's Rail Future to **improve transport network reliability** by facilitating a shift from road to rail for trips to and from the north west and south west to reduce bus/road congestion and improve amenity in Sydney CBD.

- Contribute to **environmental, social and economic sustainability** by improving liveability, minimising our impact on the environment and the community, and delivering value for money.

Our shared project objectives are to:

- Build stakeholder support for, and understanding of the Sydney Metro.

- Minimise, where possible, project impacts on stakeholders and the community.

- Appropriately address stakeholder and community issues.

- Ensure stakeholders and the community fully understand the activities to be undertaken by the contractors, their objectives, benefits, potential impacts and expected outcomes.

- Communicate early and often.

3.3   Our relationships

Effective relationships and consistent and accountable communication practices are crucial to the successful delivery of Sydney Metro. Sydney Metro is committed to providing proactive and positive interactions with all our stakeholders during the delivery of our projects. This includes:

- Our colleagues across Transport for NSW

- Local, State and Federal government departments and agencies

- Media

- Industry partners

- Broader network users

- The community across Sydney.

3.4   Working with Culturally and Linguistically Diverse and Vulnerable Communities

The project area is home to a diverse community including those:

- With languages other than English (LOTE)

- Culturally and Linguistically Diverse Communities (CALD)

- From vulnerable communities.

Sydney Metro will prepare a plan specifically targeted to these groups.

Targeted approaches will include:

- The Sydney Metro website which is translatable into 58 different languages using the Google translate function at the bottom of the home page.

- Fact sheets on the [Sydney Metro website](#) (translated into 13 languages).

- Information displays in multiple languages or using images, photography, videos, animations and infographics instead of words.

- Mobile Information Centre Pop-Ups at local shopping centres, festivals and events.

- Advertisements placed in community language newsletters where appropriate.

- Working closely with local Councils and community groups to utilise existing CALD and vulnerable community relationships.

4   Stakeholder identification

4.1   Definition

Stakeholders are persons or groups affected by, or with an interest in Sydney Metro C&SW.

4.2   Sydney Metro C&SW stakeholders

Table 2 Our stakeholders

Sector	Stakeholders
Community	Residents and residents groups Businesses and business groups Property owners Business owners Land owners Interest groups Education and religious facilities Transport users
	Peak community groups
	Multicultural support groups
Government	NSW Minister for Transport
	State elected members and their electoral offices Local elected members Local Council General Managers/CEOs
	NSW government departments and agencies

	Council officers
	Emergency services
	  – Police
	  – Ambulance
	  – NSW Fire and Rescue
	  – Rural Fire Services
	  – State Emergency Services

Service providers	Sydney Water Power utilities Telecommunication providers

Sector	Stakeholders
Industry	Academic institutions Contractors Peak bodies Transport associations Transport experts Unions
Media	All media

4.3   Sydenham to Bankstown overview

4.3.1   Inner West Council (formerly Marrickville Council)

The Inner West Council area includes approximately 200,800 residents and an area of 36 square kilometers from Balmain in the North, Newtown in the East, Tempe in the South and Croydon in the West.

Whilst most residents are English speaking, 62,408 people living in the Inner West Council area are born overseas. The mix of cultural backgrounds includes a broad range of countries across Asia, Europe and some parts of South America. 28% of the population speak a language other than English at home. The top four are Mandarin, Greek, Italian and Vietnamese, in addition to a range of other languages.

4.3.2   City of Canterbury-Bankstown (formerly City of Canterbury and City of Bankstown)

The City of Canterbury-Bankstown area includes approximately 377, 900 residents and an area of about 110 square kilometres. It includes 40 suburbs including Bankstown, Bass Hill, Birrong, Chester Hill, Condell Park, Croydon Park, East Hills, Georges Hall, Greenacre, Chullora, Lakemba, Landsdowne, Milperra, Mount Lewis, Narwee, Padstow, Padstow Heights, Panania, Picnic Point, Potts Hill, Punchbowl, Regents Park, Revesby, Revesby Heights, Riverwood, Roselands, Sefton, Villawood, Wiley Park and Yagoona.

The top four languages spoken at home (other than English) are Arabic, Vietnamese, Greek, and Mandarin.

4.3.3   Language analysis / translation requirements

Communities along the Sydenham to Bankstown section of the alignment are culturally and linguistically diverse, with many residents born overseas and originating from non-English speaking countries. According to the 2016 ABS Census quick statistics, the top languages along the alignment are outlined in the table below.

Table 3 Language statistics

Source: 2016 ABS Census quick statistics

	Sydenham	Marrickville	Dulwich Hill	Hurlstone Park	Canterbury	Campsie	Belmore	Lakemba	Wiley Park	Punchbowl	Bankstown
Households where a non English language is spoken	40.6%	39.1%	35.2%	45.3%	60.3%	80.0%	72.1%	82.7%	79.3%	77.7%	77.4%
Language 1	Thai 5.4%	Greek 7.6%	Greek 5.6%	Greek 9.4%	Mandarin 9.2%	Mandarin 21.1%	Greek 14.1%	Bengali 18.7%	Arabic 17.6%	Arabic 36.1%	Arabic 21.1%
Language 2	Greek 5.2%	Vietnamese 7.4%	Arabic 3.2%	Arabic 5.1%	Greek 8.2%	Cantonese 10.1%	Arabic 12.8%	Arabic 13.7%	Bengali 17.1%	Vietnamese 7.1%	Vietnamese 19.0%
Language 3	Vietnamese 5.0%	Arabic 3.1%	Vietnamese 2.9%	Mandarin 3.1%	Vietnamese 4.7%	Nepali 7.4%	Mandarin 4.6%	Urdu 10.3%	Urdu 7.6%	Greek 3.9%	Mandarin 4.9%
Language 4	Cantonese 4.0%	Portuguese 1.9%	Portuguese 2.4%	Italian 3.1%	Arabic 4.7%	Arabic 6.1%	Vietnamese 4.4%	Vietnamese 4.0%	Vietnamese 5.0%	Bengali 3.5%	Urdu 4.0%
Language 5	Nepali 3.0%	Cantonese 1.7%	Spanish 2.0%	Portuguese 2.9%	Cantonese 3.9%	Korean 4.5%	Korean 3.6%	Rohingya 3.9%	Cantonese 3.2%	Urdu 3.1%	Cantonese 3.2%

5 Known issues

5.1 Understanding the issues

The Sydney Metro team has collected information on stakeholder and community issues regarding the construction and operation of C&SW through:

- Calls to the information lines and emails to the community email accounts

- Visits to the Community Information Centres, including mobile displays at community events and shopping centres

- Community Information Sessions and Stalls

- Submissions during Environmental Assessment exhibitions

- Meetings, doorknocks and other interactions with stakeholders and the community.

5.2 Key issues and mitigation measures

Table 4 Key issues and mitigation measures

Issues	Communication and mitigation measures
Information about construction	
• Lack of information • Temporary station closures • Train replacement services	• Regular notifications and newsletters (including contributing to Sydney Trains notifications for work during possessions) • One on One meetings on request • Doorknocks as required - both prior to works and as stakeholder checks after works • Attend stakeholder meetings to communicate Project information to their client base • Community contact facilities • Coordinate with Sydney Trains and Sydney Coordination Office regarding replacement services and temporary transport plans
• Coordination of information for tenants and property owners (including business owners)	• Strata/building managers and owners notified of scheduled and emergency work in the area when necessary • Meetings arranged with strata/building managers and owners • Strata/building managers and owners informed of works before they commence • Coordinate communications through communication interface meetings • Implement the Small Business Owners Support Program

Issues	Communication and mitigation measures
Noise and vibration	
• Effects on sensitive receivers • Effects on sensitive equipment • Effects on quiet enjoyment (particularly for food and beverage businesses) • Construction traffic noise (deliveries and spoil movements) • Vibration generated by construction activities	• Early engagement with neighbouring stakeholders on likely noise and vibration impacts • Implementation of mitigation measures in the Construction Noise and Vibration Management Plan, Minor Works Approval, Out of Hours Approval and other documents and plans where relevant • Noise minimised through use of appropriate plant, tools and techniques and adaptive programming, where possible. Information on specific noise and vibration reduction outcomes for each site can be found in the relevant CNVIS. Noise reduction strategies to be implemented with consideration given hours of operation and sensitive periods identified in Appendix A. • High impact noise works staged with respite periods as required by any applicable Environment Protection Licence or planning approval • Temporary noise screens used around equipment, where appropriate • Staff induction and tool box meetings prior to noisy activities to highlight acceptable work force behaviour • Noise and or vibration monitoring offered in response to complaints • Vibration monitoring undertaken on any adjoining heritage structures if outlined in the relevant CNVIS • Referral to the Retail Advisory/Support Panel for advice on small business complaints where appropriate
Dust	
• Dust generated by construction activities • Concern about health impacts of dust	• Dust minimised by using water carts, water sprayers, street sweepers, chemical and organic ground cover, hard stands and limiting activities on windy days where necessary
Access	
• Access for deliveries and customers • Traffic changes on local roads • Impacts to local street parking • Traffic modifications including changes to footpaths • Utility works affecting footpath or road access	• Coordination of works with deliveries and business priorities, where possible • Installation of suitable signage to direct pedestrians, delivery drivers and customers where appropriate

Issues	Communication and mitigation measures
Construction traffic	
• Heavy vehicle movements on local roads	• Implement site specific Traffic Management Plans • Coordinate traffic management with the Sydney Coordination Office • Construction traffic movements minimised in peak times, where possible • Heavy vehicle specific access and egress locations and routes to minimise local congestion • Truck driver tool box meetings on localised conditions • Out of hours deliveries to minimise impacts of oversized vehicles on local roads • Traffic Control Group
Property impacts	
• Concerns about potential property damage • Potential effects of vibration and settlement	• Property Condition Surveys offered where eligible. Refer to relevant CNVIS for each site • Vibration modelling information • Distribute fact sheets • Protection of heritage items using hoarding
Utility relocation and continuity of supply	
• Utility works affecting footpath or road access	• Detailed briefings for businesses potentially affected • Timing works, particularly service cutovers, to minimise potential impacts • Provide alternative service where necessary to maintain essential supply
Visual amenity and visibility	
• Impacts to visual amenity (overlooking or directly next door to sites) • Vandalism of site hoarding • Visibility of retail signage and shopfronts	• Retain vegetation where possible or for as long as practical • Protection of trees to be retained • Hoarding designed in line with Sydney Metro Brand Style Guidelines • Prompt graffiti removal from hoarding, buildings, plant and surroundings kept well maintained and clean • Hoarding designed to maximise visibility of retail signage and shopfronts. • Explore opportunities for signage and wayfinding to maintain business visibility • Implement Small Business Owners Support Program to promote local businesses

Issues	Communication and mitigation measures
Cumulative impacts	
• Multiple works in the one location • Adjacent projects	• Coordinate communications through communication interface meetings
Transport interruptions	
• Temporary station closures	• Rail replacement services • Advertisements, notifications and station attendants redirecting passengers to alternative services

5.3 Managing the impacts and issues

A number of tools will be used to manage these issues including:

- The implementation of this strategy

- Working closely with the Environmental Representative, and

- Implementing the:

  - Construction Environmental Management Framework

  - Compliance Tracking Program/Compliance Monitoring and Reporting Program

  - Environmental Management System

  - Construction Traffic Management Plans

  - Temporary Transport Plans and

  - Applicable contract specific management plans.

6 Communication tools

The following is a list of tools that will be implemented throughout the life of C&SW. This list is not exhaustive and other tools may be used by the contractor delivery teams with approval from the Director, Project Communications.

Responsibilities for implementing these tools are outlined in section 8.

Table 5 Sydney Metro communications tools

Tool	Explanation and purpose
Community contact tools	
Community information line	This allows stakeholders and the community to have access to the project teams 24 hours a day during construction. All communication materials and the website will include the community information line number.
	During construction, calls will be redirected to relevant contractors as required.
	Translation services are available for those with English as a second language.
Community email address	This allows stakeholders and the community to have access to the project teams. All communication materials and the website will include the community email address.
	During construction, emails will be redirected to relevant contractors as required.
Community post box	This central postal address allows stakeholders and the community to have access to the project teams.
	The website will include a central Sydney Metro community postal address.
	Correspondence will be redirected to relevant project teams and contractors as required.
Information tools	
Program newsletters	Newsletters will be issued by the Sydney Metro team (to provide updates on the entire program) as required.
	The newsletter will be made available on the Sydney Metro website and distributed to project email lists.
	The newsletter will promote our translation services for those with English as a second language.
Contractor newsletters	Site-specific newsletters will be issued for each construction site or area. Content from multiple contracts and contractors will be included, where appropriate. The update will contain information about:
	• Construction progress
	• Upcoming construction stages and milestones
	• Environmental management achievements
	• Community involvement achievements

Tool	Explanation and purpose
	• Three month look-ahead
	• Community contact information.
	The newsletter will be made available on the Sydney Metro website, distributed to project email lists and distributed to local stakeholders including neighbouring residents and businesses.
	The notifications will promote our translation services for those with English as a second language.
Program email updates	Email updates will be sent by the Sydney Metro team to inform stakeholders and the community as required about project and planning milestones to subscribers.
	Stakeholders will be offered the opportunity to register to receive these updates on the Sydney Metro website and via public materials produced for Sydney Metro.
Contractor email updates	In the first instance, Contractors will distribute newsletters and notifications by email. Where a notification or newsletter isn't planned, contractors will distribute site specific **monthly** community update emails for each construction site.
	The emails will inform the community of the progress of the project and key milestones or activities taking place during the following month.
	Stakeholders will be offered the opportunity to register to receive these updates via public materials produced for the project and on the Sydney Metro website.
Fact sheets	Fact sheets will be used as required to explain key aspects of Sydney Metro to the community and our stakeholders.
	The fact sheets will promote our translation services for those with English as a second language.
Photography and videography	Photos and videos will be used to record the construction process and assist with explaining aspects of Sydney Metro to stakeholders and the community.
	Images and footage will be used in notifications, newsletters, on the Sydney Metro website, presentations and reports as required.
Site signage and hoarding banners	Site signage and hoarding banners will identify Sydney Metro and provide contact information.
Translation services	The following translation services are provided:
	• The Sydney Metro website is translatable into 58 different languages using the Google translate function at the bottom of the home page
	• All printed materials include contact details for the TIS translation service
	• Translated Sydney Metro fact sheets are available on the Sydney Metro website in 13 different languages
	• Advertisements are placed in community language newsletters where appropriate.

Tool	Explanation and purpose
Online tools	

Sydney Metro website	Information about the project will be uploaded to the Sydney Metro website. The website will be referenced in all communication materials as a source of information and will be updated on a regular basis. Information will include:
	• Description of the Sydney Metro
	• Project information including:
	  – Description, current status and timing
	  – Newsletters
	  – Notifications
	  – Up-to-date project information
	  – Graphics and images on the project background and progress
	  – Copies of relevant reports
	  – Photos, images and maps
	  – Links to documents as required under the relevant projects Conditions of Approval
	  – A link to Sydney Metro contractor webpages.
	• Contact information
	• Email subscription service
	• The Sydney Metro website is translatable into 58 different languages using the Google translate function at the bottom of the home page.

Contractor webpage	Each contractor will establish and maintain a web site to upload and maintain information required to be published to comply with the relevant projects Conditions of Approval. Including copies of community, environmental, sustainability, transport, traffic and noise and vibration reports and plans. This website will be for information purposes only and will not contain any promotional materials regarding Sydney Metro or the Sydney Metro logo. A link will be provided to the Sydney Metro website.
Social media	Social media for example Facebook, Twitter and Instagram will be used to provide updates to stakeholders. Stakeholders should be offered the opportunity to join social media feeds via public materials produced for Sydney Metro.
Face to face and interactive tools	
Community information centre	The community information centre (CIC) is located at 243 Beamish Street, Campsie, but has been closed temporarily during COVID restrictions. The centre has displays including maps, photographs, 3D models, virtual reality tours and videos to provide information to visitors.
Mobile information displays	During construction, displays will be used to explain to stakeholders and the community the current stage of construction and what they can expect.

Tool	Explanation and purpose
	Mobile information displays will use bi-lingual team members or external translators where appropriate.
Doorknock meetings	Individual doorknock meetings will be used as required to discuss the potential impacts of Sydney Metro with highly impacted stakeholders, especially residents and businesses directly neighbouring construction sites.
Meetings with individuals or groups	Stakeholder meetings will be used as required to discuss Sydney Metro activities including work in progress and upcoming work or any issues in connection with the activities. Meetings will also be used to discuss the potential impacts of Sydney Metro and, where relevant, mitigation strategies to offset impacts.
Site visits	Site visits will be used where appropriate to inform select stakeholders about the progress of Sydney Metro and any key milestones or activities taking place.
Presentations and forums	Presentations and forums will be used where appropriate to inform stakeholders about the progress of Sydney Metro and any key milestones or activities taking place.
Community and business based forums	Forums will be used to focus on key environmental management issues relating to contractor activities with highly impacted community and business stakeholders. Forums will use bi-lingual team members or external translators where appropriate.
Notifications	
Emergency works – notification letter	An emergency works* – notification letter will be used to advise properties immediately adjacent to or impacted by emergency works, within two hours of commencing work. Notifications must be delivered by doorknock, issued on Sydney Metro letterhead and include the following: • Scope of work • Location of work • Hours of work • Duration of activity • Type of equipment to be used • Likely impacts including noise, vibration, traffic, access and dust • Mitigation measures • Contact information. *Work required to repair damaged utilities and/or make an area safe after an incident outside standard construction hours.*
7 day notification - Community Signage	Signage will be used to advise the community and stakeholders, no earlier than 7 days prior, of any activity with the potential to impact. This includes: • Work in public areas such as a park • Making changes to pedestrian routes

| Tool	Explanation and purpose
	• Impacting on cycle ways • Changing traffic conditions • Disrupting access to bus stops. Signage could include A-frames, mobile VMS, hoarding or similar and be placed at either end of the corridor of work.
7 day - Traffic alert email	The 7 day - Traffic alert email will be used to advise key traffic and transport stakeholders of traffic and access arrangements, no earlier than 7 days prior, to changes. Recipients should include: • Relevant authorities • Transport operators (including bus, coach and taxi operators). Notification audience and content will be guided by the Traffic and Transport Liaison Group and Traffic Management Plans.
7 day – Utility notification	The 7 day – Utility notification will be used to notify relevant utility service authorities, no earlier than 7 days prior, of utility service work.
7 day notification letter	The 7 day notification letter will be used to advise the community and stakeholders, no earlier than 7 days prior, of any activity with the potential to impact. This includes: • Start of construction • Significant milestones • Changes to scope of work • Night works • Changes to traffic conditions • Modifications to pedestrian routes, cycle ways and bus stops • Out of hours work • Changes to residential or business access • Changes or disruptions to utility services • Investigation activities. Notifications will be issued on Sydney Metro letterhead and include the following: • Scope of work • Location of work • Hours of work • Duration of activity • Type of equipment to be used • Likely impacts including noise, vibration, traffic, access and dust • Mitigation measures • Contact information.
Advertisements	Display advertisements will be used to notify the community prior to the start of construction, update on construction activity, notify of exhibitions and events and announce Sydney Metro and milestones.

Tool	Explanation and purpose
	Statutory advertisements will be used to fulfil the requirements of the relevant Conditions of Approval, any licences and that required by law.
	Advertisements in local newspapers (that cover the geographical areas of the contractor's activities) will be used to notify of significant traffic management changes, detours, traffic disruptions and work outside any working hours contained in the environmental documents at least **7 days before** any detour, disruption or change occurs.
	Advertisements will be placed in community language newsletters where appropriate.
Briefings and media	
MP, local elected members and Ministerial briefings	MP, Local elected members and Ministerial briefings will be used to update these stakeholders on major Sydney Metro milestones.
Media briefings and releases	Media releases, briefings and events will be used to update the community on major Sydney Metro milestones.
Schools	
School Engagement Program	A school engagement program developed by Sydney Metro will be used to engage with primary and high school students.
Contractor requirements	
Site inductions	Site inductions will include communication and engagement requirements to ensure all members of the Sydney Metro and contractor teams are aware and respectful of our residential and business neighbours.
Stakeholder database	Consultation Manager is a web-based program used for the collection and recording of details regarding stakeholder and community contact and correspondence.
Communications interface groups	Communications interface groups for specific locations have been set up to provide contractors and Sydney Metro to exchange information about upcoming activities. These groups replace the Communications Management Control Group. The Communications interface groups meet as needed to: • Provide an update on current and upcoming milestones, construction program and stakeholder and community issues. • Provide a forum to exchange information and coordinate communication and consultation activities to ensure a consistent approach to stakeholders, the community and others is delivered. Invitations will be sent, as required, to community relations representatives from other large infrastructure projects where cumulative impacts are likely.

7   Structure

Transport for NSW, the Sydney Metro Communication and Engagement team, the C&SW Project Communication team and the delivery contractor stakeholder and community liaison teams will share responsibility for stakeholder relations.

The structure of the Sydney Metro team delivering the Community Communications Strategy is as follows:

7.1   Organisational chart
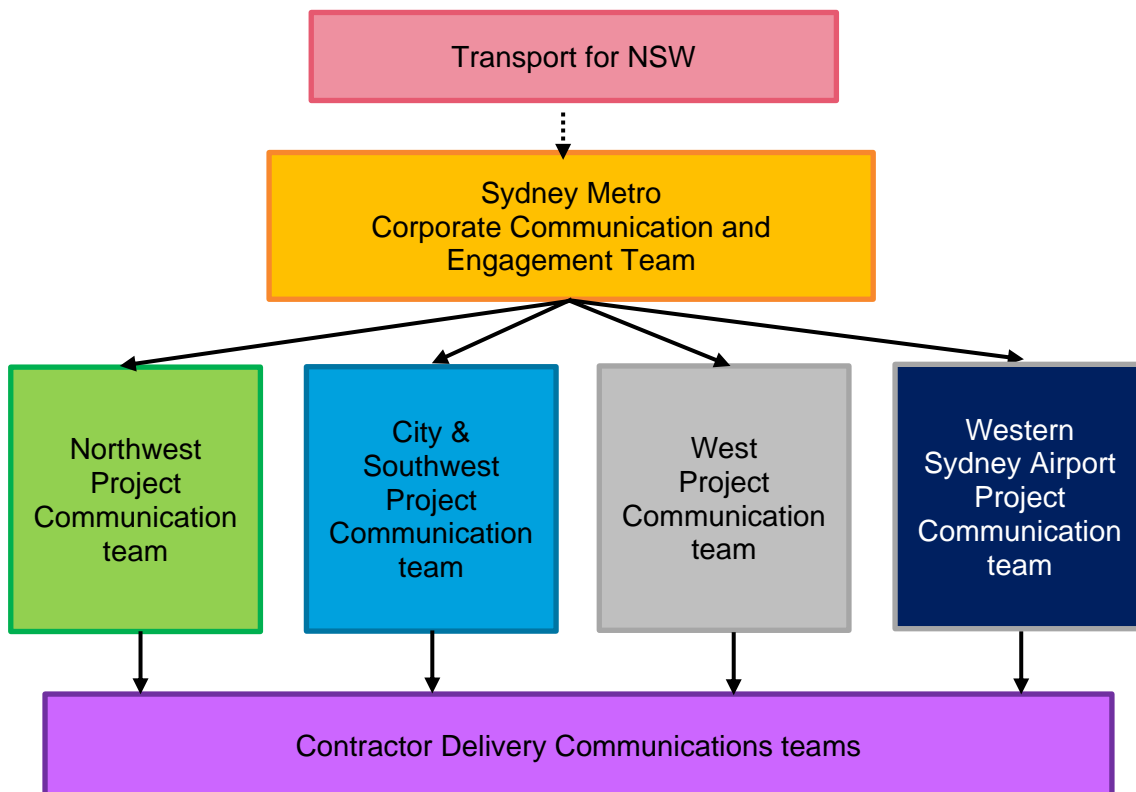
7.2   Sydney Metro team key accountabilities and deliverables

The Sydney Metro team's key accountabilities and deliverables include:

7.2.1   Sydney Metro Corporate Communication and Engagement Team

- Defines, develops and implements the strategic direction of Sydney Metro in respect of all communication and engagement activities.

- Sets the overarching strategies for communication and engagement across the Program.

- Oversees communication and engagement within Sydney Metro project teams to ensure quality and consistency.

Stakeholder Management

- Proactively manage interfaces with certain key stakeholders such as elected representatives, peak bodies and industry groups,

Public Affairs

- Provide media management.

- Respond to media issues and requests.

- Proactively identify issues and develop communication management strategies.

- Build and maintain sound relationships between Sydney Metro and the media.

- Provide high quality information and support material to the media.

Public Communication

- Develop and manage implementation of communication campaigns that increase public awareness and understanding of Sydney Metro, support for the program, build relationships with key stakeholders and the community and encourage participation during key milestones.

7.2.2   Project Communication teams

- Develop and implement this Overarching Community Communications Strategy.

- Provide Place Managers to engage with the local community during the design, planning approval and early work/low impact activity stages.

- Provide Communications and Place Managers to engage with the local community during construction on certain contracts

- Develop and implement project communication plans.

- Develop external facing project communication collateral.

- Proactively identify potential issues and work cooperatively to develop agreed management strategies.

- Manage the delivery contractors.

7.3   Contract specific communication teams

The contract specific communication teams will help Sydney Metro meet the key accountabilities and deliverables by undertaking the following:

- Complying with all Sydney Metro Procedures, Processes, Protocol and Plans.

- Developing construction specific community liaison implementation plans.

- Inducting all contractors and subcontractors in community relations issues and expectations.

- Providing Place Managers to engage with the local community during the construction phase (for work undertaken as part of the Sydenham to Bankstown approval, Place Managers will be provided by Sydney Metro with support personnel provided by contractors).

- Managing day-to-day relationships with directly affected stakeholders as specified and developing good relationships with neighbours.

- Advocating community and stakeholder interests to Sydney Metro Project Communication Teams.

- Responding to community enquiries and complaints.

- Preparing public materials such as construction notifications, general notifications, site signage, traffic alerts as specified.

- Recording all interactions with stakeholders and the community in Consultation Manager.

- Proactively communicating with stakeholders and the community including doorknocks and targeted correspondence about construction work.

- Documenting progress through photography and videography.

- Providing content to Sydney Metro for public materials, media and government responses.

- Monitoring and achieving KPIs as specified in contracts.

- Providing detail for reporting of monitoring results and business impacts as part of the Compliance Tracking Program and in accordance with the relevant Conditions of Approval.

8 Responsibilities

Section 6 and 7 outline the tools, key accountabilities and deliverables for Sydney Metro. Responsibilities for implementing tools and achieving key accountabilities and deliverables are outlined below.

8.1 Managing businesses

8.1.1 Small Business Owners Support Program

The objective of the SBOSP is to fulfil the requirements of E64 (d) of SSI 15_7400 and A11 of SSI 8256.

Sydney Metro has established a Small Business Owners Support Program (SBOSP) to provide support, if required, to small business owners located within 50 metres of Sydney Metro C&SW. For the purposes of this program, a 'small business' is defined as a business that employs fewer than 20 people.

Businesses that raise concerns which cannot be addressed through the contractor Business Management Plan or the escalation process in the Construction Complaints Management System, will be referred to the Director, Project Communications for consideration of additional support under the SBOSP.

Further details on Sydney Metro's SBOSP, including the support measures available and the role of the Retail Advisory/Support Panel, can be found *in Sydney Metro C&SW Small Business Owners Support Program* which is available on the Sydney Metro website www.sydneymetro.info .

8.1.2 Business Management Plan

Each contract team will prepare a contract specific Business Management Plan to manage engagement and ongoing communication and consultation with businesses along the Project alignment.

Sydney Metro's overarching approach to business engagement is to:

- Provide businesses with information about the project and its long terms benefits

- Provide businesses with information about construction progress

- Ensure businesses understand the scope of the works and mitigation measures contractors can provide

- Ensure businesses understand the proposed timing of the works

- Consult with businesses and take steps to minimise potential impacts

- Ensure the project team understands the operational requirements and sensitivities of businesses around each site

- Maintain and protect Transport for NSW and Sydney Metro's reputation.

Encouraging business understanding of the project is essential. If an activity and the need for it are fully understood, businesses can be more tolerant of short-term impacts.

By undertaking open and honest communication with businesses, working to minimise impacts and being approachable and responsive during this project, Sydney Metro's reputation can be maintained or improved and the project delivered on schedule.

8.1.3 Monitoring, evaluating and reporting

A monitoring program will be undertaken to assess the effectiveness of strategies to inform and to minimise impacts of construction on businesses. The performance parameters and monitoring tools are shown in Table 6.

Results from the monitoring program will be provided to Sydney Metro on a monthly and six monthly basis in the same format as Table 6 as follows:

• Summary of monitoring data and lessons learnt included in monthly progress reports submitted to Sydney Metro

• Compilation of monitoring data for a six month period, along with lessons learnt, to be submitted to Sydney Metro for inclusion in the six monthly Construction Compliance Reports submitted to the Secretary.

The Business Management Plan will be reviewed at least every six months and updated to reflect project progress, feedback from businesses and lessons learnt via the monitoring program.

Table 6 Monitoring program and performance measures

Performance Parameters	Measures	Monitoring	Reporting
Awareness of construction activity and likely impacts.	• Notifications issued within required timeframes on 100% of occasions, unless otherwise agreed with Sydney Metro. • Number of business briefings, building-based information sessions and face-to-face meetings prior to works. • The objective is to make contact via these measures with 100% of businesses within 50m prior to works that have the potential to impact the owners.	• Records in Consultation Manager database on number and timing of notifications. • Records in Consultation Manager database on number of (and attendance at) briefings, information sessions and completed doorknocks/face-to-face meetings. • Feedback from meetings, presentations and briefings (documented in Consultation Manager). • Records in Consultation Manager database on complaints received from businesses relating to lack of information about construction activities and impacts.	• Number of notifications issued. • Percentage of notifications issued on time. • Number of briefings, information sessions and completed doorknocks. • Percentage of businesses within 50m contacted prior to works. • Number of complaints received from businesses relating to lack of information about construction activities and impacts. • Lessons learnt.

Measures implemented to maintain business vehicle and pedestrian access, parking, visibility and amenity during construction activity.	• Potential issues identified in advance and mitigation measures implemented in consultation with affected businesses to address access, parking, visibility and/or amenity issues. • The objective is 100% implementation of agreed mitigation measures relating to access, parking, visibility and other amenity aspects.	• Consultation with businesses on potential impacts and mitigation measures (documented in Consultation Manager). • Feedback on effectiveness of mitigation measures (documented in Consultation Manager). • Records in Consultation Manager database on complaints received from businesses relating to vehicle and pedestrian access, parking, visibility and amenity, including details of any repeat complaints about the same issue.	• Number of businesses with mitigation measures agreed in advance to address access, parking, visibility or amenity issues. • Percentage of businesses where mitigation measures were implemented as agreed. • Details of mitigation measures implemented. • Business feedback on effectiveness of mitigation measures. • Number of repeat complaints received from businesses relating to vehicle and pedestrian access, parking, visibility and amenity. • Lessons learnt.
Agreed measures to minimise noise and vibration impacts on noise and vibration sensitive businesses.	• Agreed mitigations implemented, including agreed respite, work methods, proactive engagement and ongoing communication. • Businesses identified as potentially affected by high noise for extended periods, and requests for at property treatment or relocation, referred to Sydney Metro if all negotiated solutions offered under the scope of the contract fail to provide an acceptable solution to the impacted businesses. • The objective is for zero referrals to Sydney Metro over a six month timeframe	• Consultation with businesses on noise and vibration impacts and mitigation measures documented in Consultation Manager. • Documentation of affected businesses, impacts and mitigation measures in site specific CNVIS reports. • Feedback on effectiveness of mitigation measures (documented in Consultation Manager). • Records of businesses referred to Sydney Metro for additional assessment / treatment. • Records in Consultation Manager database on noise and vibration complaints from businesses.	• Number of businesses with agreed mitigation measures to address noise and vibration impacts. • Summary of non-standard mitigation measures implemented. • Number of referrals to Sydney Metro. • Number of repeat complaints from noise sensitive receivers relating to noise and vibration impacts. • Lessons learnt.

	during standard construction.		

8.2   Stakeholder liaison

In order to achieve our objectives, we must develop and implement robust strategies and plans to implement a coordinated approach to stakeholder liaison.

Table 7 Responsibility for stakeholder identification and liaison

Role	Responsibility
Sydney Metro Communication and Engagement team	• Prepare, manage and implement the Sydney Metro Brand Guidelines. • Comply with the Transport for NSW Editorial Style Guide.
Sydney Metro Project Communications team	• Prepare, manage and implement the Sydney Metro Overarching Community Communication Strategy (this plan). • Provide Place Managers to engage with the local community. • Manage contractor delivery communication teams. • Ensure contract delivery teams fulfil the requirements of the relevant Contract. • Ensure contractor deliverables comply with the Sydney Metro Brand Guidelines and Transport for NSW Editorial Style Guide.
Contractor delivery communication teams	• Appoint suitably qualified and experienced community relations personnel to fulfil the stakeholder and community relations requirements of the relevant contract. • Provide Place Managers for each construction site to engage with the local community. • Provide a person that is available at all times that any activities are being performed on any construction site to answer any questions, concerns, complaints or enquires in relation to activities. • Ensure that personnel comply with the protocols for homeless people in public places as outlined in the Interim Strategy for Management of Homeless People during Construction. • Work closely with the relevant Sydney Metro Project Communications team to coordinate consultation activities with the community and other stakeholders. This coordination includes organising meetings with the community and stakeholders or accompanying the relevant Sydney Metro Project Communications team, as required, to discuss work in progress, upcoming work or any issue in connection with activities. • Contact relevant Sydney Metro Project Communications team **immediately** in relation to any community protests.

Role	Responsibility
	• Advise of the need for any consultation activities **before they are organised** through stakeholder and community plans and the Communications Management Control Group. • Comply with the Sydney Metro Overarching Community Communication Strategy. • Comply with the Sydney Metro Brand Guidelines. • Comply with the Transport for NSW Editorial Style Guide.

8.3 Stakeholder database

The stakeholder databases used within TfNSW is Consultation Manager. This web-based program is used for the collection and recording of stakeholder and community contact and correspondence.

Table 8 Responsibility for Communications Management System

Role	Responsibility
Transport for NSW	• Forward any enquiries to Sydney Metro. • Operate and manage the TfNSW Consultation Manager Enterprise system. • Update and maintain Consultation Manager with accurate contact details to ensure easy identification and rapid distribution of information. • Set-up and annual maintenance fees.
Sydney Metro Communication and Engagement team	• Manage the Sydney Metro databases within the TfNSW Consultation Manager Enterprise system. •
Sydney Metro Project Communications team	• Implement Consultation Manager data entry procedure. • Record all interactions with stakeholders on Consultation Manager in accordance with Consultation Manager data entry procedure **within 48 hours**. • Record any actions resulting from these contacts in Consultation Manager in accordance with Consultation Manager data entry procedure **within 48 hours**. • Update and maintain Consultation Manager with accurate contact details to ensure easy identification and rapid distribution of information. •
Contractor delivery communication teams	• Record all interactions with stakeholders on Consultation Manager in accordance with Consultation Manager data entry procedure **within 48 hours**. • Record any actions resulting from these contacts in Consultation Manager in accordance with Consultation Manager data entry procedure **within 48 hours**.

Role	Responsibility
	• Update and maintain Consultation Manager with accurate contact details to ensure easy identification and rapid distribution of information.

8.4   Community Communication Strategies

This Strategy has been prepared to guide the Sydney Metro approach to stakeholder and community liaison. A number of sub-strategies are required to guide stakeholder liaison during the life of the C&SW.

Table 9 Responsibilities for Community Communication Strategies

Role	Responsibility
Sydney Metro Project Communications team	• Develop and implement the Overarching Community Communication Strategy (this document). • Ensure contractors develop a Community Communication Strategy in accordance with the relevant Conditions of Approval and relevant Contract.
Contractor delivery communication teams	• Develop the Community Communication Strategy in accordance with the relevant contract and planning approval requirements. This includes a procedure for monitoring, auditing and reporting on the CCS (and BMP). The Strategy should provide a clear framework, including policies, processes and procedures for proactive communications management and to assure that stakeholder and community relations are effectively managed in accordance with the Conditions of Approval. The plan should include: – Site-specific sub-plans for each construction site – A Business Management Plan. • The site-specific sub-plans for each construction site must detail strategies for the management of community liaison issues at each construction site, including the management of homeless people who may impact or be impacted by construction works. • The Business Management Plan should provide a clear framework, including policies, processes and procedures for proactive communications management for each construction site, and assure that impacts on businesses are minimised. • Review and reissue the Strategy **every six months.** • Submit a copy of the Community Communication Strategy to the Sydney Metro Project Communications team for review within the timeframes outlined in the relevant contract. Make any changes to the Strategy as requested by the Sydney Metro Project Communications team prior to implementation. • Not start Construction until the applicable contract specific Community Communications Strategy for that work is approved by Sydney Metro and uploaded to the website. • Issue each version of the Strategy in .pdf web accessible format that complies with the Level AA accessibility requirements in the Web Content Accessibility Guidelines (WCAG 2.0) for upload to the Sydney Metro website.

8.5 Meetings with stakeholders and the community

Meetings will be used as required to discuss activities including work in progress and upcoming work or any issues in connection with the activities.

Doorknock meetings will be used as required to discuss the potential impacts with highly impacted stakeholders, especially residents and businesses directly impacted.

Table 10 Responsibilities for meetings

Role	Responsibility
Sydney Metro Project Communications team	• Record all meetings on Consultation Manager in accordance with Consultation Manager data entry procedure **within 48 hours**. •
Contractor delivery communication teams	• Work with the Sydney Metro Project Communications team to coordinate consultation activities with stakeholders and the community. • Organise meetings with stakeholders and the community, or accompany the Sydney Metro Project Communications team, to discuss activities including work in progress and upcoming work or any issues in connection with the activities. • Advise the Sydney Metro Project Communications team of the timing, purpose and attendees for all meeting with stakeholders and the community **seven days** prior to them taking place. The Project Communications team must be invited to attend and be allowed to participate in all meetings with stakeholders and the community. • Advise the Sydney Metro Project Communications team of the need for any consultation activities before they are organised. • Provide relevant materials for presentation and/or distribution at stakeholder and community meetings to the Sydney Metro Project Communications team. • Provide appropriate personnel to attend and participate in stakeholder and community meetings organised by the Sydney Metro Project Communications team (including after-hours) as required. The personnel must be adequately informed and suitably qualified to participate and be able to take the lead during the meeting in detailing the progress of work and activities and in the resolution of stakeholder and community issues. • Record all meetings on Consultation Manager in accordance with Consultation Manager data entry procedure **within 48 hours**.

8.6   Notifications

A range of notifications are required to advise stakeholders and the community of activities likely to cause impacts. An explanation of the content for the community and stakeholder notifications is provided in Section 6 above.

Table 11 Responsibilities for community and stakeholder notifications

Role	Responsibility
Sydney Metro Communication and Engagement team	• Approve program key messages used in notifications.
Sydney Metro Project Communications team	• Approve notifications within **five business days**. • Ensure layout complies with Sydney Metro Brand Guidelines. • Ensure content complies with TfNSW Editorial Style Guide. • Upload all notifications to Sydney Metro website.
Contractor delivery communication teams	• Provide content to contribute to Sydney Trains notifications when working during a maintenance/possession period. • Proactively notify stakeholders and the community of current and upcoming activities with the potential to impact. • Will not start work until required notification timeframes have been given. • Produce and distribute all community notifications relating to contractor activities. • Ensure layout complies with Sydney Metro Brand Guidelines. • Ensure content complies with TfNSW Editorial Style Guide. • Provide the Sydney Metro Project Communications team with **five business days** to approve all notifications. • **7 day notification letter** - Provide written notification to neighbouring residents and businesses **7 days before** starting any activity with the potential to impact. • **7 day notification, community signage** - Provide signage notification to advise the community and stakeholders **7 days before** starting any activity with the potential to impact. • **Emergency works, notification letter** - Provide written notification and undertake doorknocks of properties immediately adjacent to or impacted by emergency works **within two hours**. • **7 day - Traffic alert email** - Issue traffic alert **7 days before** changes to traffic and access arrangements by email to all key traffic and transport stakeholders. • **7 day – Utility notification** - Provide notification to relevant authorities **7 days before** starting work on utility services. • Distribute notifications to all affected commercial and residential properties within 100m for day work and 200m for night work, of the construction site. The distribution areas for targeted notifications may be reviewed at the discretion of the Director, Project Communications. • Record all notifications on Consultation Manager in accordance with Consultation Manager data entry procedure **within 48 hours**. • Provide final materials in .pdf format that comply with the Level AA accessibility requirements in the Web Content Accessibility

Role	Responsibility
	Guidelines (WCAG 2.0) for uploading to the Sydney Metro website on the day they are delivered or released to the public.

8.7   Advertisements

Advertisements will be used to inform the community and stakeholders about work. An explanation of advertisements to be used is provided in section 6 above.

Table 12 Responsibilities for advertising

Role	Responsibility
Sydney Metro Communication and Engagement team	• Produce and distribute program display advertisements. • Ensure layout complies with Sydney Metro Brand Guidelines. • Ensure content complies with TfNSW Editorial Style Guide. • Prepare and approve program advertisements. • Approve program key messages used in advertisements.
Sydney Metro Project Communications team	• Approve advertisements from Contractor delivery communication teams within **five business days**. • Produce and distribute display advertisements. • Ensure layout complies with Sydney Metro Brand Guidelines. • Ensure content complies with TfNSW Editorial Style Guide. • Record advertisements on Consultation Manager in accordance with Consultation Manager data entry procedure **within 48 hours**. • Upload materials to Sydney Metro website.
Contractor delivery communication teams	• Provide content for overarching display advertisements on a monthly basis. • Prepare and publish advertisements relating to works that are required to comply with the Law and Approvals. • Advertise in local newspapers (that cover the geographical areas of the contractors activities) of significant traffic management changes, detours, traffic disruptions and work outside any working hours contained in the environmental documents at least **7 days before** any detour, disruption or change occurs. • Ensure layout complies with Sydney Metro Brand Guidelines. • Ensure content complies with TfNSW Editorial Style Guide. • Provide the Sydney Metro Project Communications team with **five business days** to approve advertisements. • Record advertisements on Consultation Manager in accordance with Consultation Manager data entry procedure **within 48 hours**.

Role	Responsibility
	• Provide final materials in .pdf format that comply with the Level AA accessibility requirements in the Web Content Accessibility Guidelines (WCAG 2.0) for uploading to the Sydney Metro website on the day they are delivered or released to the public.

8.8   Newsletters

Newsletters are used to update the community on the status of current and upcoming activities.

Table 13 Responsibilities for newsletters

Role	Responsibility
Sydney Metro Communication and Engagement team	• Produce and distribute overarching program newsletters as required. • Approve all program newsletters. • Approve program key messages used in newsletters. • Ensure layout complies with Sydney Metro Brand Guidelines. • Ensure content complies with TfNSW Editorial Style Guide. • Record newsletter on Consultation Manager in accordance with Consultation Manager data entry procedure **within 48 hours**. • Upload newsletters to Sydney Metro website.
Sydney Metro Project Communications team	• Provide content for inclusion in program newsletters. • Approve all Contractor newsletters according to **within five business days**. • Ensure layout complies with Sydney Metro Brand Guidelines. • Ensure content complies with TfNSW Editorial Style Guide. • Upload newsletters to Sydney Metro website.
Contractor delivery communication teams	• Develop, produce and distribute site specific newsletters to inform the community of the progress and key milestones or activities taking place during the following three months. • Distribute newsletters to all affected commercial and residential properties within a minimum of 500m radius of the construction site. • Produce newsletters of high quality and include photos, maps and other illustrations. At a minimum the newsletter should be A4 double sided in full colour. • Ensure layout complies with Sydney Metro Brand Guidelines. • Provide the Sydney Metro Project Communications team with **five business days** to approve newsletters. • Ensure content complies with TfNSW Editorial Style Guide.

Role	Responsibility
	• Distribute to all affected commercial and residential properties and as a minimum to properties within a 500 metre radius of the construction site. • Provide final materials in .pdf format that comply with the Level AA accessibility requirements in the Web Content Accessibility Guidelines (WCAG 2.0) for uploading to the Sydney Metro website on the day they are delivered or released to the public. • Record newsletter on Consultation Manager in accordance with Consultation Manager data entry procedure **within 48 hours**. •

8.9   Milestone/Newsletter Email

Used to inform stakeholders on a monthly basis (or more often as required) about the progress of work and any key milestones or activities taking place during the following month.

Table 14 Responsibilities for Milestone/Newsletter Email

Role	Responsibility
Sydney Metro Communication and Engagement team	• Produce and distribute overarching Milestone/Newsletter emails for the program. • Approve program key messages used in emails. • Ensure content complies with TfNSW Editorial Style Guide. • Record Milestone/Newsletter Emails on Consultation Manager in accordance with Consultation Manager data entry procedure **within 48 hours**.
Sydney Metro Project Communications team	• Provide content for inclusion in program emails. • Ensure content complies with TfNSW Editorial Style Guide. • Approve local Milestone/Newsletter Emails to be sent by contractors **within five business days**. • Record Milestone/Newsletter Emails on Consultation Manager in accordance with Consultation Manager data entry procedure **within 48 hours**.
Contractor delivery communication teams	• Prepare and send local – site specific Milestone/Newsletter Emails. • Ensure content complies with TfNSW Editorial Style Guide. • Provide the Sydney Metro Project Communications team with **five business days** to approve a Milestone/Newsletter Email. • Record local – site specific Milestone/Newsletter Email on Consultation Manager in accordance with Consultation Manager data entry procedure **within 48 hours**. • Provide a copy of all updates to the Environmental Representative.

8.10 Marketing and promotional opportunities

Table 15 Responsibilities for marketing and promotion

Role	Responsibility
Sydney Metro Communication and Engagement team	• Manage all marketing and promotional opportunities. • Approve any marketing and promotional material within **ten business days**.
Sydney Metro Project Communications team	• Refer any approval requests from the contractors to the Sydney Metro Communication and Engagement team.
Contractor delivery communication teams	• Must not commit to a marketing or promotional opportunity or develop marketing or promotional materials that relate to the Sydney Metro or the contractor's activities without the prior approval of Sydney Metro Project Communications team, including: – Signage – Displays – Media articles – Advertisements – Internal newsletters, websites and publications – Presentations at conferences and internal company events – Technical papers – Photographs – Sponsorships – Award submissions – Website text and graphics – Case studies or other corporate materials. • Provide the Sydney Metro Project Communications team with **ten business days** to approve any marketing and promotional opportunities and draft marketing/promotional materials. • Recognise and identify the Sydney Metro's role in any promotional material or award submissions that it develops in relation to any contractor's activities. • Must not participate in any public displays, local events and open days without prior approval from Sydney Metro Project Communications team.

8.11 Stakeholder presentations and forums

Presentations and forums will be used where appropriate to inform stakeholders and stakeholder groups about the progress of work and any key milestones or activities taking place.

Table 16 Stakeholder presentations and forums

Role	Responsibility
Sydney Metro Communication and Engagement team	• Approve program key messages used in presentations and forums.
Sydney Metro Project Communications team	• Attend and deliver presentations and forums. • Prepare PowerPoint presentations or any materials required in accordance with Sydney Metro Brand Guidelines. • Ensure content complies with TfNSW Editorial Style Guide. • Record all presentations and forums on Consultation Manager in accordance with Consultation Manager data entry procedure **within 48 hours**.
Contractor delivery communication teams	• Attend presentations and forums where requested. • Provide materials including photographs, machinery and other items as requested **within five business days**. • Provide suitably qualified and experienced personnel to attend and/or assist with the delivery of presentations and forums where required.

8.12 Community email/written correspondence

Emails/written correspondence will be redirected to relevant contractors as required.

Table 17 Responsibilities for community emails/written correspondence

Role	Responsibility
TfNSW Public Affairs and Engagement	• Manage 131 500 • Forward any emails/written correspondence regarding Sydney Metro to Sydney Metro.
Sydney Metro Project Communications team	• Establish individual community email addresses for each construction package. • Manage emails and redirect to appropriate team members or contractors. • Provide an initial response to email/written correspondence (letters/faxes) **within 48 hours**. • Sydney Metro Project Communications team members to maintain relationships with directly affected community during a transition of relationships to contractors. • Lead or be involved in any consultation activities arising from community enquiries as notified by the contractor. • Record all interactions with stakeholders on Consultation Manager in accordance with Consultation Manager data entry procedure **within 48 hours**.
Contractor delivery communication teams	• Manage and respond to email/written correspondence redirected from the Sydney Metro Project Communications

Role	Responsibility
	team and those received directly at all times during construction hours.
	• Provide an initial response to email/written correspondence (letters/faxes) **within 48 hours**.
	• Provide feedback to requests for information from the Sydney Metro Communication and Engagement team Sydney Metro Communication and Engagement team **within two hours**.
	• Refer enquiries not associated with contractor activities to Sydney Metro Project Communications team **immediately.**
	• Record all interactions with stakeholders on Consultation Manager in accordance with Consultation Manager data entry procedure **within 48 hours**.
	• Report to the Sydney Metro on a **monthly basis** in accordance with the relevant contract.

8.13   Community phone enquiries

Calls will be redirected to relevant contractors as required.

Table 18 Responsibilities for community phone enquiries

Role	Responsibility
TfNSW Public Affairs and Engagement	• Manage 131 500. • Forward any phone enquiries regarding Sydney Metro to Sydney Metro.
Sydney Metro Project Communications team	• Manage Sydney Metro 24-hour call centre. • Redirect calls related to construction to the relevant contractor. • Sydney Metro Project Communications team members to maintain relationships with directly affected community during a transition of relationships to contractors. • Manage calls to the community information line and redirect to appropriate team members or contractors. • Provide at least an oral response to calls forwarded from the community information line **within two hours** unless otherwise agreed. • Lead or be involved in any consultation activities arising from community enquiries as notified by the contractor. • Record all interactions with stakeholders on Consultation Manager in accordance with Consultation Manager data entry procedure **within 48 hours**.
Contractor delivery communication teams	• Answer **all phone calls** from the community information line during construction hours (calls to be answered by a team member, not an answering machine).

Role	Responsibility
	• Provide a message service for calls received outside construction hours.
	• Manage and respond to calls redirected from the Sydney Metro Project Communications team and those received directly at all times during construction hours.
	• Provide at least an oral response to calls forwarded from 1800 community information line **within two hours** unless otherwise agreed.
	• Provide feedback to requests for information from the Sydney Metro Communication and Engagement team Sydney Metro Communication and Engagement team **within two hours**.
	• Refer enquiries not associated with contractor activities to Sydney Metro Project Communications team **immediately**.
	• Record all interactions with stakeholders on Consultation Manager in accordance with Consultation Manager data entry procedure **within 48 hours**.
	• Report to the Sydney Metro on a **monthly basis** in accordance with the relevant contract.

8.14 Community complaints

Complaints will be redirected to relevant contractors as required.

All complaints made by the community and stakeholders should be managed in accordance with the Sydney Metro Construction Complaints Management System.

Table 19 Responsibilities for community complaints

Role	Responsibility
TfNSW Public Affairs and Engagement	• Manage TfNSW 131 500 call centre . • Forward any complaints regarding Sydney Metro to the relevant Sydney Metro Project Communications team or relevant contractor.

Environmental Representative	• C&SW
	   – Assist in resolving complaints in accordance with this Strategy.
	   – Notify the Secretary if a complaint cannot be resolved.

Acoustic Advisor	• C&SW – Chatswood to Sydenham – Assist in resolving complaints in accordance with this Strategy. • Notify the Secretary if a complaint cannot be resolved.
Community Complaints Mediator	• Provide mediation services for complaints referred by the Director, Project Communications

Role	Responsibility
	• Any member of the public that has lodged a complaint which is registered in the Complaints Management System may ask the Community Complaints Mediator to review Sydney Metro's response. • This must be submitted in writing and the Community Complaints Mediator must respond within 28 days of the request being made or other specified timeframe agreed between the Community Complaints Mediator and the member of the public.
Retail Advisory/Support Panel	• Implement the Small Business Owners Support Program
Sydney Metro Project Communications team	• Manage Sydney Metro 24-hour call centre. • Implement the Sydney Metro Construction Complaints Management System. • Forward relevant complaints to contractors immediately. • Investigate and determine the source of a complaint **immediately,** including an **initial** call to the complainant (when received by phone or where a telephone number was provided or available on Consultation Manager). • Provide an initial response to all complaints **within two hours** (where a phone number is provided or available on Consultation Manager) from the time of the complaint unless the enquirer agrees otherwise. • Provide a written response to emails, letters/faxes within **24 hours** (or verbally **within two hours** if a phone number is provided or available on Consultation Manager). • Keep the complainant informed of the process until the complaint is resolved. • Close out complaints within agreed timeframe (with complainant). • Escalate complaints in accordance with this document. • Record all complaints on Consultation Manager in accordance with Consultation Manager data entry procedure **within 24 hours**. Details should include how it was managed and closed out.
Contractor delivery communication teams	• Answer **all phone calls** transferred by the call centre from the community information line (calls to be answered by a team member 24/7, not an answering machine while construction activities are occurring). • Develop and implement procedures for managing and resolving stakeholder and community complaints directed to the contractor in accordance with the Sydney Metro Construction Complaints Management System and the Conditions of Approval.

Role	Responsibility
	• Refer complaints not associated with contractor activities to the Sydney Metro Project Communications team **immediately**. • Investigate and determine the source of a complaint **immediately,** including an **initial** call to the complainant (when received by phone or where a telephone number was provided or available on Consultation Manager). • Provide an initial verbal response to all complaints **within two hours** (where a phone number is provided or available on Consultation Manager) from the time of the complaint unless the enquirer agrees otherwise. • Provide a written response to emails, letters/faxes within **24 hours** (or verbally **within two hours** if a phone number is provided or available on Consultation Manager). • Keep the complainant informed of the process until the complaint is resolved. • Provide feedback to requests for information from the Sydney Metro Project Communications team or the **Community Complaints Mediator within two hours**. • Comply with all directions from the Sydney Metro Project Communications team or the **Community Complaints Mediator** in relation to the resolution of an escalated complaint. • Take all actions and implement all measures to prevent the reoccurrence of the complaint. • Close out complaints within agreed timeframe (with complainant). • Escalate complaints in accordance with this document. • Report to the Sydney Metro Project Communications team and the Environmental Representative on a **daily basis**. • Record all complaints on Consultation Manager in accordance with Consultation Manager data entry procedure **within 24 hours**. Details should include how it was managed and closed out.
Sydney Trains	• Refer complaints received directly in relation to Sydney Metro work back to Sydney Metro for investigation and resolution. • Assist in resolving complaints where work may overlap in the rail corridor.
Department of Planningand Environment	• Refer complaints received directly in relation to Sydney Metro work back to Sydney Metro for investigation and resolution in the first instance.

8.15   Community information sessions

Community information sessions will used to talk to stakeholders about work and seek their feedback. During the construction stage the purpose of the display will be to explain to stakeholders the current stage of construction and what they can expect.

Table 20 Responsibilities for community information sessions

Role	Responsibility
Sydney Metro Communication and Engagement team	• Approve program materials.
Sydney Metro Project Communications team	• Plan, book and execute community information sessions. • Upload invitation to community information sessions on Sydney Metro website. • Prepare invitations, information banners and associated community material in accordance with Sydney Metro Brand Guidelines. • Ensure content complies with TfNSW Editorial Style Guide. • Record all invitations, advertisements and information sessions on Consultation Manager in accordance with Consultation Manager data entry procedure **within 48 hours**.
Contractor delivery communication teams	• Attend information sessions if requested by Sydney Metro (both community relations and technical experts may be required). • Provide materials to support community information including photographs, machinery and other items as required. • Following information sessions, provide feedback to requests for information from the Sydney Metro Communication and Engagement team **within two hours**.

8.16 Branding and logos

All branding and logos must be consistent with and comply with the Sydney Metro Brand Guidelines. The guidelines include provisions for co-branding.

Table 21 Responsibilities for branding and logos

Role	Responsibility
TfNSW Public Affairs and Engagement	• All issues relating to TfNSW branding. • Maintain TfNSW Style Guide.
Sydney Metro Communication and Engagement team	• All issues relating to Sydney Metro branding. • Prepare and manage Sydney Metro Brand Guidelines. • Use the TfNSW logo according to the TfNSW Style Guide.
Sydney Metro Project Communications team	• Prepare Project Communication materials in accordance with the Sydney Metro Brand Guidelines. • Develop and approve materials in accordance with Sydney Metro Brand Guidelines.
Contractor delivery communication teams	• Comply with Sydney Metro Brand Guidelines for co-branding on: – Construction site signage

Role	Responsibility
	– Hoarding and site fencing
	– Cranes, barges and floating pontoons
	– Vehicles
	– Public materials approved for distribution by the Sydney Metro Project Communications team.
	– Reports
	– Clothing and personal protection equipment
	– Other structures.

8.17   Issues and Media management

Media releases, briefings and events will be used to update the community on major milestones.

Table 22 Responsibilities for media management

Role	Responsibility
Sydney Metro Communication and Engagement team	• Proactively identify issues and develop communication management strategies. • Provide high quality information and support material for the media's use. • Maintain a list of potential media opportunities, events and milestones. • Liaise with TfNSW media team on media responses and media opportunities. • Brief the Ministers office on media enquiries, media issues, opportunities and responses. • Assist with responding to TfNSW media enquiries where required. • Organise Sydney Metro media events. • Assist with hosting TfNSW media events where required. • Media monitoring.
Sydney Metro Project Communications team	• Provide information to assist Sydney Metro Communication and Engagement team in responding to media enquiries. • Obtain approval from the relevant Project Director prior to releasing information to be used in responding to media enquiries.
Contractor delivery communication teams	• Refer all media enquiries to Sydney Metro media team **within 2 hours**. • Ensure all personnel and subcontractors are advised not to make any statement (oral or written) or provide any video, photographs or illustrations to the media regarding contractor activities without the prior permission of the Executive Director, Communication and Engagement.

Role	Responsibility
	• Obtain approval, in writing, from the Executive Director, Communication and Engagement before allowing access to the construction site by a media representative.
	• Ensure the Manager, Public Affairs assists in the management of media relations 24 hours a day, 7 days a week.
	• Provide feedback to requests for information from the Sydney Metro Project Communications team, including providing a holding statement **within 30 minutes** and full responses **within 2 hours** of the enquiry/contact being made. During an ongoing event, including during an emergency or crisis, updates must be provided **every hour**.
	• Provide **eight weeks written notice** of the dates for starting construction activities and dates for completion to enable the Sydney Metro Project Communications team to organise official media events.
	• Include opportunities for media events in the Community Liaison Implementation Plan.
	• Advise the Sydney Metro Project Communications team **20 days prior** to significant milestones to enable the Sydney Metro Project Communications team to organise official media events.
	• Record all interactions with the media (contact, project related articles [paper or web-based] and online discussions [blogging]) on Consultation Manager in accordance with Consultation Manager data entry procedure **within 48 hours**.

8.18   Government relations

MP, Local elected members and Ministerial briefings will be used to update these stakeholders on major milestones.

Table 23 Responsibilities for government relations

Role	Responsibility
TfNSW Public Affairs and Engagement	• Respond to ministerial letters, house file notes, ministerial briefing notes, and cabinet minutes.
Sydney Metro Communication and Engagement team	• Manage the timely dissemination of relevant information to State and Local elected representatives through briefings and other communications channels. • Assist TfNSW respond to ministerial letters, house file notes, ministerial briefing notes, and cabinet minutes as required. • Prepare presentations and other collateral as required. • Respond to enquiries as required.

Role	Responsibility
	• Record interactions with stakeholders on Consultation Manager in accordance with Consultation Manager data entry procedure **within 48 hours**.
Sydney Metro Project Communications team	• Provide information to assist Sydney Metro Communication and Engagement team in responding to government enquiries. • Obtain approval from the relevant Project Director prior to releasing information to be used in responding to government enquiries.
Contractor delivery communication teams	• Refer all enquiries from elected representatives to Sydney Metro Project Communications team within 2 hours. • Ensure all personnel and subcontractors are advised that the Sydney Metro Project Communications team is responsible for communication of information with elected government representatives. • Ensure all personnel and subcontractors are advised not to make any statement (oral or written) or provide any video, photographs or illustrations to the elected government representative regarding contractor activities without the prior permission of the Executive Director, Communication and Engagement. • Ensure the Manager, Public Affairs assists in the management of media relations 24 hours a day, 7 days a week. • Provide feedback to requests for information from the Sydney Metro Project Communications team, including providing a **holding statement within 30 minutes and full responses within** 2 hours of the enquiry/contact being made. During an ongoing event, including during an emergency or crisis, updates must be provided **every hour**. • Obtain approval, in writing, from the Executive Director, Communication and Engagement before allowing access to the construction site by a government representative. • Ensure relevant senior staff are available to provide the Sydney Metro Project Communications team with approved relevant information to respond to government enquiries **within two hours**. Except on parliamentary sitting days when approved information may be required **within one hour.** • Record all interactions with government stakeholders on Consultation Manager in accordance with Consultation Manager data entry procedure **within 48 hours**.

8.19   Strategic Partnerships

Table 24 Responsibilities for strategic partnerships

Role	Responsibility
Sydney Metro Project Communications team	• Provide information to assist Sydney Metro Communication and Engagement team in responding to strategic partner enquiries. • Obtain approval from the relevant Project Director prior to releasing information to be used in responding to strategic partner enquiries.
Contractor delivery communication teams	• Maintain strong working relationships with all relevant strategic partners while managing day-to-day interactions as required. • Participate as required in forums established to meet strategic partnership requirements. • Provide feedback to requests for information from the Sydney Metro Project Communications team in accordance with agreed timeframes. • Develop systems and record all interactions with government stakeholders on Consultation Manager in accordance with Consultation Manager data entry procedure **within 48 hours**.

8.20   Crisis or incident communications

In the unlikely event that a crisis or incident occurs, a Crisis Communication Management System will be in place.

Table 25 Crisis or Incident Communications

Role	Responsibility
TfNSW Public Affairs and Engagement	• Prepare and manage coordination of Agency Crisis Communications Plan.
Sydney Metro Communication and Engagement team	• Prepare and manage a Sydney Metro Crisis Communications Plan. • Ensure the Sydney Metro Crisis Communications Plan aligns with the TfNSW plan. • Advise the media or government representatives of incidents as required. • Attend and participate in formal incident and crisis communication exercises when they are conducted by the contractor.
Sydney Metro Project Communications team	• Immediately notify the Executive Director, Communication and Engagement of any incident or issue. • Obtain approval from the Executive Director, Communication and Engagement before contacting or providing information to any person.

Role	Responsibility
	• Attend and participate in formal incident and crisis communication exercises when they are conducted by the contractor.
Contractor delivery communication teams	• Any communication management system prepared by the contractor as part of the Emergency Management Plan should align with Sydney Metro's Crisis Communications Plan.
	• **Immediately** notify the Director, Communications (C&SW) of any incident or issue that may have an impact on the community, environment, personnel, subcontractors or other stakeholders or may attract the attention of the media, the Minister for Transport, a local MP, council or the broader community.
	• Obtain approval from the Director, Communications (C&SW) before contacting or providing information to any person, other than that which is required to directly manage the incident or to comply with Law, including stakeholders, the media or the public.
	• Make available suitably qualified and experienced personnel to support the Director, Communications (C&SW) in responding to the community, the media and other stakeholders.
	• Provide all necessary communications materials that may need to be disseminated as a result of such incidents.
	• In the case of an incident that has attracted or can reasonably be expected to attract the attention of the media, the Minister for Transport, a local Member of Parliament, or the broader community, notify the Director, Communications (C&SW) **within 10 minutes** of the incident occurring and for any other incidents notify the Director, Communications (C&SW) **within one hour** of the incident occurring.
	• Invite Director, Communications (C&SW) and the Executive Director, Communication and Engagement to attend and participate in formal incident and crisis communication exercises when they are conducted.

8.21 Construction site access

Construction site access will be required where appropriate to inform select Sydney Metro community and stakeholders about the progress of work and any key milestones or activities taking place.

Table 26 Responsibilities for site visits

Role	Responsibility
TfNSW Public Affairs and Engagement	• Undertake site specific induction. • Abide by all safety requirements. • Wear appropriate PPE.

Role	Responsibility
Sydney Metro Communication and Engagement team	• Undertake site specific induction. • Abide by all safety requirements. • Wear appropriate PPE.
Sydney Metro Project Communications team	• Undertake site specific induction. • Abide by all safety requirements. • Wear appropriate PPE.
Contractor delivery communication teams	• Provide Events and Public Affairs assistance to assist Sydney Metro coordinate access to construction sites. • Arrange access for TfNSW and their visitors to attend construction site, with a minimum of 2 hours' notice. • Provide a dedicated safety escort, safety induction safety equipment and site transport for visitors. • Accommodate milestone events, bus tours and public events. • Provide support services as outlined in the contract to help facilitate milestone events, bus tours and public events. • Obtain approval from the Sydney Metro Project Communications team before organising any site visits by community members or other stakeholders. • Provide written notice to Sydney Metro Project Communications team **48 hours prior** to proposed site visits by community members or stakeholders. • Assist in the organisation of site visits required by the Sydney Metro Project Communications team and provide all site inductions, site transport, and safety equipment necessary.

8.22   Photography and video recordings

Photos and videos will be used to record the construction process and progress and assist with explaining aspects of work to stakeholders.

Table 27 Responsibilities for photography and video recordings

Role	Responsibility
TfNSW Public Affairs and Engagement	• Maintain TfNSW image library.
Sydney Metro Communication and Engagement team	• Maintain image and video library. • Approve any request to use images or videos from the library. • Upload suitable images and video to the website **as soon as they are received**. • Ensure release forms are signed by all persons captured in photographs or videos. • Manage release forms. • Approve contractor footage specifications.

Role	Responsibility
Contractor delivery communication teams	• Accommodate weekly visits to construction sites and on equipment, for including access for the purpose of photography or videography for promotional and documentary purposes. • Provide a dedicated safety escort, safety induction safety equipment and site transport. • Supply captured photographs and recorded footage. • Prepare a footage specification. • Engage video, photography and time lapse providers and provide photography and video showing the status of construction work and major milestones. • Provide digital photographs and video recordings of a professional quality (minimum 300 dpi) on a **monthly basis**. • Images and recordings must be suitable for use in publications, communications and promotions of a broader nature and for enlargement and use in display materials. • Ensure release forms are signed by all persons captured in photographs or videos and forms returned to the Sydney Metro Project Communications team.

8.23   Animations

Animations will be produced to help explain the progress of work and end-state.

Table 28 Responsibilities for animations

Role	Responsibility
Sydney Metro Communication and Engagement team	• Produce animation for public use. • Approve animations prepare by contractors for public release.
Contractor delivery communication teams	• Supply high quality, high definition animations for public use as contractually required.

8.25   Website

Information will be uploaded to Sydney Metro website. The website will be referenced in all communication materials as a source of information and will be regularly updated. In addition, contractors will host webpages for uploading of materials as outlined below.

Table 29 Responsibilities for the Sydney Metro website

Role	Responsibility
TfNSW Public Affairs and Engagement	• Provide links to the Sydney Metro website.
Sydney Metro Communication and Engagement team	• Maintain the Sydney Metro website. • Ensure content complies with TfNSW Editorial Style Guide and the Level AA accessibility requirements in the Web Content Accessibility Guidelines. • Upload copies of all public materials and reports to the website **as soon as they are received**. • Approve website content and publish. • Maintain website for 12 months following completion.
Sydney Metro Project Communications team	• Provide information for the Sydney Metro website.

Contractor delivery communication teams	• Ensure content complies with TfNSW Editorial Style Guide and the Level AA accessibility requirements in the Web Content Accessibility Guidelines.
	Sydney Metro website
	• Provide the following information for the Sydney Metro website in electronic format:
	  – Copies of public communication material related to the contractor's activities, that has been published or publicly distributed by contractor
	  – A copy of the Community Communication Strategy.
	  – Photos of completed and current construction, community, environmental and sustainability management activities.
	  – Time lapse photography and video (updated at least monthly).
	  – Responses required for online discussion forum enquiries.
	  – Any other information requested by Sydney Metro Project Communications team.
	Contractor website
	• Establish and maintain a new web site or maintain a page on an existing website during the performance of the contractor's activities to publish and maintain up to date electronic information relating to the contractor's activities including:
	  – Employment or supplier opportunities
	  – Information required to be published to comply with the Conditions of Approval.

Role	Responsibility
	– Copies of environmental, sustainability, transport, traffic and noise and vibration reports.
	• No other electronic information including any graphics or photographs are to be published on the website.

8.26   Social media

Social media will be used to provide updates to stakeholders.

Table 30 Responsibilities for social media

Role	Responsibility
TfNSW Public Affairs and Engagement	• Develop and manage TfNSW Use of Social Media Policy.
Sydney Metro Communication and Engagement team	• Comply with TfNSW Use of Social Media Policy. • Oversee management of all Sydney Metro social media platforms. • Maintain administrator rights for all Sydney Metro social media portals.
Sydney Metro Project Communications team	• Provide information for social media channels.
Contractor delivery communication teams	• Comply with TfNSW Use of Social Media Policy. • Provide **at least three 180 character** social media updates each week with accompanying images or videos about construction progress or unexpected changes to the construction program. • During business hours, provide responses for any social media platform enquiries forwarded by TfNSW **within two hours** of receiving the enquiry. • Outside of business hours, provide a written response **within two hours** of the start of next business day.

8.27   School engagement program

A school engagement program will be developed to educate primary and high school students on Sydney Metro.

Table 31 Responsibilities for school engagement program

Role	Responsibility
Sydney Metro Communication and Engagement team	• Establish and coordinate the school engagement program. • Ensure staff members interacting with children undergo the 'Working with Children Check' as required by the NSW Commission for Children and Young People.

Role	Responsibility
	• Prepare materials for schools in accordance with Sydney Metro Brand Guidelines. • Ensure content complies with TfNSW Editorial Style Guide. • Record all interactions with schools on Consultation Manager in accordance with Consultation Manager data entry procedure **within 48 hours**.
Contractor delivery communication teams	• Provide information and photographs for inclusion in the education program. • Provide personnel to support the education program. • Ensure staff members interacting with children undergo the 'Working with Children Check' as required by the NSW Commission for Children and Young People. • Record all interactions with schools on Consultation Manager in accordance with Consultation Manager data entry procedure **within 48 hours**.

8.28   Site inductions and training

Site inductions will include communications requirements to ensure all members of the Sydney Metro and contractor teams are aware of and respectful of construction site neighbours.

Table 32 Responsibilities for site inductions

Role	Responsibility
TfNSW Public Affairs and Engagement	• Participate in all site inductions as required.
Sydney Metro Communication and Engagement team	• Participate in all site inductions as required.
Project Communication teams	• Approve induction materials **within ten business days** • Participate in all site inductions as required.

Contractor delivery communication teams	• Ensure personnel and Subcontractors' personnel are adequately inducted and trained on the stakeholder and community liaison requirements.
	• Prepare and deliver inductions on stakeholder and community relations, communication requirements and obligations for all contractors' personnel and subcontractors' personnel prior to starting work.
	• Submit proposed induction for approval by the Director, Communications (C&SW) **prior to use**.
	• Induction should provide particular focus on:
	  – Incident management
	  – Incident reporting
	  – Community enquiries

Role	Responsibility
	– Complaints – Media enquiries – Government enquiries. • Regularly update site induction to address any actions taken in response to: – Stakeholder and community complaints – Changes to the Community Communication Strategy. • Periodically carry out further inductions of persons previously inducted to ensure communications procedures remain clear. • Provide the Sydney Metro Project Communications team with **ten business days** to approve inductions.

8.29 Community and business-based forums

Forums will be held by contractors to focus on key environmental management issues relating to contractor activities with highly impacted community and business stakeholders as required.

Table 33 Responsibilities for community and business-based forums.

Role	Responsibility
Sydney Metro Project Communications team	• Approve all materials in accordance with Sydney Metro Brand Guidelines. • Ensure content complies with TfNSW Editorial Style Guide.
Contractor delivery communication teams	• Provide for the formation of community-based and business-based forums that focus on key environmental management issues, as outlined in the Planning Approval. • Prepare any material for the forums in accordance with Sydney Metro Brand Guidelines. • Ensure content complies with TfNSW Editorial Style Guide. • Ensure appropriate mechanisms are in place to capture stakeholder feedback. • Record all forums on Consultation Manager in accordance with Consultation Manager data entry procedure **within 48 hours**.

8.30 Site signage and hoarding banners

Site signage will identify Sydney Metro, explain the project need and provide contact information.

Table 34 Responsibilities for site signage and hoarding banners

Role	Responsibility
Sydney Metro Communication and Engagement team	• Prepare hoarding designs in accordance with Sydney Metro Brand Guidelines. • Update hoarding designs **every 12 months** to keep public messaging up-to-date.

Role	Responsibility
	• Design signage that provides the community with details of the Sydney Metro community information line for hoardings and fencing that are constructed by the contractors.
	• Provide hoarding designs in Abode file format.
	• Approve hoarding design print proofs **within 5 business days**.
Sydney Metro Project Communications team	• Approve contractor site signage **within 5 business days**.
	• Ensure design is in accordance with Sydney Metro Brand Guidelines.
	• Ensure content complies with TfNSW Editorial Style Guide.
Contractor delivery communication teams	• Arrange for the production and installation of site hoarding and fencing banners including vinyl (on solid hoarding), shade cloth or other material on the external face of any hoarding or fence within 30 days of site establishment.
	• Submit installation plans for all hoardings or fencing banners, including shade cloth or other material on the external face of any hoarding or fence to the Director, Communications (C&SW) for approval and **allow 5 business days** for approval.
	• Submit print proofs to the Director, Communications (C&SW) for approval and **allow 5 business days** for approval.
	• Replaced hoarding banners **every twelve months or when damaged**.
	• Provide viewing holes in the hoardings.
	• Carry out daily inspections for graffiti and unauthorised advertising and remove or cover any such graffiti or unauthorised advertising identified within the following timeframes:
	– offensive graffiti must be cleaned or covered **within 24 hours**;
	– highly visible yet non-offensive graffiti must be cleaned or covered **within 1 week**;
	– graffiti that is neither offensive nor highly visible must be cleaned or covered during normal operations **within one month**; and
	– any advertising material must be removed or covered **within 24 hours**.

8.31   Fact sheets

Fact sheets will be used as required to explain key aspects of Sydney Metro to the community and our stakeholders.

Table 35 Responsibilities for fact sheets

Role	Responsibility
Sydney Metro Communication and Engagement team	• Develop, produce and distribute fact sheets **as required** and include photos, maps and other illustrations in accordance with Sydney Metro Brand Guidelines. • Approve the use of key messages in fact sheets. • Ensure content complies with TfNSW Editorial Style Guide. • Upload fact sheets to Sydney Metro website.
Sydney Metro Project Communications teams	• Develop, produce and distribute fact sheets **as required** and include photos, maps and other illustrations in accordance with Sydney Metro Brand Guidelines. • Ensure content complies with TfNSW Editorial Style Guide. • Upload fact sheets to Sydney Metro website. • Approve contractor fact sheets.
Contractor delivery communication teams	• Submit draft content to the Director, Communications for approval. • Ensure content complies with TfNSW Editorial Style Guide.

9   Sydney Metro overarching implementation plan

The following outlines the implementation plan to be delivered by the Sydney Metro Communication and Engagement and Sydney Metro Project Communications teams. Responsibility is assigned to the following teams:

- Communication and Engagement
- Project Communications City & Southwest

Table 36 Overarching implementation plan

Activity *Required Conditions of Approval	Audience	Responsibility	Timing
*Prepare and implement Overarching Community Communication Strategy	Sydney Metro Project Communications team Delivery contractors	Project Communications City & Southwest	Established in 2012 and reviewed every 12 months or in the case of a project delivery change
*Submit Overarching Community Communication Strategy to Secretary (DPE)	Secretary (DPE) Community and stakeholders	Project Communications City & Southwest	As required by CoA
*Set-up community information line (for enquiries and complaints)	All stakeholders	Project Communications City & Southwest	First established 2011
*Set-up community email address	All stakeholders	Project Communications City & Southwest	First established 2011

Activity *Required Conditions of Approval	Audience	Responsibility	Timing
*Set-up community postal address	All stakeholders	Project Communications City & Southwest	First established 2011
*Set-up and maintain project webpage	All stakeholders	Communication and Engagement	First established 2011
*Provide community contact details (phone, email and postal address).	All stakeholders Project website	Project Communications City & Southwest	First established 2011
Set-up and maintain communications management system (Consultation Manager)	Sydney Metro Project Communications team Delivery contractors	Project Communications City & Southwest	First established 2011
*Advertisement - Community contact details (phone, email, post and website)	All stakeholders Relevant local newspapers	Project Communications City & Southwest	Prior to construction starting on each portion
*Establish and maintain complaints register (Consultation Manager)	Sydney Metro Project Communications team Delivery contractors Secretary (DPE) Community Complaints Mediator	Project Communications City & Southwest	First established 2011
*Establish complaint mediation system.	All stakeholders	Project Communications City & Southwest	Prior to construction starting on each portion
Local elected member briefings	Local elected members in affected Council areas	Communication and Engagement	As required

Activity *Required Conditions of Approval	Audience	Responsibility	Timing
MP briefings	MPs in affected electoral areas	Communication and Engagement	As required
Ministerial briefings	Minister for Transport	Communication and Engagement	As required
Government agency briefings	Various	Communication and Engagement	As required
Program Update Newsletter	Deliver to properties within the letterbox delivery zone Email to interested stakeholders registered in Consultation Manager. Local elected members in affected Council areas MPs in affected electoral areas	Project Communications City & Southwest	As required
Program Update Email	Email to interested stakeholders registered in Consultation Manager Local elected members in affected Council areas MPs in affected electoral areas	Project Communications City & Southwest	As required
Community information displays	All stakeholders	Project Communications City & Southwest	As required
Invitation to information displays	Deliver to properties within the letterbox delivery zone Email to interested stakeholders registered in Consultation Manager. Local elected members in affected Council areas MPs in affected electoral areas	Project Communications City & Southwest	2 weeks prior to information display

Activity *Required Conditions of Approval	Audience	Responsibility	Timing
Advertisement for Community Information Display	All stakeholders	Project Communications City & Southwest	2 weeks and 1 week prior to information display
Video and photography	Sydney Metro website Sydney Metro Project Communications team	Communication and Engagement	Monthly
Social media	All stakeholders utilising our social media platforms.	Communication and Engagement	As required
School engagement program	All registered schools	Communication and Engagement	Established in 2013
Presentations and forums	As required	Project Communications City & Southwest	As required
Hoarding banners and site signage	All stakeholders	Project Communications City & Southwest	As required
Fact sheets	All stakeholders	Project Communications City & Southwest	As required

10 Low impact activities implementation plan

10.1 Purpose

This section describes the approach Sydney Metro will use to manage engagement and ongoing consultation with stakeholders, and the community and businesses with an interest in, or potentially affected by Sydney Metro C&SW low impact activities.

This low impact activities plan must be implemented in conjunction with the overarching requirements outlined in this strategy and any contractual requirements.

10.2 Relationship to other plans

The intention of this Low Impact Activities Implementation Plan is to cover low impact work activities prior to 'Construction' starting. Low impact activities may be conducted by Sydney Metro or its Contractors.

At the commencement of Construction, Contractor activities will be covered by the Contract Specific Community Communication Strategy and Contract Specific Business Management Plan.

10.3 Low impact activities

For the purposes of this plan, low impact activities are defined as:

- Survey, survey facilitation and investigations works (including road and building dilapidation survey works, drilling and excavation).

- Treatment of contaminated sites.

- Establishment of ancillary facilities (excluding demolition), including construction of ancillary facility access roads and providing facility utilities.

- Operation of ancillary facilities that have minimal impact on the environment and community.

- Minor clearing and relocation of vegetation (including native).

- Installation of mitigation measures, including erosion and sediment controls, temporary exclusion fencing for sensitive areas and acoustic treatments.

- Property acquisition adjustment works, including installation of property fencing and utility relocation and adjustments to properties.

- Utility relocation and connections.

- Maintenance of existing buildings and structures.

- Archaeological testing under the Code of Practice for Archaeological Investigation of Aboriginal Objects in New South Wales (DECCW, 2010) or archaeological monitoring undertaken in association with other Minor Works to ensure there is no impact on heritage items.

- Any other activities that have minimal environmental impact, including construction of minor access roads, temporary relocation of pedestrian and cycle paths and the provision of property access.

10.4   Stakeholder identification

Prior to work taking place, a 'Pre-construction Minor Works Approval Form' will be completed. The form and all supporting information will be submitted to the Environmental Representative at least 10 business days prior to the commencement of the proposed Minor Works for endorsement and approval. An example of this form is provided in Appendix A.

Part 5 of the form will be completed by the assigned Place Manager and will identify community and stakeholders (including organisations) to be informed or consulted with in regards to the planned low impact work and what community notification or consultation is planned.

In the first instance, the target audience will be identified using the sensitive receivers maps (located in appendices B and C) from the Construction Noise and Vibration Statements (CNVIS) developed as part of the EIS. These maps identify sensitive receivers by type (recreation, residential, commercial, industrial, medical, worship, child care, education and theatre) in the vicinity of construction areas.

Any communication requirements of applicable EPL must also be complied with.

Notification and consultation will then be targeted as follows:

- Property occupiers within 50 metre radius of all low impact work

- Property occupiers within 100 metre radius of the low impact work to be undertaken during the day

- Property occupiers within 200 metre radius of the low impact work to be undertaken during the evening.

10.5   Monitoring and reporting

Due to the short-term and intermittent nature of low impact activities to businesses, business monitoring as outlined in Section 8 of this OCCS will not be undertaken for work covered by section 10.

Feedback received during proactive doorknocks and incoming correspondence (emails and phone calls) will be informally monitored and any dissatisfaction from businesses recorded and managed in accordance with the Construction Complaints Management System in the first instance. Complaints are reported on daily through the Daily Complaints Report and quarterly in the Construction Compliance Report.

10.6   Communication implementation plan

Activity	Communication tools	Stakeholder	Timing
Survey and site investigations	Notification letter[1]	Delivered to properties within 100m of work in standard construction hours, 200m for out of hours work[2],	7 days prior to work starting
	Doorknock (if intrusive or loud)	Immediate neighbours	
Site establishment (including vegetation clearing, fencing, controls etc)	Newsletter	Local council Local member Senior stakeholders Local groups Delivered to properties within 500m	At site establishment As required
	Notification letter	Delivered to properties within 200m for night work and 100m for day work[3] Local groups	7 days prior to work starting
	Site signage Hoarding banners Directional signage	People passing by the site	As required
	Doorknock	Properties within 50m Educational and religious institutions	7 days prior to work starting
Out of hours work	Notification letter[2]	Delivered to properties within 200m[3,] The distribution areas for targeted notifications may be reviewed at the discretion of the Director, Project Communications.	7 days prior to work starting

[1] *Where work is undertaken wholly within the rail corridor, during a possession, the notification will be distributed by Sydney Trains. See explanation for 'Work during rail possessions'.*

[2] *This 200m area will expand if the noise assessment shows a wider impact radius.*

Activity	Communication tools	Stakeholder	Timing
		Local groups	
	Doorknock	Properties within 50m	7 days prior to work starting
Planned service disruptions	Included in notification letter	Delivered to properties within 200m[3]	7 days prior to disruption
Emergency work	Notification letter Doorknock	Affected properties	Within 2 hours
Work during rail possessions	Sydney Trains notification	Sydney Trains delivery area (250m on either side of the rail corridor)	Delivered prior to possession period by Sydney Trains
Construction milestones	Included in notification letter	Delivered to properties within 100m of work in standard construction hours, 200m for out of hours work[3] The distribution areas for targeted notifications may be reviewed at the discretion of the Director, Project Communications.	7 days prior to new milestone
	Doorknock	Properties within 50m Educational and religious institutions	7 days prior to new milestone
	Briefings	Local council Local member Senior stakeholders Local groups Government agencies Specific businesses (see site specific details in Appendix A – Table 3)	As required or requested
Traffic changes	Included in notification letter	Delivered to properties within 100m or work in standard construction hours, 200m for out of hours work[3]	7 days prior to work starting 7 days prior to new milestone

Activity	Communication tools	Stakeholder	Timing
	VMS Traffic alert Bus stop notices	Road users	7 days prior to work starting 7 days prior to new milestone

Appendix A   Example Pre-Construction Minor Works Approval Form

Minor Works are defined as any low impact activities that are undertaken that are not defined as 'construction' under the project's applicable planning approval. However if Minor Works affect or potentially affect heritage items, threatened species, populations or endangered ecological communities, these works are defined as 'construction' unless otherwise determined by the applicable planning authority.

Minor Works approvals do not remove any obligation to comply with the project's applicable planning approval conditions (including requirements prior to 'any works' commencing) or obtain any other applicable permits, licenses or approvals as necessary.

This application and all supporting information must be submitted to TfNSW/the Environmental Representative as one (1) PDF file at least 10 business days prior to the commencement of the proposed Minor Works.

Part 1: Application	
Contractor:	
Project:	
Application Title: (e.g. Smith St trenching works)	
Application Number:	
Application Date:	
Planning Approval:	
Minor Works Categories: • Highlight as applicable. • If Items 4, 8 or 11 are applicable, this form must be endorsed by an Environmental Representative.	1. Survey, survey facilitation and investigations works (including road and building dilapidation survey works, drilling and excavation). 2. Treatment of contaminated sites. 3. Establishment of ancillary facilities (excluding demolition), including construction of ancillary facility access roads and providing facility utilities. 4. Operation of ancillary facilities that have minimal impact on the environment and community. 5. Minor clearing and relocation of vegetation (including native). 6. Installation of mitigation measures, including erosion and sediment controls, temporary exclusion fencing for sensitive areas and acoustic treatments. 7. Property acquisition adjustment works, including installation of property fencing and utility relocation and adjustments to properties. 8. Utility relocation and connections. 9. Maintenance of existing buildings and structures. 10. Archaeological testing under the Code of Practice for Archaeological Investigation of Aboriginal Objects in New South Wales (DECCW, 2010) or archaeological monitoring undertaken in association with other Minor Works to ensure there is no impact on heritage items. 11. Any other activities that have minimal environmental impact, including construction of minor access roads, temporary relocation of pedestrian and cycle paths and the provision of property access.
Planning Authority Determination: Will the proposed works affect or have the potential to affect heritage items, threatened species, populations or endangered ecological communities?	*If 'Yes', this completed form must be endorsed by an Environmental Representative, approved by TfNSW and submitted to the applicable planning authority to determine that the works are not defined as 'construction'.*

Part 2: Details

Describe the proposed Minor Works: Including work methodologies, site location(s) and site description(s) (e.g. landscape type, waterways, etc.).	
Planned Commencement Date:	
Local Sensitivities: Describe the presence (if any) of local sensitive environmental areas and community receptors	

Part 3: Environmental Risk Assessment and Management

Prepare an Environmental Risk Assessment (in accordance with the *Sydney Metro Risk Management Standard*) and an Environmental Control Map for the proposed Minor Works and attach as Appendix 1.

If an Environmental Risk Assessment and/or an Environmental Control Map for the proposed Minor Works is/are already contained in existing documentation, attach the relevant section(s) as Appendix 1.

Documentation: List any existing documents (including those referenced above) that the proposed Minor Works will be undertaken in accordance with and attach as Appendix 2 (e.g. plans, procedures, procedures, etc.).	- *Environmental management plans* - *Environmental work method statements* -

Part 4: Workforce Notification

How will the environmental and community risks and associated mitigation measures of the proposed Minor Works be communicated to the contractor's workforce?	

Part 5: Community Consultation

What community consultation has been undertaken already?	- None for Amber tiles and landscaping
What community consultation is planned to be undertaken?	

If drafted already, attach applicable Community Notification as Appendix 3.

Part 6: Contact Details

Nominate contractor's project manager, environmental and communications contact(s).

Name:		Position:		Phone:	

Part 7: Signature

This signature acknowledges that the proposed Minor Works will be undertaken in accordance with this application, have minimal environmental impact and are not defined as 'construction' in accordance with the applicable planning approval.

Name:	
Signature:	Date:

Determination Page

(TfNSW/Environmental Representative Use Only)

12. Endorsement/Approval			
These signatures represent formal endorsement/approval for the proposed Minor Works to commence in accordance with this application and the applicable planning approval requirements (subject to any determination from the applicable planning authority as may be required by the planning approval conditions).			
	TfNSW Principal Manager, Communication & Engagement – Endorsement (required for all applications)	**TfNSW Principal Manager, Sustainability, Environment & Planning** – Approval (required for all applications)	**Environmental Representative** – Endorsement (required as necessary in accordance with the applicable planning approval, optional for all other circumstances)
Signature:			
Name:			
Date:			
Comments:			*Supporting letter attached as Appendix 4 if necessary.*
Conditions:			*Supporting letter attached as Appendix 4 if necessary.*

☐	Approved (by TfNSW)
☐	Endorsed (by Environmental Representative)
☐	Rejected

Appendix B   Chatswood to Sydenham Sensitive Receivers

Site Plan & Sensitive Receivers

Site Plan & Sensitive Receivers — Sydney Metro Chatswood to Sydenham

LEGEND

Proposed Rail Alignment
Noise Catchment Area
Portal Structure
Stations

Receiver Types
Passive Recreation
Active Recreation
Residential
Commercial
Industrial
Other (Medical)
Other (Worship)
Other (Child Care)
Other (Education)
Other (Theatre)

Jacobs Group (Australia) Pty Limited

Sydney Metro Chatswood to Sydenham

Site Plan & Sensitive Receivers

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FIGURE : SLR61014718_GA_002

Site Plan & Sensitive Receivers
Sydney Metro Chatswood to Sydenham
FIGURE : SLR61014718_GA_003
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OFFICIAL

Site Plan & Sensitive Receivers — Sydney Metro Chatswood to Sydenham

Site Plan & Sensitive Receivers — Sydney Metro Chatswood to Sydenham. Figure: SLR61014718_GA_005. Page 5 of 6.

Site Plan & Sensitive Receivers

Sydney Metro Chatswood to Sydenham

Jacobs Group (Australia) Pty Limited

LEGEND

- Proposed Rail Alignment
- Noise Catchment Area

Portal Structure

Stations

Receiver Types

- Passive Recreation
- Active Recreation
- Residential
- Commercial
- Industrial
- Other (Medical)
- Other (Worship)
- Other (Child Care)
- Other (Education)
- Other (Theatre)

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FIGURE : SLR61014718_GA_006

Appendix C   Sydenham to Bankstown Sensitive Receivers

Site Plan & Sensitive Receivers

Site Plan & Sensitive Receivers

Transport for NSW

Sydney Metro City & Southwest
Sydenham to Bankstown

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Site Plan & Sensitive Receivers

Transport for NSW

Sydney Metro City & Southwest
Sydenham to Bankstown

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Site Plan & Sensitive Receivers

Transport for NSW
Sydney Metro City & Southwest
Sydenham to Bankstown

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Site Plan & Sensitive Receivers

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Site Plan & Sensitive Receivers

Appendix D   Environmental Representative endorsement letter

HBI   Healthy Buildings International Pty Ltd
A.C.N. 003 270 693   A.B.N. 39 003 270 693

Suite 2.06, Level 2
29-31 Solent Circuit
Norwest NSW 2153

Tel: 61 (02) 9659 5433
e-mail: *hbi@hbi.com.au*
Web: *www.hbi.com.au*

Fil Cerone   24 November 2023
Director Environment, Sustainability and Planning
City and South West
Sydney Metro
Transport for NSW
PO Box K659
HAYMARKET NSW 1240   Ref: 170108_OCCS C2S_S2B R7.3

Dear Fil

RE: Overarching Community Communications Strategy Revision 7.3

Thank you for providing the following document:

▪   Sydney Metro City & Southwest (CS&W) Overarching Community Communications
     Strategy (the OCCS) (Rev 7.3 October 2023).

This document updates the Overarching Community Communications Strategy which
was approved by the Department of Planning, Industry and Environment (DPIE)
(formerly DPE) on 12 March 2019, and subsequent minor amendments approved since
by the Environmental Representative.

The OCCS provides a framework for the Sydney Metro C&SW approach to stakeholder
and community liaison during all works and to address the planning approval
requirements SSI 15_7400 Chatswood to Sydenham and SSI 17_8256 Sydenham to
Bankstown. It also outlines the approach for engaging and managing business
stakeholders.

The updated OCCS R 7.3 has been amended as follows:

▪   Updates to remove COVID specific requirements
▪   Removal of Section 8.29 regarding community information centres and mobile
     display – which were closed down/ ceased during COVID
▪   Removal of the document review table

In accordance with:

▪   Condition of Approval A24 (j) of the Chatswood to Sydenham Project Approval (SSI
     15_7400 January 9 2017); and
▪   Condition of Approval A26 (i) of the Sydenham to Bankstown Upgrade Project
     Approval (SSI 17_8256 December 12 2018).

As an approved Environmental Representative (ER), I have reviewed the minor amendments in the revised document and consider the amendments to be consistent with above Conditions of Approval.

Accordingly, I approve the OCCS Rev 7.2 for implementation. A copy should be submitted to the DPIE for information. Please ensure that this document is posted on the website as required under Condition B15.

Yours sincerely

Jo Robertson
Environmental Representative – Sydney Metro – City and South West

Appendix E   Secretary Approval letter

Department of Planning and Environment

Fill Cerone
Director of Sustainability, Environment and Planning
Sydney Metro
PO Box K659
Haymarket, NSW, 1240

Attention: Dylan Jones – Senior Environment Manager

11/12/2023

Subject: Sydney Metro – City and Southwest (SSI-7400) – Overarching Community Consultation Strategy

Dear Mr Cerone

Thank you for submitting the Overarching Community Consultation Strategy (OCCS), Rev 7.3, dated 25 October 2023 for the Sydney Metro - City and Southwest project (SSI-7400). I also acknowledge your response to the Department's review comments and request for additional information.

I note the OCCS:

- has been reviewed by Sydney Metro and no issues have been raised with the Department, and;
- has been endorsed by the ER

Accordingly, as nominee of the Planning Secretary, I approve the Overarching Community Consultation Strategy (Ver 7.3, dated 25 October 2023) under condition B3 of SSI-7400.

You are reminded that if there are any inconsistencies between the OCCS and the conditions of approval, the conditions prevail.

Please ensure you make the document publicly available on the project website at the earliest convenience.

If you wish to discuss the matter further, please contact Lincoln de Haas at
Lincoln.deHaas@dpie.nsw.gov.au

Yours sincerely

Grant Rokobauer
Acting Team Leader – Rail
Infrastructure Management

As nominee of the Planning Secretary