

Overarching Community Communications Strategy (OCCS)

A framework for communication and engagement during construction

OFFICIAL			
Project:	Sydney Metro	Date:	3 August 2022
Group:	Project Communication	Status:	FINAL
Author:		Revision:	3
Company:	Sydney Metro	File number:	
File name:	Overarching Community Communication Strategy (OCCS)		

Table of Contents

1.	Introduction	5
1.1.	Sydney Metro	5
1.2.	Transforming Sydney.....	5
1.3.	Future Transport.....	5
1.4.	Sydney Metro values	6
1.5.	Sydney Metro community and stakeholder engagement.....	6
1.6.	Our neighbours.....	7
1.7.	A new project delivery landscape.....	7
1.8.	Fostering strong relationships throughout the project lifecycle	7
1.9.	Statutory planning context	7
1.10.	Over and/or adjacent station development.....	8
2.	About this plan	9
2.1.	Accountabilities.....	10
2.2.	Purpose	10
2.3.	Communication and engagement approach.....	10
2.4.	Place managers.....	11
2.5.	Objectives.....	11
2.6.	Roles and responsibilities	12
2.7.	Roles and responsibilities for complaint management during construction	15
3.	Our stakeholders.....	17
3.1.	Our relationships.....	17
4.	Our communities.....	20
4.1.	Community demographics	20
4.2.	Working with culturally and linguistically diverse (CALD) and languages other than English (LOTE) communities	20
4.3.	Working with vulnerable and marginalised groups	21
4.4.	Working with Aboriginal and Torres Strait Islander (ATSI) communities...	21
4.5.	Working with diverse communities.....	21
5.	Businesses	23
5.1.	Small Business Owners Engagement Plans	23
6.	Communication tools.....	24
7.	Site establishment communication.....	32
8.	Managing issues	33
8.1.	Issue identification	33
8.2.	Tools to manage issues.....	33
8.3.	Key issues and mitigation measures.....	34
9.	Cumulative impacts	38
9.1.	Coordination for effective communication	38
9.2.	Occurrence of cumulative impacts	39

10.	Crisis and incident communication processes.....	40
11.	Monitoring, evaluation and reporting	41
11.1.	Audit and review – package specific CCS’	41
11.2.	Audit and review – businesses.....	42
12.	Low impact or preparatory activities process.....	45
12.1.	Purpose	45
12.2.	Relationship to plans	45
12.3.	Low impact and preparatory activities	45
12.4.	Monitoring and reporting.....	46

1. Introduction

1.1. Sydney Metro

Sydney's new world-scale metro system is the biggest program of public transport infrastructure currently under construction in Australia and the largest urban rail infrastructure investment in the nation's history.

A key part of delivering the NSW Government's Future Transport 2056 priorities, this customer-focused fully accessible metro service will help grow the state's economy and help create vibrant places and communities. Sydney Metro has responsibility for delivering great places around metro stations so that precincts are designed, developed, activated, and managed in line with the metro system to ensure the best outcomes for customers and communities.

Sydney Metro works collaboratively and in partnership with the Australian Government to deliver Sydney Metro – Western Sydney Airport which is a jointly-funded project.

1.2. Transforming Sydney

Sydney Metro is transforming Sydney, cutting travel times, reducing congestion and making it easier and faster to get around Australia's biggest city.

This new world-class mass transit system will evolve with the city it will serve for generations to come. Metro rail will catalyse development in Greater Western Sydney and serve as the transport spine for new communities.

Global Sydney's population will pass 6 million by 2036; an extra 1.7 million people will progressively move into to Australia's biggest city, which will support an extra 840,000 jobs and 680,000 homes.

Sydney Metro will help boost economic productivity by bringing new jobs and new educational opportunities closer to home.

Designed with customers at its centre, stations will be quick and easy to get in and out of, trains will be fast, safe, and reliable, and technology will keep customers connected at every step of the journey.

Sydney Metro will integrate with new communities and transform existing urban centres.

1.3. Future Transport

In October 2017, the NSW Government announced Future Transport 2056 – Transport for NSW's 40-year blueprint for the future of the NSW transport system.

To support the Greater Sydney Commission's Greater Sydney Region Plan, the new transport strategy aims to improve public transport so that – by 2056 – 70 per cent of people will live within 30 minutes of work, study, and entertainment.

Future Transport 2056 is a comprehensive strategy to ensure travel is more personal, integrated, accessible, safe, reliable, and sustainable.

There are three parts to the strategy: programs that are committed to or funded by the NSW Government over the next 10 years; those that are under investigation; and visionary projects in the 20 year-plus timeframe that are being identified now for future consideration as the population grows.

More information about Future Transport 2056 is available at: future.transport.nsw.gov.au.

1.4. Sydney Metro values

At Sydney Metro our vision and values guide us in our interactions with each other, our stakeholders, and our partners.

Our Vision is “Transforming Sydney with a world class metro”, and our Mission is to deliver Sydney a connected metro service: providing more choice to customers and opportunities for our communities now and in the future.

Culture is a critical enabler of an organisation’s success. To help develop a strong organisational culture, Sydney Metro has established a set of values that guides its approach to the procurement and delivery of Sydney Metro. These values are:



Figure 1: Sydney Metro Core Values

Sydney Metro has an expectation that contractors will adhere and uphold these values in their dealings with Sydney Metro, other contractors, and stakeholders. Our values support us working together to achieve agreed outcomes supporting the delivery of our projects across our many diverse communities.

Sydney Metro has programs and initiatives in place to embed these values and recognise individuals and teams for consistently demonstrating them.

1.5. Sydney Metro community and stakeholder engagement

We meet communities where they are based so we can build strong relationships and create opportunities for meaningful engagement.

Sydney Metro creates successful engagement outcomes by working closely and cooperatively with the community, Federal, State, and local government, contractors, advisors, other service providers and key stakeholders.

Sydney Metro has been working with stakeholders and communities every step of the way since 2011, adapting to community needs and refining our approach to delivering community and stakeholder engagement to achieve better outcomes.

Key to the ongoing success of our engagement program has been a commitment to building personal relationships through face-to-face and digital engagement, supported by effective action and collaboration within multidisciplinary project teams.

Sydney Metro understands that the community and stakeholders want to communicate and access information in ways that are convenient and accessible. Our communication approach continues to evolve to ensure our diverse communities have access to a variety of platforms that ensure a personalised approach to community engagement. Sydney Metro will continue to monitor the communication landscape to provide best practice solutions to engagement.

1.6. Our neighbours

New metro stations are a catalyst for development, regeneration, and renewal of neighbourhoods, bringing to life placemaking opportunities. It can be exciting to watch the metro station and local precinct come to life, but we also know that communities located immediately near construction sites will be more likely to notice construction works and associated impacts, and may potentially find the cumulative changes happening in their local area difficult to comprehend.

Sydney Metro's communication and engagement approach places particular emphasis on these communities whether they are residents, businesses, schools and childcare centres, or places of worship.

Sydney Metro has extensive experience working with a range of businesses located near our construction sites, and we ensure that tailored communication solutions are provided. Our approach ensures businesses are provided with engagement solutions for their type of business, operational hours of work and size of the organisation.

1.7. A new project delivery landscape

Sydney is growing and the NSW Government is delivering projects to reduce traffic congestion and improve public transport.

Sydney Metro is committed to working closely with other nearby projects, local councils, Federal and State Government agencies, and our stakeholders to manage and coordinate construction activities and traffic to help minimise impacts on the community.

Sydney Metro works with other nearby projects to enable close coordination of communication, sharing of information to streamline engagement, and assist the community to understand projects more holistically in their area.

1.8. Fostering strong relationships throughout the project lifecycle

Sydney Metro works with the community and its stakeholders throughout project development, planning, and project delivery. At all stages of this project lifecycle, Sydney Metro ensures engagement is open and transparent ensuring goodwill is established and strong relationships formed.

Sydney Metro will work with its delivery partners to ensure project commitments and community and stakeholder needs established during the planning phases are continued and considered during the delivery phase.

1.9. Statutory planning context

The delivery of the Sydney Metro network is predominately considered State significant infrastructure (SSI) projects under Division 5.2 of the NSW *Environmental Planning and*

Assessment Act 1979 (EP&A Act) requiring preparation and public exhibition of an Environmental Impact Statement and approval from the NSW Minister for Planning and Homes. The Minister for Planning and Homes may approve the projects subject to conditions of approval.

In addition to approval under the EP&A Act, some Sydney Metro projects may also require assessment and approval under Commonwealth legislation, such as the Commonwealth *Environmental Protection and Biodiversity Conservation Act 1999* (EPBC Act). Specifically, Sydney Metro Western Sydney Airport also requires approval under the Commonwealth *Airports Act 1996* (Airports Act) for all works located within the footprint of Western Sydney International (Nancy Bird-Walton) Airport.

Sydney Metro projects associated with the delivery of over and/or adjacent station developments are generally subject to assessment and approval as State significant development (SSD) in accordance with Division 4.7 of the EP&A Act.

This Overarching Community Communication Strategy (OCCS) and the commitments provided within this strategy are intended to form part of any relevant planning approval for Sydney Metro projects. Following the approval of projects, contractor-specific community communication strategies and other communication action plans as required will be prepared by the PDCT and approved by Sydney Metro in accordance with this overarching strategy and any relevant project-specific conditions of approval.

1.10. Over and/or adjacent station development

All Sydney Metro stations are being designed to integrate with their surrounding areas to make vibrant and attractive places that reflect the unique context and future aspirations for each place.

Several stations are planned to include over and/or adjacent station developments, comprising of new buildings above and/or around the station that could deliver a range of uses – such as community facilities, new homes and green spaces, shops, restaurants, and commercial office spaces.

Where required, Sydney Metro will deliver some development at the same time as building the station. Other development will be delivered separately and will be subject to future planning approvals.

Sydney Metro will continue to work closely with the local community and stakeholders to ensure that the station precincts are welcoming hubs that build on the local character.

Over and/or adjacent station development will be subject to separate planning approval processes, which will include community and stakeholder engagement in line with this OCCS and any statutory requirements of a State Significant Development.

2. About this plan

The Overarching Community Communication Strategy (OCCS) has been prepared to guide Sydney Metro's approach to stakeholder and community liaison including engagement with communities, stakeholders, and businesses. This plan is intended to be used as a framework for community engagement across all Sydney Metro projects and contracts.

The OCCS considers all work activities and packages for Sydney Metro and its projects for the duration of work, and 12 months following the completion of construction.

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

Contract specific Community Communication Strategies (CCS) will be developed by appointed project delivery communication teams (PDCT) to address contract and site specific needs of the community, stakeholders and businesses. These strategies will reflect the requirements of the OCCS (this plan) and they will adhere to the requirements outlined in the relevant contract General Specification – Stakeholder and Community Engagement, along with requirements identified in any relevant planning approval and/or environmental protection licence. For Sydney Metro – Western Sydney Airport all CCS' must comply with the Airport Plan (Western Sydney Airport).

The OCCS and CCS' are supported by a Construction Complaints Management System (CCMS) which outlines the framework for managing complaints, enquiries and escalation processes throughout the project lifecycle. The CCMS also outlines the process for reporting complaints.

Small Business Owners Engagement Plans (SBOEPs) will support these strategies.

The CCS and SBOEP drafts must be prepared in accordance with Table 4 and submitted to Sydney Metro for review 30 days prior to the start of construction. Full CCS and SBOEP approval by Sydney Metro is required prior to contractor activities.

The CCS must be informed by engagement with directly affected communities and stakeholders and must support implementation of the project and/or planning approval specific Community Benefits Plan.



Figure 2: Communication strategy hierarchy

The communication strategy hierarchy is supported by plans and procedures in the Sydney Metro Integrated Management System - Communication and Engagement, which outlines Sydney Metro's approach to stakeholder management, public affairs, public communication, and strategic partnerships.

2.1. Accountabilities

The Deputy Executive Director Communication and Engagement, or delegate, is accountable for this document. Accountability includes authorising the document, monitoring its effectiveness, and performing a formal document review.

Members of the team including Sydney Metro staff, contractors, subcontractors, and consultants are accountable for ensuring the requirements of this plan are implemented within their area of responsibility. This document will be reviewed and reissued annually.

2.2. Purpose

This OCCS will guide Sydney Metro's interactions with stakeholders 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 or preparatory activities
- approach to reporting and evaluation.

The commitments provided in this plan are intended to form part of, and satisfy the obligations of, any relevant planning approval for Sydney Metro projects.

2.3. Communication and engagement 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.

Sydney Metro recognises the diverse engagement and information needs of the community and stakeholders and commits to robust and transparent engagement processes that are inclusive in nature.

The International Association for Public Participation (IAP2) is used to guide engagement during different project phases with an emphasis on inform, consult and active participation levels as appropriate. The levels of consultation outlined in the spectrum are provided as a guide only, and the Project team will ensure an individual approach is taken when engaging with each stakeholder.

The spectrum found at **iap2.org.au** may be considered in engagement with members of the community, stakeholders including Government agencies, members of parliament and public sector stakeholders.

2.4. Place managers

Sydney Metro ensures a personal approach when undertaking community engagement by having dedicated community relations specialists called place managers. Their role is to act as a single, direct contact between members of the community and the project team.

Sydney Metro also has personal managers to provide support throughout any property acquisition process. Their role is to work closely with property owners and/or tenants to make sure the process is as easy as possible.

2.5. Objectives

Sydney Metro's corporate strategic objectives are:

- manage customer and community expectations
- integration of 'place'
- record infrastructure investment
- technological change
- drive towards long-term financial sustainability.

The Sydney Metro project communication and engagement objectives are to:

- Minimise project impacts on stakeholders and the community where possible.
- Minimise project impacts on local businesses recognising specific needs and requirements.
- Provide adequate, timely and coordinated stakeholder and community communication and engagement.
- Assist stakeholders and the community in their understanding of project construction including activities to be undertaken by project delivery partners and their objectives, benefits, potential impacts and expected outcomes.
- Appropriately address stakeholder and community issues.
- Provide consistency across our external communication activities and interfaces with stakeholders during delivery of all Sydney Metro projects.
- Coordinate approach to manage project enquiries and complaints with interface projects where appropriate.
- Act as a conduit and advocate between the project team and the broader community.

2.6. Roles and responsibilities

Figure 4 below demonstrates engagement throughout the project lifecycle. Sydney Metro will begin engaging with the community and stakeholders in the early strategic planning stages of the project and will continue this relationship through to commissioning, and operation of metro services. Once metro is operational, some of these community members and stakeholders will become customers of Sydney Metro.

The project lifecycle can involve several project phases occurring concurrently. Understanding this assists Sydney Metro and the PDCT(s) to work together to ensure communication is clear and consistent across the different facets of the project.

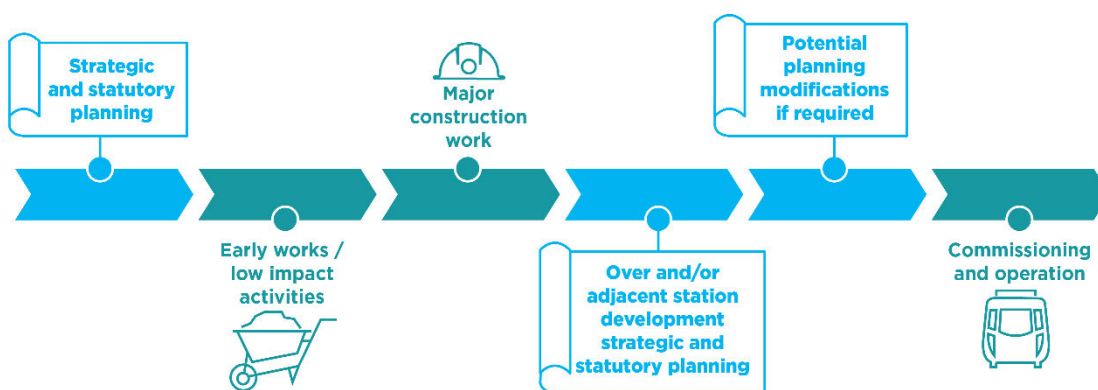


Figure 4: Potential stakeholder and community engagement touchpoints through the project lifecycle

Figure 5 below outlines key responsibilities of Sydney Metro, and the PDCTs during project planning and delivery. Figure 5 is intended as a guide, noting there would be times when responsibilities would overlap particularly in the pre-construction phase and in the transition between statutory planning and construction communication. The full suite of delivery partner responsibilities for the PDCT will be outlined in the contract General Specification – Stakeholder and Community Engagement.



Figure 5: Responsibilities during planning and construction

Table 1: Roles and responsibilities in the planning and delivery phases of the project.

Role	Responsibility
Environmental Representative	<p>A suitably qualified and experienced Environmental Representative is independent of the design and construction personnel and responsible for advising the Department of Planning, Industry and Environment on the environmental performance of projects. The Environmental Representative is engaged by Sydney Metro for the duration of construction of the project and approved by the Secretary of the Department of Planning, Industry and Environment.</p> <p>The Environmental Representative may provide advice to the Sydney Metro Communication and Engagement team in relation to environmental performance and mitigation measures.</p> <p>Provide an independent review to help resolve complaints about construction issues where a resolution has been unable to be reached by the PDCT and the Sydney Metro project team.</p>
Acoustic Advisor, if required according to planning approval	<p>A suitably qualified and experienced Acoustic Advisor is independent of the design and construction personnel and responsible for advising the Department of Planning, Industry and Environment specifically on noise and vibration performance of the project. The Acoustic Advisor is engaged by Sydney Metro for the duration of construction of the project and approved by the Secretary of the Department of Planning, Industry and Environment.</p> <p>The Acoustic Advisor may provide advice to the Sydney Metro Communication and Engagement team in relations to acoustic performance and mitigation measures.</p>
Independent property impact assessment panel, if required according to planning approval	<p>An independent panel may provide assistance in the resolution of property damage concerns following investigation by Sydney Metro and technical specialists in consultation with the affected property owner.</p>
Western Sydney Airport or Airport Environment Officer, if required according to planning approval	<p>Western Sydney Airport is the lessee of Western Sydney International (Nancy Bird-Walton) Airport and have responsibility for the site.</p> <p>An Airport Environment Officer is responsible for the day-to-day regulatory oversight of compliance with the Commonwealth <i>Airport (Environment Protection) Regulations 1997</i> (AEPRs) at Western Sydney International (Nancy Bird-Walton) Airport and will have a role in relation to works for Sydney Metro – Western Sydney Airport on this site.</p>
Other project technical specialists	<p>Provide subject matter technical expertise for the duration of construction, or as otherwise agreed by the Secretary of the Department of Industry, Planning and Environment. This scope will include but not limited to: construction, noise, vibration, tunnelling and general project related issues.</p>
Independent mediation service(s) (engaged as required)	<p>Upon the recommendation of the Director, Project Communication, or the Environmental Representative, provide independent mediation to help resolve complaints about construction issues where a resolution has been unable to be reached by the PDCT and/or the Sydney Metro project team.</p> <p>Any mediator engaged by Sydney Metro, to assist in resolving a complaint, would be required to hold suitable qualifications and have experience mediating similar matters.</p>

Deputy Executive Director Communication & Engagement	Overall responsibility for defining, developing, and implementing the strategic direction of Sydney Metro in respect of all communication and engagement activities.
Director Project Communications	Responsible and accountable for authorising all communication and engagement documents, monitoring their effectiveness, and performing formal document review.
Sydney Metro Communication and Engagement Team	<p>This team's key accountabilities and responsibilities include:</p> <ul style="list-style-type: none"> • communication and engagement • stakeholder management • public affairs • public communication • strategic partnerships • project communications.
Project Communication teams (Sydney Metro and PDCT)	<ul style="list-style-type: none"> • Develop and/or 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/major construction activity stages. • Develop and implement project communication plans, including the CCS, SBOEP and any specific communication action plans for review and approval by Sydney Metro. • Develop external facing project communication collateral • Proactively identify potential issues and work cooperatively to develop agreed management strategies.

2.7. Roles and responsibilities for complaint management during construction

The CCMS will outline the framework for managing complaints, enquiries, and escalation processes throughout the project lifecycle.

Complaints are first managed by the PDCT and any unresolved complaints may then be escalated to Sydney Metro.

The Director, Project Communications is the designated complaints handling management representative for the escalation of complaints for independent review. Complaints would only be escalated for independent review following a full and thorough investigation by the PDCT and Sydney Metro. The Director, Project Communication may also refer a complaint to independent mediation at any stage in the complaint management process.

Following any escalation for independent review, the Environmental Representative would make an assessment on the adequacy of Sydney Metro's response to the complaint in

accordance with this plan, the CCMS and the project's planning and assessment process, in consideration of what is fair and reasonable.

Following this review the Environmental Representative would either make a recommendation to close the complaint and notify the Secretary or provide recommendations for consideration by Sydney Metro on any additional actions that could be undertaken to assist in resolving the complaint.

The Environmental Representative may also refer any reasonable and unresolved complaint for independent mediation, at which time a qualified mediator would be engaged by the project. This process is outlined in figure 6.

This process does not apply to complaints specifically relating to the Western Sydney Airport site which would be managed and escalated to Western Sydney Airport in accordance with the CCMS.

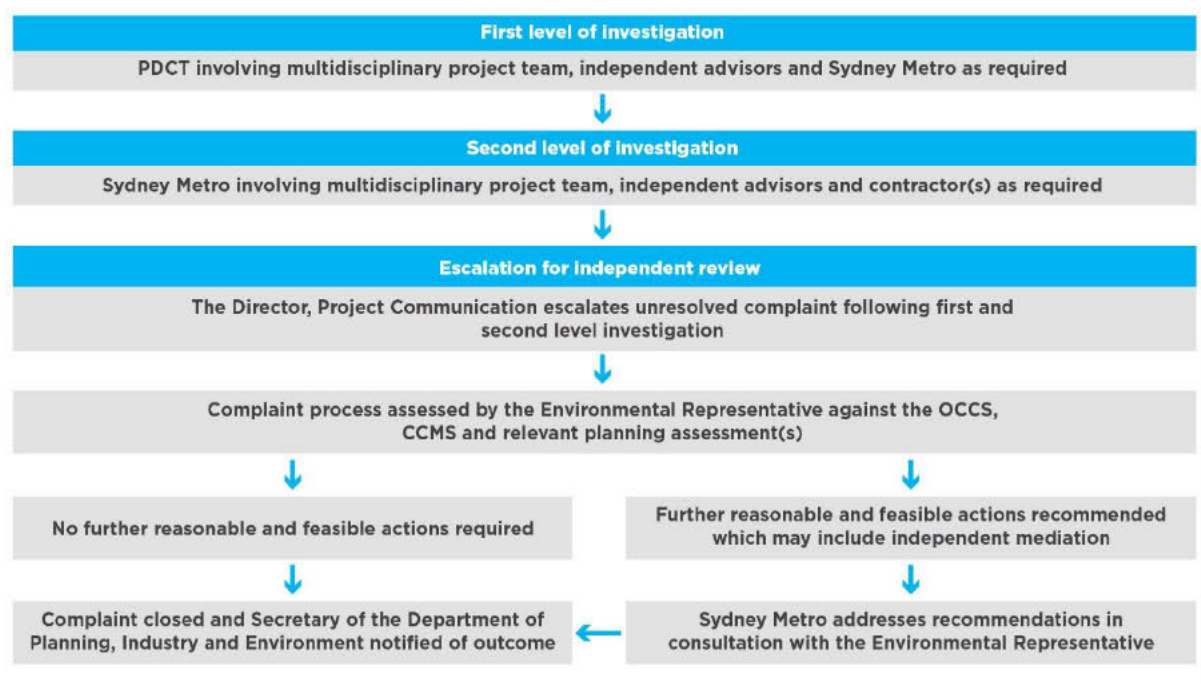


Figure 6: complaint escalation process for Sydney Metro

3. Our stakeholders

3.1. 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. Our stakeholders include:

- our colleagues across Transport for NSW
- local, state, and federal government departments and agencies
- media
- industry partners
- precinct partners and city deal partners
- broader network users and customers
- the community across Sydney, including businesses.

Table 2: Sydney Metro stakeholders (as relevant to each Sydney Metro project)

Sector	Stakeholders
Community	neighbours
	residents and resident groups
	businesses and business groups
	property owners and tenants
	business owners and tenants
	landowners
	interest groups
	education and religious facilities
	transport users
	owners and managers of local social infrastructure and community facilities
	peak community groups
	multicultural support groups
Government	Federal Minister for Infrastructure, Transport and Regional Development
	Federal Minister for Population, Cities and Urban Infrastructure

Sector	Stakeholders
	NSW Minister for Transport for NSW NSW Minister for Infrastructure, Cities and Active Transport NSW Minister for Metropolitan Roads NSW Minister for Enterprise, Investment and Trade, Tourism and Sport and Western Sydney
	state elected members and their electoral offices local elected members local council General Managers/CEOs
	Department of Infrastructure, Transport, Regional Development and Communications Department of Energy and Environment Western Sydney Airport
	Transport for NSW Department of Planning and Environment Infrastructure NSW Department of Premier and Cabinet NSW Treasury Port Authority of NSW NSW Health Department of Family and Community Services Department of Education Schools Infrastructure NSW Western City Aerotropolis Authority Planning Partnership Office Western Sydney City Deal Delivery Office
	council officers emergency services: <ul style="list-style-type: none"> • police • ambulance • NSW Fire and Rescue • Rural Fire Services • State Emergency Services

Sector	Stakeholders
Neighbouring projects	Parramatta Light Rail The Civic Link Powerhouse Parramatta Parramatta Square redevelopment Western Harbour Tunnel and Warringah Freeway Upgrade M4-M5 Link Rozelle Interchange Westmead redevelopment Glebe Island Multi-User facility Revitalisation of Blackwattle Bay and the new Fish Market Western Sydney International Airport M12 Motorway Sydney Metro City & Southwest
Service providers	Sydney Water Water NSW power utilities telecommunication providers local Councils
Industry	academic institutions contractors peak bodies transport associations transport experts unions
Precinct partners, City Deal partners	local councils state government agencies federal government agencies government-owned corporations
Media	all media

4. Our communities

Sydney Metro recognises that our projects are undertaken across a range of diverse communities and our information needs to be accessible for all people. The project will continue to monitor, adapt, and review communication streams, key messages, and audiences to continue to connect with people in ways that are meaningful to them.

4.1. Community demographics

Sydney Metro uses area demographics and census data to better understand the communities in which we operate. The information we gather ensures we provide accessible information to people from all backgrounds including:

- people with languages other than English (LOTE)
- culturally and linguistically diverse communities (CALD)
- vulnerable and marginalised groups
- Aboriginal and Torres Strait Islander Communities (ATSI)
- diverse communities.

The PDCT CCS must demonstrate how their communication approach will use tools and strategies that meet the needs of their diverse communities. Specific tools outlined below should be considered as appropriate.

4.2. Working with culturally and linguistically diverse (CALD) and languages other than English (LOTE) communities

The following processes and communication tools can be used to improve accessibility and outreach with people who come from CALD and LOTE backgrounds:

- Providing project information on the Sydney Metro website which can be translated into 58 different languages.
- Working closely with local councils and community groups to utilise existing CALD relationships.
- Continued outreach with targeted CALD community groups, and face-to-face meetings and briefings with CALD communities as required.
- Advertising project milestones in foreign language newspapers.
- Translating project milestone factsheets and newsletters into targeted languages.
- Ensuring that foreign language submissions can be received.
- Providing translators for meetings and engagements as required.
- Sydney Metro Connect App with access to information in more than 100 languages.

4.3. Working with vulnerable and marginalised groups

Sydney Metro recognises that a range of community members may be vulnerable and marginalised groups in relation to disabilities and health, age, employment, and housing status, among other issues.

The following processes, communication tools and approaches would be used to improve accessibility and outreach with vulnerable and marginalised groups:

- Engage with relevant support organisations to keep vulnerable and marginalised groups informed of work occurring.
- Training construction personnel that all interactions with vulnerable and marginalised groups should be respectful and courteous.
- Where required provide regular updates to rough sleepers about construction timing and impacts.
- Businesses impacted by people sleeping rough who may have been displaced by construction should also be kept informed and engaged.

Sydney Metro endorses the NSW Government approach to homelessness by incorporating the Sydney Metro Protocol for Homelessness within all community communication strategies.

4.4. Working with Aboriginal and Torres Strait Islander (ATSI) communities

The following key focus areas have been developed by the Transport for NSW Reconciliation Action Plan (RAP), and will be reflected and incorporated in all engagement objectives and activities undertaken by Sydney Metro to:

- build and strengthen relationships
- respect and celebrate culture.

The following processes and communication tools can be used to improve accessibility and outreach with ATSI communities:

- Working collaboratively and respectfully with our Aboriginal and Torres Strait Islander staff, Aboriginal Peak Bodies, and with the communities in which we operate.
- Continue working with our key stakeholders to further build upon existing relationships and seek to invest in new partnerships to support our progress in delivering meaningful outcomes for Aboriginal and Torres Strait Islander peoples whilst delivering on our core business.

4.5. Working with diverse communities

Sydney Metro will continue to review its communication tools to ensure inclusive community engagement and the varied information requirements of our communities and stakeholders is prioritised.

The following processes and communication tools can be used to improve accessibility and outreach with diverse communities:

- Web and digital based engagement tools allowing people to engage with the project at a time that is convenient to them.
- Using multiple communication platforms to enhance communication reach, for example printed notifications, face-to-face doorknocks, email and Sydney Metro Connect.
- Ensuring communities are provided with convenient options to access the project team such as providing options for community information sessions and a 1800 number 24 hours a day, seven days a week.
- Harnessing a place management approach to understand the specific needs of communities and tailor communication accordingly.
- Working with community leaders/groups as relevant to ensure effective outreach to target cohorts.

All Sydney Metro communication materials will adhere to Web Content Accessibility Guidelines (WCAG 2.0).

5. Businesses

Sydney Metro would work with local businesses within project catchments to ensure communication and engagement is tailored to their specific needs.

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

- Identify and document potentially impacted businesses prior to project commencement.
- Provide early advice to businesses of upcoming projects.
- 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.

The PDCT CCS must include at a minimum the identification and details of specific businesses located within 50 metres of each relevant construction site.

PDCTs must identify the specific needs of each business, any potential impacts associated with construction works, and proposed mitigation measures. These measures must also address if there is a need for translation or cultural and other specialists.

The PDCT CCS must also outline the approach and timing of specific business engagement at each construction site.

Evaluation and monitoring of business engagement is outlined in section 11.

5.1. Small Business Owners Engagement Plans

The Sydney Metro PDCT will provide assistance if required to small business owners located adjacent to Sydney Metro construction sites, where they may be potentially impacted by construction activities. For the purposes of this plan, a 'small business' is defined as a business that employs fewer than 20 people.

Sydney Metro activities to support eligible businesses may include:

- small business education and mentoring
- activation events
- business engagement events
- marketing and promotion.

A Small Business Owners Engagement Plan will be prepared by the Sydney Metro PDCT in accordance with Table 4 prior to construction at relevant sites and must address any relevant conditions of planning approval.

6. Communication tools

Sydney Metro uses a range of communication and engagement tools to ensure project information reaches a wide variety of people likely to be impacted by the project. Using a variety of tools provides our communities with options to engage with the project in ways that suit their needs and lifestyle.

When planning communication strategies, the PDCT must consider the requirements of the General Specification – Stakeholder and Community Engagement along with the specific needs of their community as identified in their CCS. The CCS should then outline the specific tools used to reach their identified stakeholders.

The following communication tools matrix is provided as a guide only and other communication tools may be used with prior approval from the Director, Project Communication. CALD communication tools are also included in the table below.

Sydney Metro will provide a suite of project specific templates to the PDCT to assist in the development of communication collateral.

Table 3: Sydney Metro communication and engagement tools

Tool	Explanation and purpose	Responsibility
Community contact tools		
Community information line	Operational 24 hours a day and included on all public communication materials. Translation services are available for those with English as a second language.	SM
Community email address	This allows stakeholders and the community to have access to the project teams and to provide feedback and ask questions. All communication materials and the website will include the community email address. During construction, emails will be redirected to relevant PDCTs as required.	SM
Community post box	All stakeholders can use the postal address: PO Box K659, Haymarket NSW 1240 for Sydney Metro enquires.	SM
CALD Translation services	All communication will promote our translation services for those with English as a second language.	SM
Information tools		
Newsletters	Printed and web accessible online site-specific newsletters will include information on: <ul style="list-style-type: none"> • construction progress • upcoming construction stages and milestones 	SM/PDCT

Tool	Explanation and purpose	Responsibility
	<ul style="list-style-type: none"> • environmental management achievements • community involvement achievements • three month look-ahead • community contact information. <p>Newsletters will be distributed to local communities, stakeholders, and businesses up to 500m from the sites and be made available on the Sydney Metro website.</p>	
Sydney Metro direct mail email updates	The community, stakeholders and businesses will be offered the opportunity to register to receive Sydney Metro milestone updates.	SM
Construction email updates	The community, stakeholders and businesses will be offered the opportunity to register to receive construction updates.	PDCT
Fact sheets	Printed and/or web accessible fact sheets will be used as required to explain key aspects of Sydney Metro to the community and our stakeholders.	PDCT
Photography and videography	<p>Photos and videos will be used to record the construction process and assist with explaining aspects of Sydney Metro to stakeholders and the community.</p> <p>Images and footage will be used in notifications, newsletters, on the Sydney Metro website, presentations and reports as required.</p>	SM/PDCT
Information videos	Information videos can be used to highlight key project milestones, construction information or elements of the statutory planning process.	SM/PDCT
Site signage and hoarding banners	Site signage and hoarding banners will identify Sydney Metro and provide contact information.	SM/PDCT
CALD Newsletters and fact sheets	Translating project milestone factsheets and newsletters into targeted languages where required.	SM/PDCT
Online tools		
Sydney Metro website	<p>Information about the project will be uploaded to the Sydney Metro website.</p> <p>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:</p> <ul style="list-style-type: none"> • description of the Sydney Metro • project information including: <ul style="list-style-type: none"> – description, status, and timing 	SM

Tool	Explanation and purpose	Responsibility
	<ul style="list-style-type: none"> – 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 more than 100 different languages using the Google translate function at the bottom of the home page. 	
Project interactive portal	<p>Sydney Metro may establish and maintain an online portal for the project displaying key project information including:</p> <ul style="list-style-type: none"> • statutory planning information • project map(s) • graphics and images of the project • newsletters and other project information • specific project information displays • contact information. 	SM
Contractor webpage	<p>Each contractor will establish and maintain a web site to upload and maintain information to be published. Including copies of community, environmental, sustainability, transport, traffic and noise and vibration reports and plans.</p> <p>A link will be provided to the Sydney Metro website.</p>	PDCT
Social media	<p>Facebook, Twitter, and Instagram may be used to provide updates to stakeholders.</p> <p>Stakeholders should be offered the opportunity to join social media feeds via public materials produced for Sydney Metro.</p>	SM
CALD Sydney Metro and Contractor website	<p>Updating the Sydney Metro website with project information, which can be translated into more than 100 different languages.</p> <p>Ensuring that foreign language submissions can be received.</p>	SM/PDCT
Face-to-face and interactive tools		
Mobile information displays	<p>Mobile information displays can be used at locations like community events, shopping centres and local public spaces to</p>	SM/PDCT

Tool	Explanation and purpose	Responsibility
	provide information about Sydney Metro, statutory planning processes or construction.	
Virtual information rooms	Virtual information displays can be used to highlight project milestones, provide information about construction or statutory planning processes.	SM/PDCT
Door knock meetings	Individual door knock meetings will be used as required to discuss potential impacts of Sydney Metro with highly impacted stakeholders, especially residents, businesses directly neighbouring construction sites and owners or managers of nearby social infrastructure or community facilities.	SM/PDCT
In person and/or virtual 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.	SM/PDCT
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.	SM/PDCT
In person and/or virtual 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.	SM/PDCT
In person and/or community and business based forums	Forums will be used to focus on key environmental management issues relating to construction activities with impacted community and business stakeholders.	SM/PDCT
CALD In person and/or virtual tools	<p>Providing translators for virtual and/or in person meetings and engagements as required.</p> <p>Working closely with local councils and community groups to utilise existing CALD community relationships.</p> <p>Continued outreach with targeted CALD community groups, and virtual and/or face-to-face meetings and briefings with CALD communities as required.</p>	SM/PDCT
CALD Presentations	Presentations will also be offered to local CALD community groups in multiple languages by bi-lingual team members or external translators.	SM/PDCT
Community and/or stakeholder surveys	Surveys will be used as required to understand community needs and concerns to inform further engagement and mitigation measures	SM/PDCT

Tool	Explanation and purpose	Responsibility
Notifications		
Emergency works – notification letter	<p>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.</p> <p>Notifications must be delivered by the PDCT, issued on Sydney Metro letterhead, and include the following:</p> <ul style="list-style-type: none"> • 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. <p><i>*Work required to repair damaged utilities and/or make an area safe after an incident outside standard construction hours.</i></p>	PDCT
7 day notification - Community Signage	<p>Signage will be erected at least 7 days prior to any activity with the potential to impact stakeholders or the community. This includes:</p> <ul style="list-style-type: none"> • work in public areas such as a park • making changes to pedestrian routes • impacting on cycle ways • changing traffic conditions • disrupting access to bus stops. <p>Signage could include A-frames, mobile Variable Message Sign (VMS), hoarding or similar and be placed at either end of the corridor of work.</p>	PDCT
7 day - Traffic alert email	<p>Traffic alert email will be sent at least 7 days prior to any works requiring changes to traffic. Recipients should include:</p> <ul style="list-style-type: none"> • relevant authorities • transport operators (including bus, coach, and taxi operators). <p>The notification audience and content will be guided by the Traffic and Transport Liaison Group and Traffic Management Plans.</p>	PDCT
7 day – utility notification	<p>A notification will be sent to relevant utility service authorities at least 7 days before utility service work, to provide detailed information for their relevant call centre messaging.</p>	PDCT
Notification letter	<p>Notification letters will be used to advise the community and stakeholders of any activity with the potential to cause impacts. The notification should be delivered at least 7 days prior to the</p>	PDCT

Tool	Explanation and purpose	Responsibility
	<p>activity occurring to an area of 100 metres around the construction site for day works and 200 metres around the site for night works.</p> <p>Wherever possible works notifications should be combined for the month to include all proposed site activities. Follow up communication should be implemented for night works including the use of email, door knock or Sydney Metro Connect App reminders.</p> <p>Notifications are required for:</p> <ul style="list-style-type: none"> • start of construction • significant milestones • changes to scope of work • night works • changes to traffic conditions • modifications to pedestrian routes, cycleways, and bus stops • out of hours work • changes to residential or business access • changes or disruptions to utility services • investigation activities. <p>Notifications will be issued on Sydney Metro letterhead and include the following:</p> <ul style="list-style-type: none"> • 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	<p>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.</p> <p>Advertisements will be used as required, to fulfil the requirements of any planning approval, or licences and that required by law.</p> <p>Advertisements in local newspapers, if possible (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</p>	SM






Tool	Explanation and purpose	Responsibility
	environmental documents at least 7 days before any detour, disruption or change occurs.	
Notification email	Email notifications via community engagement database distribution lists are utilised once on the ground notification distribution has been completed.	SM/PDCT
Sydney Metro Connect App	The Sydney Metro Connect App will be used to provide brief construction information updates to the community. Stakeholders will be offered the opportunity to sign up for 'App' updates via other communication channels.	SM
CALD Advertisements	Advertising project milestones in foreign language newspapers.	SM
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.	SM
Media briefings and releases	Media releases, briefings and events will be used to update the community on major Sydney Metro milestones.	SM
Schools		
School education program	A school education program developed by Sydney Metro will be used to engage with primary and high school students.	SM
Other 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.	PDCT
Community engagement database	A web-based program used for the collection and recording of details regarding stakeholder and community contact and correspondence.	PDCT
Communication Interface Coordination Group	Members would include communications representatives from interfacing projects with project sites shared or adjacent to Sydney Metro. The role of the Communications Interface Coordination Group is to: <ul style="list-style-type: none"> Establish relationships between communications teams from interfacing projects to facilitate effective handling of enquiries and complaints where relevant. 	SM/PDCT

Tool	Explanation and purpose	Responsibility
	<ul style="list-style-type: none"> • 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. 	

7. Site establishment communication

Establishing relationships with stakeholders and the community, including determining suitable forums for engagement is a key priority prior to site establishment for construction. During this stage of engagement, the PDCT should prioritise face-to face communication as much as possible. Sydney Metro will provide support for these activities as outlined in Table 4.

Table 4: Pre-construction engagement priorities

Activity		Responsibility
	Pre-construction communication planning	
	Prepare Community Communication Strategy (CCS) DRAFT and Small Business Owners Engagement Plans (SBOEP) DRAFT in accordance with the General Specification – Stakeholder and Community Engagement, planning approval and environmental protection licence requirements	
	Set up site specific community email and 1800 phone number to receive correspondence	
	Set up project delivery webpage	
	Set up communication management system	
	Prepare start of construction advertisement	
	Early site engagement/post planning approval	
	Ministerial, stakeholder and government agency briefings	
	Council briefings	
	Prepare and seek approval from Sydney Metro for introductory communication material for community engagement	
	Initial doorknock and introductory material delivered and follow up meetings established for consultation	
	Conduct initial consultation with neighbouring properties, businesses and stakeholders to establish specific needs	
	Refine CCS/SBOEP and gain approval from Sydney Metro prior to construction starting	
	Establish forums for business and community engagement based on needs assessment	
	Publish start of construction advertisement	
	Pre-construction engagement	
	Prepare and distribute introductory newsletter and email noting early engagement outcomes, project update, and forums available to attend prior to construction starting	
	Prepare and seek approval for forum collateral including project A0 boards, factsheets and presentations	
	Hold first forums (prior to construction starting) inviting relevant local project representatives at each site	
	Erect temporary site signage and shadecloth (prior to hoarding being erected)	
KEY  Sydney Metro  Project Delivery Communication Team		

8. Managing issues

8.1. Issue identification

It would be expected that the PDCT would work collaboratively with Sydney Metro during pre-construction communication planning to understand key themes arising from the environmental assessment process. This includes gaining knowledge of the relevant environmental impact statement(s) or other planning approvals documentation, key mitigation measures, potential cumulative impacts, community, or stakeholder issues raised during the statutory planning process.

Sydney Metro expects the PDCT would appoint dedicated place managers and use the following methods during early site engagement, pre-construction engagement and delivery to identify potential issues for their communities:

- Gather information about community, stakeholder and business needs and requirements to guide delivery communication approaches.
- Build relationships with local communities, residents, and business owners, particularly those near the site with a priority on personal and face-to-face communication to encourage open communication about concerns.
- Communicate early and often, providing accurate information about upcoming project works and potential impacts.
- Share information with other projects in the area (see cumulative impacts).

The PDCT would be expected to work collaboratively with their environmental and construction counterparts, the Sydney Metro project implementation group, the project Environmental Representative and/or Airport Environment Officer to understand potential issues and agree on appropriate management approaches. This should be undertaken prior to escalating any issues as per the Sydney Metro CCMS.

The CCS must identify strategies for proactively identifying issues and appropriate mitigation measures.

8.2. Tools to manage issues



There are several tools available to assist projects in managing issues relating to construction and environmental impacts. These can be found in the following plans:





- Construction Environmental Management Framework
- Construction Traffic Management Framework
- Construction Noise and Vibration Standard
- applicable contract specific management plans.

8.3. Key issues and mitigation measures

The following communication and mitigation measures are considered a guide to managing potential issues. The PDCT must identify the unique issues related to individuals and outline tailored mitigation measures which would also incorporate mitigation measures from the project's relevant planning approvals documentation.

Table 5: Key issues and mitigation measures

Issue	Communication and mitigation measures
Information about construction	
	<ul style="list-style-type: none"> • Lack of information • Coordination with other Transport Agencies • Temporary station closures at locations along the alignment where train possessions occur • Train replacement services
<ul style="list-style-type: none"> • Coordination of information for tenants and property owners (including business owners) 	<ul style="list-style-type: none"> • Regular notifications and newsletters (including contributing to other project notifications including 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 projects and existing transport operations in close proximity to Sydney Metro works, regarding replacement services and temporary transport plans • 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 the Communication Interface Control Group • Implement the Small Business Owners Engagement Plan as required
Social Impacts	
	<ul style="list-style-type: none"> Construction impacts potentially affecting: <ul style="list-style-type: none"> • Way of life • Accessibility • Health and wellbeing • Community • Culture • Surroundings • Livelihoods • Decision-making systems • Implementation of all reasonable and feasible environmental and/or traffic management measures as outlined in relevant construction environmental management and traffic management plans • Management of property and cumulative impacts • Implementation of the OCCS (this plan), and site specific CCS' • Specific place manager involvement and support as required

	Issue	Communication and mitigation measures
	Utility relocation and continuity of supply <ul style="list-style-type: none"> • Utility works affecting footpath or road access 	<ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> • Impacts to visual amenity (overlooking or directly next door to sites) • Vandalism of site hoarding • Visibility of retail signage and shopfronts 	<ul style="list-style-type: none"> • 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 Plan to promote local businesses
	Cumulative impacts <ul style="list-style-type: none"> • Multiple works in the one location • Adjacent projects 	<ul style="list-style-type: none"> • Coordinate communications through the Communication Interface Control Group
	Transport interruptions <ul style="list-style-type: none"> • Temporary station closures 	<ul style="list-style-type: none"> • Rail replacement services • Advertisements, notifications and station attendants redirecting passengers to alternative services

Issue	Communication and mitigation measures
<div data-bbox="204 421 316 542" data-label="Image"> </div> <p data-bbox="352 405 572 427">Noise and vibration</p> <ul data-bbox="339 465 718 734" style="list-style-type: none"> • 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 	<ul data-bbox="837 461 1358 1234" style="list-style-type: none"> • 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 Construction Noise and Vibration Impact Statement. Noise reduction strategies to be implemented with consideration given hours of operation and sensitive periods. • 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 toolbox 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 Construction Noise and Vibration Impact Statement • Referral to Small Business Owners Engagement Plan for advice on small business complaints where appropriate
<div data-bbox="204 1339 316 1411" data-label="Image"> </div> <p data-bbox="352 1301 408 1323">Dust</p> <ul data-bbox="339 1350 762 1413" style="list-style-type: none"> • Dust generated by construction activities • Concern about health impacts of dust 	<ul data-bbox="850 1350 1326 1444" style="list-style-type: none"> • 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

Issue	Communication and mitigation measures
<div data-bbox="220 439 296 533"></div> <p>Access</p> <ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Coordination of works with deliveries and business priorities, where possible • Installation of suitable signage to direct pedestrians, delivery drivers and customers where appropriate
<div data-bbox="212 741 300 853"></div> <p>Construction traffic</p> <ul style="list-style-type: none"> • Heavy vehicle movements on local roads 	<ul style="list-style-type: none"> • Implement site specific Traffic Management Plans • Coordinate traffic management in accordance with Construction Traffic Management Plan (CTMP) • Construction traffic movements minimised in peak times, where possible • Heavy vehicle specific access and egress locations and routes to minimise local congestion • Truck driver toolbox meetings on localised conditions • Out of hours deliveries to minimise impacts of oversized vehicles on local roads • Traffic Control Group
<div data-bbox="217 1137 296 1207"></div> <p>Property acquisition</p> <ul style="list-style-type: none"> • Concerns about property acquisition 	<ul style="list-style-type: none"> • Personal Manager involvement and support • Detailed meetings with supporting Centre for Property Acquisition information and Sydney Metro newsletters and fact sheets
<div data-bbox="209 1382 308 1444"></div> <p>Property impacts</p> <ul style="list-style-type: none"> • Concerns about potential property damage • Potential effects of vibration and settlement 	<ul style="list-style-type: none"> • Property Condition Surveys offered where eligible in line with relevant Construction Noise and Vibration Impact Statement (CNVIS) for each site • Vibration modelling information • Distribute fact sheets • Protection of heritage items using hoarding

9. Cumulative impacts

Sydney Metro will ensure coordination with interfacing projects to manage community and stakeholder issues.

Sydney Metro recognises that communities and stakeholders may be experiencing or have experienced impacts relating to other projects in their local area. This section outlines approaches to ensure cumulative impacts are considered in communication and engagement.

On the Sydney Metro – Western Sydney Airport project, coordination with Western Sydney Airport is essential for issues raised about work on sites within shared project areas.

9.1. Coordination for effective communication

Sydney Metro will host Communications Interface Coordination Groups for areas where projects interface. The purpose of these groups will be to provide a forum for exchange of information, understand any emerging concerns across the projects and to coordinate communication and engagement activities as appropriate.

Coordination and consultation with other projects will generally include:

- Provision of regular updates about the detailed construction program, construction sites and haul routes.
- Coordination of traffic notifications between projects.
- Coordination of engagement activities such as community information sessions, newsletters and notifications and complaint resolution.

This approach will support a range of other forums to address coordinating works with traffic and noise impacts and identifying potential conflicts in construction programs.

All enquiries and complaints made by the community and stakeholders will be managed in accordance with the Sydney Metro CCMS. It would be expected that the place manager on call would have general knowledge of other projects in the area to provide a personal approach and knowledge of who the complainant should contact for further information.

All phone calls to Sydney Metro's call centre, will be managed in accordance with the Sydney Metro call handling procedure. Community enquires that do not relate to Sydney Metro projects, will be forwarded to the relevant project.

Figure 7 illustrates the process for complaint and enquiry management across projects in similar areas.



Figure 7: Project related email / phone coordination

9.2. Occurrence of cumulative impacts

The PDCT CCS must identify projects that Sydney Metro may interface within their project area including further opportunities for coordinated communication in consideration of cumulative impacts at each site, as relevant.

This may include:

- other parts of Transport for NSW
- local councils
- state government agencies
- federal government agencies
- Western Sydney Airport
- Transport Coordination
- Department of Planning and Environment
- Sydney Trains
- NSW Trains
- Sydney Buses
- Sydney Water
- Water NSW
- Port Authority of NSW
- emergency service providers
- utility providers
- construction contractors.

10. Crisis and incident communication processes

In the unlikely event that a crisis or incident occurs, crisis communications management will be in place. Any communication management system prepared by the PDCT as part of the Emergency Management Plan should align with Sydney Metro's Crisis Communications Plan.

Contract teams are required to invite the Director, Communications and the Deputy Executive Director, Communication and Engagement to attend and participate in formal incident and crisis communication exercises when they are conducted.

The CCS must reflect Sydney Metro's Crisis Communications Management Plan and Incident notification process.

The PDCT has the following responsibilities in relation to crisis communication:

- Immediately notify the Director, Communications within 10 minutes 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. For any other incidents notify the Director, Communications within one hour of the incident occurring.
- Obtain approval from the Director, Communications 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 in responding to the community, the media, and other stakeholders.
- Provide all necessary communications materials that may need to be disseminated because of such incidents.

11. Monitoring, evaluation, and reporting

The PDCT is responsible for monitoring the effectiveness of strategies to inform and to minimise impacts of construction on the community, including businesses. The PDCT is required to provide detailed information to Sydney Metro each month on performance criteria outlined in this plan and the site specific CCS including:

- Enquiry and complaint trends and how lessons learned are being applied across the project to avoid issues recurring, highlighting sensitive receivers and small businesses.
- The status of complaints and details of any escalation required.
- Communication tools used to engage with stakeholders and the community including doorknocks, meetings, presentations, notifications, and newsletters.

11.1. Audit and review – package specific CCS'

The OCCS (this document) will be reviewed and reissued annually.

Evaluation of the performance and effectiveness of the site specific PDCT CCS' and SBOEPs will be undertaken every six months or as required. Key elements of the evaluation will include examining the adequacy of the plans and their implementation in achieving the intent of the consultation as evidenced by the items in table 6.

For the Sydney Metro – Western Sydney Airport, and in line with the Airport Plan (Western Sydney Airport), each evaluation will be followed by a statement confirming the Rail Authority (Sydney Metro) is satisfied that the CCS complies with the Airport Plan requirements.

Table 6: Six monthly CCS/SBOEP audit requirements

Performance parameters	Plan	Measures	Reporting
Identifying all potential local community, businesses (including small businesses) and stakeholders that may be impacted by or have an interest in the project (based on the stakeholder categories provided in this plan)	CCS/SBOEP	Inclusion of a thorough stakeholder scan of local community, businesses and stakeholders including maps.	Accurate and up-to-date listings of local businesses noting of leases and ownership at least every six months and any changes to business operations.
Appropriateness of communication and engagement tools	CCS/SBOEP	A communication tool matrix and/or table detailing communication tools to be used for which stakeholders and why.	Communication matrix and/or table to be updated at least every six months to adjust approach to specific impacts, community needs, and lessons learned.

Performance parameters	Plan	Measures	Reporting
Identifying appropriate mitigation measures to address issues and minimise impacts	CCS/SBOEP	<p>Inclusion of mitigation measures that would be used in response to identified issues.</p> <p>A detailed complaint investigation process to ensure mitigation measures are considered before escalating complaints to the next level (as per the CCMS).</p>	Appropriateness of mitigation measures to accommodate community needs and lessons learned to be reviewed at least every six months and the PDCT CCS to be updated accordingly.
Cumulative impacts process	CCS	<p>Inclusion of identified nearby projects and tools/forums to engage with projects.</p> <p>Processes for coordination of communication, including project collateral and face-to-face events.</p>	Nearby project information to be reviewed regularly and updated as part of the PDCT CCS review, including any new processes, at least every six months.

11.2. Audit and review – businesses

The PDCT is required to compile monitoring data on a bi-annual basis and include lessons learned based on the items in table 7.

Table 7: Six monthly monitoring program and performance measures for businesses

Performance parameters	Measures	Monitoring	Reporting
Awareness of construction activity and likely impacts.	<p>Notifications issued within required timeframes on 100% of occasions, unless otherwise agreed with Sydney Metro.</p> <p>Number of business briefings, building-based information sessions and face-to-face meetings prior to works.</p> <p>The objective is to make contact via these measures with 100% of</p>	<p>Records in community engagement database on number and timing of notifications.</p> <p>Records in community engagement database on number of (and attendance at) briefings, information sessions and completed doorknocks/face-to-face meetings.</p> <p>Feedback from meetings, presentations, and briefings</p>	<p>Number of notifications issued.</p> <p>Percentage of notifications issued on time.</p> <p>Number of briefings, information sessions and completed doorknocks.</p> <p>Percentage of businesses within 50 metres contacted prior to works.</p>

Performance parameters	Measures	Monitoring	Reporting
	businesses within 50 metres prior to works that have the potential to impact the owners.	(documented in community engagement database). Records in community engagement database on complaints received from businesses relating to lack of information about construction activities and impacts.	Number of complaints received from businesses relating to information about construction activities and impacts. Lessons learned.
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 community engagement database). Feedback on effectiveness of mitigation measures (documented in community engagement database). Records in community engagement 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 learned.
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	Consultation with businesses on noise and vibration impacts and mitigation measures documented in community engagement database. Documentation of affected businesses impacts and mitigation measures in site	Number of businesses with agreed mitigation measures to address noise and vibration impacts. Summary of non-standard mitigation measures implemented.

Performance parameters	Measures	Monitoring	Reporting
	<p>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.</p> <p>The objective is for zero referrals to Sydney Metro over a six-month timeframe during standard construction.</p>	<p>specific Construction Noise and Vibration Impact Statement reports.</p> <p>Feedback on effectiveness of mitigation measures (documented in community engagement database).</p> <p>Records of businesses referred to Sydney Metro for additional assessment / treatment.</p> <p>Records in community engagement database on noise and vibration complaints from businesses.</p>	<p>Number of referrals to Sydney Metro.</p> <p>Number of repeat complaints from noise sensitive receivers relating to noise and vibration impacts.</p> <p>Lessons learned.</p>
Awareness of construction activity and likely impacts.	<p>Notifications issued within required timeframes on 100% of occasions, unless otherwise agreed with Sydney Metro.</p> <p>Number of business briefings, building-based information sessions and face-to-face meetings prior to works.</p> <p>The objective is to make contact via these measures with 100% of businesses within 50 metres prior to works that have the potential to impact the owners.</p>	<p>Records in community engagement database on number and timing of notifications.</p> <p>Records in community engagement database on number of (and attendance at) briefings, information sessions and completed doorknocks/face-to-face meetings.</p> <p>Feedback from meetings, presentations and briefings (documented in community engagement database).</p> <p>Records in community engagement database on complaints received from businesses relating to lack of information about construction activities and impacts.</p>	<p>Number of notifications issued.</p> <p>Percentage of notifications issued on time.</p> <p>Number of briefings, information sessions and completed doorknocks.</p> <p>Percentage of businesses within 50 metres contacted prior to works.</p> <p>Number of complaints received from businesses relating to lack of information about construction activities and impacts.</p> <p>Lessons learned.</p>

12. Low impact or preparatory activities process

12.1. Purpose

This implementation process 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 low impact or preparatory activities.

Low impact work is defined within State significant infrastructure conditions of approval for Sydney Metro projects as work that is not considered main construction works but will support main construction activities. Preparatory activities is a term defined within the Western Sydney Airport Plan and may apply to the variation to the Airport Plan for on-airport works for Sydney Metro – Western Sydney Airport. Each of these terms are described in more detail in table 8 below.

This low impact or preparatory activities plan must be implemented in conjunction with the overarching requirements outlined in this strategy.

12.2. Relationship to plans

The intention of this low impact or preparatory activities implementation process is to cover low impact or preparatory activities prior to the main construction works starting. Low impact activities may be conducted by Sydney Metro or its Contractors.

Contractors must follow all requirements of the General Specification – Stakeholder and Community Engagement in carrying out low impact and/or preparatory works including development of public communication materials. At the commencement of Construction, Contractor activities will be covered by the PDCT Community Communication Strategy.

12.3. Low impact and preparatory activities

For the purposes of this process, low impact activities, undertaken under a relevant planning approval, are defined as:

- Survey, survey facilitation and investigations works (including geotechnical investigations, road and building dilapidation survey works, drilling and excavation).
- Treatment of contaminated sites.

Establishment of ancillary facilities including construction of ancillary facility access roads and providing facility utilities.

- Operation of ancillary facilities that have minimal impact on the environment and community.
- 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 that have minimal impact on the environment and community.
- 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 salvage and clearance undertaken in association with other low impact work to ensure there is no impact on heritage items.
- Any other activities that have minimal environmental impact.

Preparatory activities are generally defined in the Western Sydney Airport Plan as the following:

- Day to day site and property management activities
- Site investigations, surveys (including dilapidation surveys), monitoring and related works (e.g. geotechnical or other investigative drilling, excavation, or salvage)
- Establishing construction work sites, site offices, plant and equipment, and related site mobilisation activities (including access points, access tracks and other minor access works, and safety and security measures such as fencing but excluding bulk earthworks)
- Enabling preparatory activities such as demolition or relocation of existing structures (including buildings, services, utilities and roads) and the disinterment of human remains
- Any other activities which are determined preparatory activities.

Prior to low impact or preparatory activities taking place, a pre-construction work form will be completed for approval by the PDCT.

12.4. 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 12.

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 CCMS in the first instance. Complaints are reported on daily through the Daily Complaints Report and quarterly in the Construction Compliance Report.

Table 8: Communication tools for low impact or preparatory activities

Activity	Communication tools	Stakeholder	Timing
Survey and site investigations, including geotechnical investigations	Notification letter ¹	Delivered to properties within 50m or work in standard construction hours, 100m for out of hours work ²	7 days prior to work starting
	Sydney Metro Connect	Sent to stakeholder distribution email lists for	
	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 ² 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 ² Local groups	7 days prior to work starting
	Doorknock	Properties within 50m	7 days prior to work starting
Planned service disruptions	Included in notification letter	Delivered to properties within 200m ²	7 days prior to disruption

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 area will expand if the noise assessment shows a wider impact radius.

Activity	Communication tools	Stakeholder	Timing
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 or work in standard construction hours, 200m for out of hours work ²	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 as required	As required or requested
Traffic changes, including any public transport changes	Included in notification letter	Delivered to properties within 100m or work in standard construction hours, 200m for out of hours work ²	7 days prior to work starting 7 days prior to new milestone
	VMS Traffic alert Bus stop notices	Road users	7 days prior to work starting 7 days prior to new milestone
Emergency work	Notification letter Doorknock	Affected properties	Within 2 hours
Transport infrastructure disruptions	Notification letter Bus stop notices Directional signage	Transport users Local council Transport agencies	As required