Overarching Community Communications Strategy (OCCS)

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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 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 being jointly funded by the State and Federal Governments.

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. Our Purpose and Strategy

Sydney Metro is Australia's largest rail infrastructure program, delivering Australia's most technologically advanced railways, and is Australia's first and currently, only fully automated, driverless metro railway.

Sydney Metro is a NSW Government agency, established on 1 July 2018 under the Transport Administration Act 1988 (the Act). We are responsible for stewarding a portfolio of projects and operations exceeding $60 billion.

Transport priorities, strategies and plans set the vision, directions and principles for passenger mobility in NSW, guiding transport investment over the longer term. The metro network in Sydney delivers the necessary step change in rail infrastructure to deliver the NSW

Government's aim of 30-minute cities. By providing safe, fast and frequent, turn-up-and-go services, Sydney will be an easier and faster place to get around, and destinations across Greater Sydney will be more accessible

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

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 Minister for Planning and Public Spaces.

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 project delivery communication team 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.

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 Communications Plans (CCP) will be developed by appointed (project delivery communication teams) 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 CCPs must comply with the Airport Plan (Western Sydney International Airport).

The OCCS and CCPs 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.

CCP 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 CCP and SBOEP approval by Sydney Metro is required prior to contractor activities.

The CCPs 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 Director Project Communications, 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 Engagement Institute (formerly 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 **engagementinstitute.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:

- Provide high-quality passenger and place experience.
- Plan, design and build to shape the future.
- Drive financial responsibility.
- Position the organisation for continued success.
- Reduce environmental impact and champion social outcomes.

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 operational readiness, 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 project delivery communication team(s) to work together to ensure communication is clear and consistent across the different facets of the project.

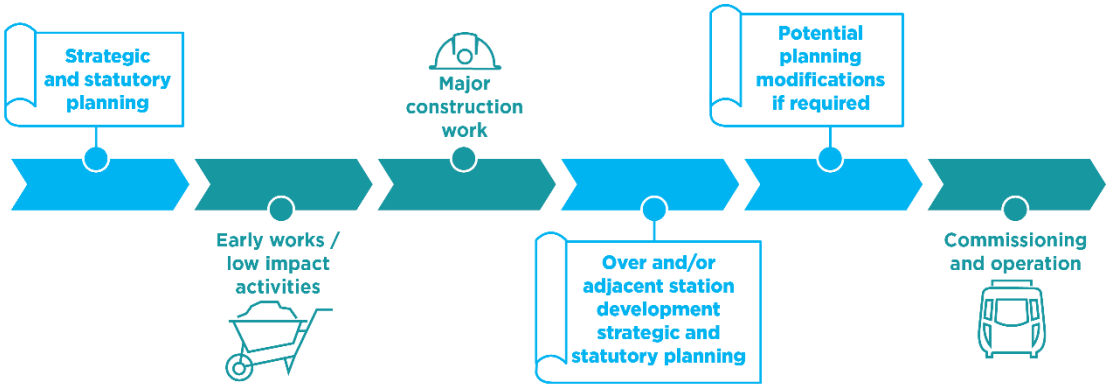


Figure 4: Potential stakeholder and community engagement touchpoints through the project lifecycle.

Figure 5 below outlines key responsibilities of Sydney Metro, and the project delivery communication teams 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 project delivery communication team will be outlined in the contract General Specification – Stakeholder and Community Engagement.

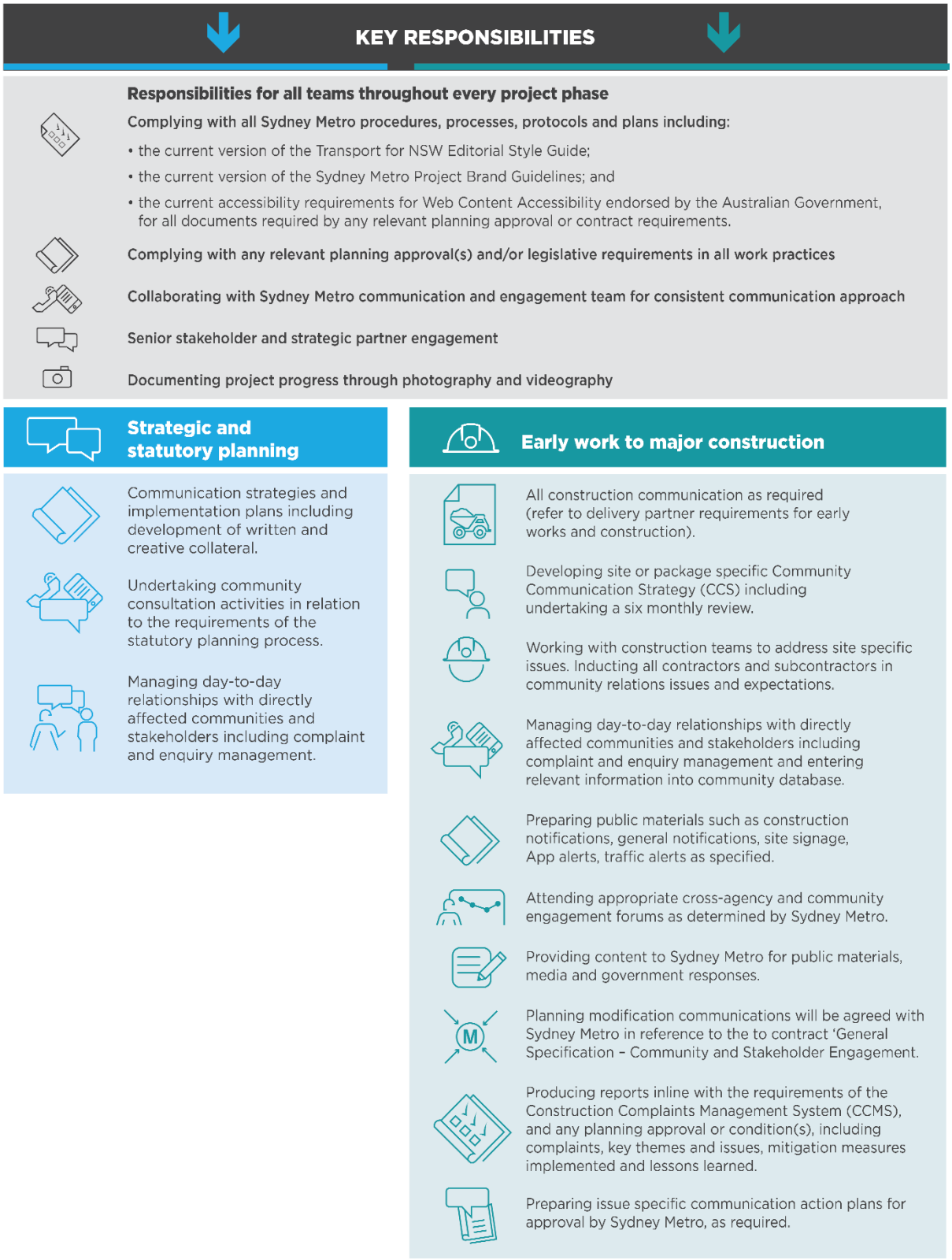


Figure 5: Responsibilities during planning and construction

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

Role	Responsibility
Environmental Representative	A suitably qualified and experienced Environmental Representative is independent of the design and construction personnel and responsible for advising the Department of Planning, Housing and Infrastructure 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, Housing and Infrastructure. The Environmental Representative may provide advice to the Sydney Metro Communication and Engagement team in relation to environmental performance and mitigation measures. Provide an independent review to help resolve complaints about construction issues where a resolution has been unable to be reached by the project delivery communication team and the Sydney Metro project team.
Acoustic Advisor, if required according to planning approval	A suitably qualified and experienced Acoustic Advisor is independent of the design and construction personnel and responsible for advising the Department of Planning, Housing and Infrastructure 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, Housing and Infrastructure. The Acoustic Advisor may provide advice to the Sydney Metro Communication and Engagement team in relations to acoustic performance and mitigation measures.
Independent property impact assessment panel, if required according to planning approval	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.
Western Sydney Airport or Airport Environment Officer, if required according to planning approval	Western Sydney Airport is the lessee of Western Sydney International (Nancy Bird-Walton) Airport and has responsibility for the site. An Airport Environment Officer is responsible for the day-to-day regulatory oversight of compliance with the Commonwealth *Airport (Environment Protection) Regulations 1997* (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.
Other project technical specialists	Provide subject matter technical expertise for the duration of construction, or as otherwise agreed by the Secretary of the Department of Planning, Housing and Infrastructure. This scope will include but not limited to: construction, noise, vibration, tunnelling and general project related issues.
Independent mediation service(s) (engaged as required)	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 project delivery communication team and/or the Sydney Metro project team. 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.

Head of Project Delivery	Overall responsibility for defining, developing, and implementing the strategic direction of Sydney Metro in respect of all communication and engagement activities.
Director Project Communications	Overall responsibility for defining, developing, and implementing the strategic direction of Sydney Metro in respect of all communication and engagement activities. Accountable for authorising all communication and engagement documents, monitoring their effectiveness, and performing formal document review.
Sydney Metro Communication and Engagement Team	This team's key accountabilities and responsibilities include: • communication and engagement • stakeholder management • public affairs • public communication • strategic partnerships • project communications.
Project Communication teams (Sydney Metro and project delivery communication team)	• 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 all CCPs, 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, unreasonable conduct by complainants and escalation processes throughout the project lifecycle.

Complaints are first managed by the project delivery communication team 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 project delivery communication team 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 International Airport site which would be managed and escalated to Western Sydney Airport in accordance with the CCMS.

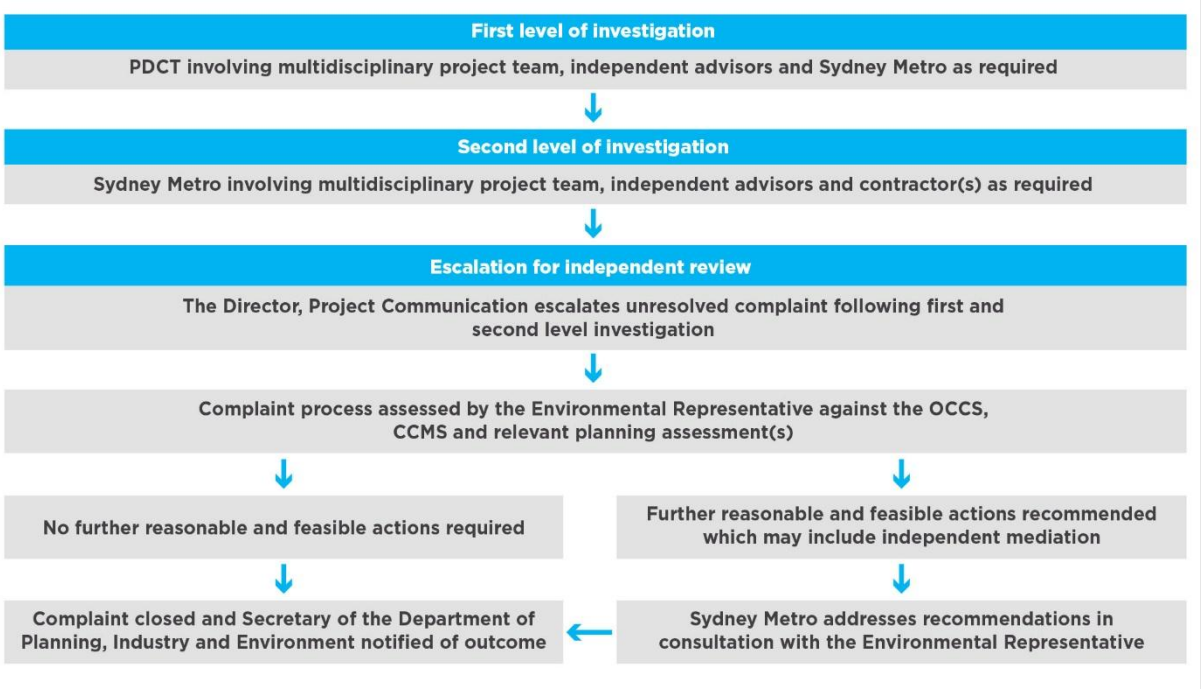


Figure 6: complaint escalation process for Sydney Metro

Sydney Metro's process for managing, determining, and minimising unreasonable conduct by complainants is outlined in the CCMS. The Director, Project Communications is responsible for determining if a complainant's conduct is considered unreasonable and for implementing communication approaches as appropriate.

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:

- 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 Regional Development and Local Government Federal Minister for Cities Federal Minister for Communications

Sector	Stakeholders
	NSW Minister for Transport NSW Minister for Planning and Public Spaces NSW Minister for the Environment NSW Minister for Jobs and Tourism NSW Minister for Roads NSW Minister for Industry and Trade NSW Minister for Western Sydney
	State elected members and their electoral offices Local elected members Local council General Managers/CEOs
	Department of Primary Industries and Regional Development Department of Climate Change, Energy, the Environment and Water Western Sydney Airport
	Transport for NSW Department of Planning, Housing and Infrastructure Infrastructure NSW Investment NSW Placemaking NSW NSW Premier's Department NSW The Cabinet Office NSW Treasury Port Authority of NSW NSW Health NSW Department of Communities & Justice NSW Department of Education Schools Infrastructure NSW Western Sydney Planning Partnership Bradfield Development Authority
	Council officers Emergency services: • Police • Ambulance • NSW Fire and Rescue • Rural Fire Services • State Emergency Services

Sector	Stakeholders
Neighbouring projects	Parramatta Light Rail – Stage 2 The Civic Link (Parramatta City Council) Powerhouse Parramatta Western Harbour Tunnel Westmead redevelopment Glebe Island Multi-User facility Revitalisation of Blackwattle Bay Western Sydney International Airport M12 Motorway Sydney Metro City & Southwest Circular Quay Renewal
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	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
- People with disabilities
- Aboriginal and Torres Strait Islander Communities (ATSI)
- Diverse communities.

The project delivery communication team CCPs must demonstrate how their communication approach will use tools and strategies that meet the needs of their diverse communities. Specific tools outlined in section 6 should be considered as appropriate, including the use of tools to build understanding within the construction teams.

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 multiple 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.
- Engage with communities through a range of plain English in person and digital communication methods to ensure inclusivity and accessibility.
- Staff responsible for engaging people with vulnerable and marginalised people or groups ensure inclusive and accessible community engagement, tailoring communications as required.

4.4. Working with people living with a disability

Sydney Metro will adopt the following approaches when engaging with people living with a disability.

- Recognise the important role that carers play in the lives of people living with a disability and providing the opportunity to involve a support person in conversations with the project, if necessary.
- Community members can also request communication adjustments such as audio, large text or translations to assist in meeting their needs.
- Working with stakeholders to make other reasonable adjustments as needed.

4.5. 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 whist delivering on our core business.

4.6. 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.

4.7. Relevant plans and policies

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

Sydney Metro adheres to the principals and objectives outlined in the following plans and policies:

- Department of Communities & Justice Protocol for Homeless People in Public Places within all community communication strategies.
- The NSW Government Disability Inclusion Action Plan 2020-2025
- The Transport for NSW Stretch Reconciliation Action Plan (RAP) and the Aboriginal Participation Strategy
- The Department of Planning, Housing and Infrastructure Social Impact Assessment Guideline
- The Transport for NSW Multicultural Plan 2021-2023

5. Businesses

Sydney Metro works 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, where reasonable.
- Ensure the project team understands the operational requirements and sensitivities of businesses around each site.

The project delivery communication team CCP must include at a minimum the identification and details of specific businesses located within 50 metres of each relevant construction site.

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

The project delivery communication team CCP may 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 project delivery communication team 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 project delivery communication team 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 project delivery communication team must consider the requirements of the General Specification – Stakeholder and Community Engagement along with the specific needs of their community as identified in their CCP. The CCP 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 Communications. CALD communication tools are also included in the table below.

Sydney Metro will provide a suite of project specific templates to the project delivery communication team 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.	Sydney Metro
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 project delivery communication teams as required.	Sydney Metro
Community post box	All stakeholders can use the postal address: PO Box K659, Haymarket NSW 1240 for Sydney Metro enquires.	Sydney Metro
CALD Translation services	All communication will promote our translation services for those with English as a second language.	Sydney Metro

Tool	Explanation and purpose	Responsibility
Information tools		
Newsletters	Printed and/or web accessible online site-specific newsletters (where works are ongoing) will include information on: • construction progress • upcoming construction stages and milestones • environmental management achievements • community involvement achievements • Three-month look-ahead • community contact information. 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.	Sydney Metro/project delivery communication team
Sydney Metro direct mail email updates	The community, stakeholders and businesses will be offered the opportunity to register to receive Sydney Metro milestone updates.	Sydney Metro
Construction email updates	The community, stakeholders and businesses will be offered the opportunity to register to receive construction updates.	Project delivery communication team
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.	Project delivery communication team
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.	Sydney Metro/project delivery communication team
Information videos	Information videos can be used to highlight key project milestones, construction information or elements of the statutory planning process.	Sydney Metro/project delivery communication team
Site signage and hoarding banners	Site signage and hoarding banners will identify Sydney Metro and provide contact information.	Sydney Metro/project delivery communication team
CALD Newsletters and fact sheets	Translating project milestone factsheets and newsletters into targeted languages where required.	Sydney Metro/project delivery communication team

Tool	Explanation and purpose	Responsibility
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 • project information including: – description, 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 more than 100 different languages using the Google translate function at the bottom of the home page.	Sydney Metro
Project interactive portal	Sydney Metro may establish and maintain an online portal for the project displaying key project information including: • statutory planning information • project map(s) • graphics and images of the project • newsletters and other project information • specific project information displays • contact information.	Sydney Metro
Contractor webpage	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. A link will be provided to the Sydney Metro website.	project delivery communication team
Social media	Facebook, X (formerly Twitter), LinkedIn and Instagram may be used to provide updates to stakeholders.	Sydney Metro

Tool	Explanation and purpose	Responsibility
	Stakeholders should be offered the opportunity to join social media feeds via public materials produced for Sydney Metro.	
CALD Sydney Metro and Contractor website	Updating the Sydney Metro website with project information, which can be translated into more than 100 different languages. Ensuring that foreign language submissions can be received.	Sydney Metro/project delivery communication team
Sydney Metro Connect App	May be used to provide information about upcoming events and project updates.	Sydney Metro
Face-to-face and interactive tools		
Mobile information displays	Mobile information displays can be used at locations like community events, shopping centres and local public spaces to provide information about Sydney Metro, statutory planning processes or construction.	Sydney Metro/project delivery communication team
Virtual information rooms	Virtual information displays can be used to highlight project milestones, provide information about construction or statutory planning processes.	Sydney Metro/project delivery communication team
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.	Sydney Metro/project delivery communication team
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.	Sydney Metro/project delivery communication team
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.	Sydney Metro/project delivery communication team
Mobile community information centre	The mobile community information centre provides a flexible approach to community engagement, providing a modern take on a shopfront community information centre ‘on wheels’, bringing information directly into local communities.	Sydney Metro
Sydney Metro ‘The Game’	Sydney Metro ‘The Game’ gives users a firsthand experienceof the Sydney Metro end-product as they explore a future Sydney Metro station and precinct, collecting project knowledge tokens along the way that showcases the benefits of the project.	Sydney Metro

Tool	Explanation and purpose	Responsibility
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.	Sydney Metro/project delivery communication team
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.	Sydney Metro/project delivery communication team
CALD In person and/or virtual tools	Providing translators for virtual and/or in person meetings and engagements as required. Working closely with local councils and community groups to utilise existing CALD community relationships. Continued outreach with targeted CALD community groups, and virtual and/or face-to-face meetings and briefings with CALD communities as required.	Sydney Metro/project delivery communication team
CALD Presentations	Presentations will also be offered to local CALD community groups in multiple languages by bi-lingual team members or external translators.	Sydney Metro/project delivery communication team
Community and/or stakeholder surveys	Surveys will be used as required to understand community needs and concerns to inform further engagement and mitigation measures	Sydney Metro/project delivery communication team
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 the project delivery communication team, 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.	Project delivery communication team

Tool	Explanation and purpose	Responsibility
	**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 erected at least 7 days prior to any activity with the potential to impact stakeholders or the community. This includes: • 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. Signage could include A-frames, mobile Variable Message Sign (VMS), hoarding or similar and be placed at either end of the corridor of work.	Project delivery communication team
7 day - Traffic alert email	Traffic alert email will be sent at least 7 days prior to any works requiring changes to traffic. Recipients should include: • relevant authorities • transport operators (including bus, coach, and taxi operators). The notification audience and content will be guided by the Traffic and Transport Liaison Group and Traffic Management Plans.	Project delivery communication team
7 day – utility notification	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.	Project delivery communication team
Notification letter	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 activity occurring to an area of 100 metres around the construction site for day works and 200 metres around the site for night works. Wherever possible works notifications should be combined for the month to include all proposed site activities where works are ongoing. Follow up communication should be implemented for night works including the use of email, door knock or Sydney Metro Connect App reminders. Notifications are required for: • start of construction • significant milestones • changes to scope of work • night works • changes to traffic conditions • modifications to pedestrian routes, cycleways, and bus stops	Project delivery communication team

Tool	Explanation and purpose	Responsibility
	• 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 may 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. Advertisements may be used as required, to fulfil the requirements of any planning approval, or licences and that required by law. 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 environmental documents at least 7 days before any detour, disruption or change occurs.	Sydney Metro
Notification email	Email notifications via community engagement database distribution lists are utilised once on the ground notification distribution has been completed.	Sydney Metro/project delivery communication team
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.	Sydney Metro
CALD Advertisements	Advertising project milestones in foreign language newspapers.	Sydney Metro
Briefings and media		
MP, local elected members, and	MP, Local elected members, and Ministerial briefings will be used to update these stakeholders on major Sydney Metro milestones.	Sydney Metro

Tool	Explanation and purpose	Responsibility
Ministerial briefings		
Media briefings and releases	Media releases, briefings and events will be used to update the community on major Sydney Metro milestones.	Sydney Metro
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.	Project delivery communication team
Community engagement database	A web-based program used for the collection and recording of details regarding stakeholder and community contact and correspondence.	Project delivery communication team
Communication Interface Coordination Group (or superseding established 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: • Establish relationships between communications teams from interfacing projects to facilitate effective handling of enquiries and complaints where relevant. • 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. Frequency of forums to be monitored by Sydney Metro and adjusted as appropriate.	Sydney Metro/Stakeholder Engagement team

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 project delivery communication team 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	Project Delivery Communication Team
Set up site specific community email and 1800 phone number to receive correspondence	Project Delivery Communication Team
Set up project delivery webpage	Project Delivery Communication Team
Set up communication management system	Project Delivery Communication Team
Prepare start of construction advertisement	Sydney Metro
Establish area coordination groups	Sydney Metro
Early site engagement/post planning approval	
Ministerial, stakeholder and government agency briefings	Sydney Metro
Council briefings	Sydney Metro / Project Delivery Communication Team
Prepare and seek approval from Sydney Metro for introductory communication material for community engagement	Project Delivery Communication Team
Initial doorknock and introductory material delivered and follow up meetings established for consultation	Project Delivery Communication Team
Conduct initial consultation with neighbouring properties, businesses and stakeholders to establish specific needs	Project Delivery Communication Team
Refine CCS/SBOEP and gain approval from Sydney Metro prior to construction starting	Project Delivery Communication Team
Establish forums for business and community engagement based on needs assessment	Project Delivery Communication Team
Publish start of construction advertisement	Sydney Metro
Host coordination meeting with relevant projects	Sydney Metro / Project Delivery Communication Team
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	Project Delivery Communication Team
Prepare and seek approval for forum collateral including project A0 boards, factsheets and presentations	Project Delivery Communication Team
Hold first forums (prior to construction starting) inviting relevant local project representatives at each site	Project Delivery Communication Team
Erect temporary site signage and shadecloth (prior to hoarding being erected)	Project Delivery Communication Team

KEY

Sydney Metro

Project Delivery Communication Team

8. Managing issues

8.1. Issue identification

It would be expected that the project delivery communication team 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 project delivery communication team 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 project delivery communication team 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 CCP 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 project delivery communication team 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	
• **Lack of information** • **Coordination with other Transport Agencies** • **Temporary station closures at locations along the alignment where train possessions occur** • **Train replacement services**	• 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
• **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 the Communication Interface Control Group • Implement the Small Business Owners Engagement Plan as required
Social Impacts	
Construction impacts potentially affecting: • **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	
• **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 Plan to promote local businesses
Cumulative impacts	
• **Multiple works in the one location** • **Adjacent projects**	• Coordinate communications through the Communication Interface Control Group
Transport interruptions	
• **Temporary station closures**	• Rail replacement services • Advertisements, notifications and station attendants redirecting passengers to alternative services

Issue	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 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
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

Issue	Communication and mitigation measures
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
Construction traffic	
• Heavy vehicle movements on local roads	• 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
Property acquisition	
• Concerns about property acquisition	• Personal Manager involvement and support • Detailed meetings with supporting Centre for Property Acquisition information and Sydney Metro newsletters and fact sheets
Property impacts	
• Concerns about potential property damage • Potential effects of vibration and settlement	• 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 enquiries 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.

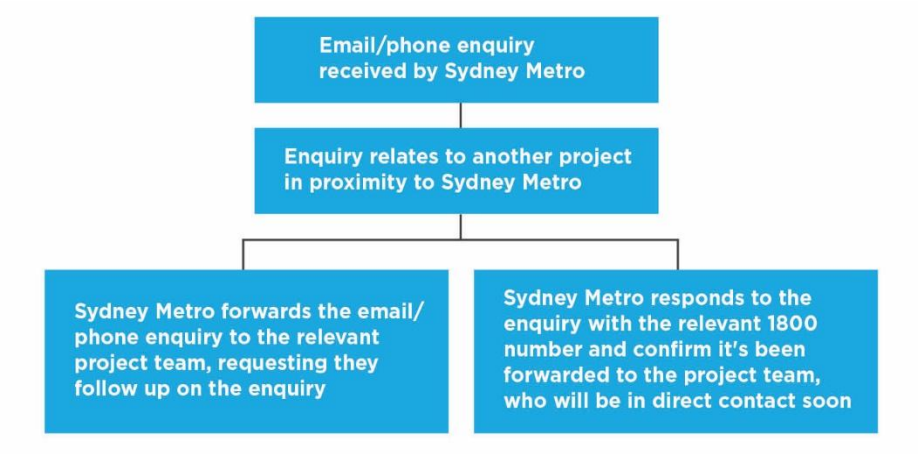


Figure 7: Project related email / phone coordination

9.2. Occurrence of cumulative impacts

The project delivery communication team CCP 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 International Airport
- Transport Coordination
- Department of Planning, Housing and Infrastructure
- 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 project delivery communication team as part of the Emergency Management Plan should align with Sydney Metro's Crisis Communications Plan.

Contract teams are required to invite the Director, Project Communications and the Head of Project Delivery to attend and participate in formal incident and crisis communication exercises when they are conducted.

The project delivery communication team 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 project delivery communication team is responsible for monitoring the effectiveness of strategies to inform and to minimise impacts of construction on the community, including businesses. The project delivery communication team is required to provide detailed information to Sydney Metro each month on performance criteria outlined in this plan and site-specific CCPs 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, newsletters and the Sydney Metro Connect App

11.1. Audit and review – package specific CCPs

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

Evaluation of the performance and effectiveness of the site-specific project delivery communication team CCPs 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 CCPs comply with the Airport Plan requirements.

Table 6: Six monthly CCP/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)	CCPs/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	CCPs/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

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

11.2. Audit and review – businesses

The project delivery communication team will compile monitoring data and include lessons learned based on the items in Table 7, when required.

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

Performance parameters	Measures	Monitoring	Reporting
Awareness of construction activity and likely impacts.	Notifications issued within required timeframes on 100 per cent of occasions, unless otherwise agreed with Sydney Metro. Number of business briefings, building-based information sessions and	Records in community engagement database on number and timing of notifications. Records in community engagement database on number of (and attendance at) briefings, information sessions and completed	Number of notifications issued. Percentage of notifications issued on time. Number of briefings, information sessions and completed doorknocks.

Performance parameters	Measures	Monitoring	Reporting
	face-to-face meetings prior to works. The objective is to make contact via these measures with 100 per cent of businesses within 50 metres prior to works that have the potential to impact the owners.	doorknocks/face-to-face meetings. Feedback from meetings, presentations, and briefings (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.	Percentage of businesses within 50 metres contacted prior to works. 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 per cent 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	Agreed mitigations implemented, including agreed respite, work methods, proactive	Consultation with businesses on noise and vibration impacts and mitigation measures	Number of businesses with agreed mitigation measures to address noise and vibration impacts.

Performance parameters	Measures	Monitoring	Reporting
noise and vibration sensitive businesses.	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 during standard construction.	documented in community engagement database. Documentation of affected businesses impacts and mitigation measures in site-specific Construction Noise and Vibration Impact Statement reports. Feedback on effectiveness of mitigation measures (documented in community engagement database). Records of businesses referred to Sydney Metro for additional assessment / treatment. Records in community engagement database on noise and vibration complaints from businesses.	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 learned.
Awareness of construction activity and likely impacts.	Notifications issued within required timeframes on 100 per cent 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 per cent of businesses within 50 metres prior to works that have the potential to impact the owners.	Records in community engagement database on number and timing of notifications. Records in community engagement 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 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 notifications issued. Percentage of notifications issued on time. Number of briefings, information sessions and completed doorknocks. Percentage of businesses within 50 metres contacted prior to works. Number of complaints received from businesses relating to lack of information about construction activities and impacts. Lessons learned.

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 project delivery communication team 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 project delivery communication team.

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	
	Doorknock (in the case of intrusive or loud construction activity)	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

[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
Planned service disruptions	Included in notification letter	Delivered to properties within 200m[2]	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 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