

# Community Communication Strategy

Project Name: WestConnex New M5

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## Document Approval

Rev.	Date	Prepared by	Reviewed by	Recommended by	Approved by	Remarks
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<b>Signature:</b>						



## Details of Revision Amendments

### Document Control

The Project Director is responsible for ensuring that this Plan is reviewed and approved. The Support Services Director (SSD) is responsible for updating this Plan to reflect changes to the Project, legal and other requirements, as required.

### Amendments

Any revisions or amendments must be approved by the Project Director before being distributed or implemented.

### Revision Details

Revision	Details
00	Issued for consultation and review by key stakeholders in accordance with Section 1152B of the Environmental Planning and Assessment Act 1979
01	Issued with changes to address review comments by Department of Planning and Environment
02	Issued with changes to address further review comments by Department of Planning and Environment
03	
04	Updated following recommendations from implementation audit report in April 2017
05	Updated to address DP&E comments on Revision 4 and update with procedure for unexpected over-run works.
06	Updated to address WCX M5 AT comments.
07	Updated to address procedure for over-run of works.
08	Updated to address DPE comments.

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## Part A: Overview

### 1. Structure of the Strategy

This strategy document has the following structure:

<b>Part A: Overview</b>	<p>This section describes the following:</p> <ul style="list-style-type: none"> <li>• Structure of the Strategy</li> <li>• Glossary of Terms</li> <li>• Compliance with the Infrastructure Approval Conditions</li> <li>• Project Description</li> <li>• Purpose of the Strategy</li> <li>• Community Relations Team</li> </ul>
<b>Part B: Implementation</b>	<p>This section outlines the key aspects for managing Community communication and consultation on the Project including:</p> <ul style="list-style-type: none"> <li>• Key Stakeholders, Issues and Opportunities</li> <li>• Community Communication Strategy, Aims and Objectives</li> <li>• Community and Stakeholder Issues Management</li> <li>• Strategy Implementation</li> <li>• Communication and Engagement Activities and Tools</li> <li>• Process and Procedures</li> <li>• Reporting and Evaluation</li> </ul>
<b>Part C: Appendices</b>	<ul style="list-style-type: none"> <li>• A list of appendices providing additional detail that supports this Plan including: <ul style="list-style-type: none"> <li>• Appendix A- New M5 Stakeholder List</li> <li>• Appendix B- Community, Environment and Business Issues Mitigation Strategy</li> <li>• Appendix C- Communication and Engagement Tools and Activities</li> <li>• Appendix D – Conditions of Approval which require stakeholder consultation</li> <li>• Appendix E – Stakeholder surveys, outline of methodology</li> <li>• Appendix F – Community forums, outline of methodology</li> <li>• Appendix G – Compounds and tunneling impacts and mitigation strategies</li> </ul> </li> </ul>

#### 1.1. Project Management System

This Community Communication Strategy (CCS) forms part of the project team’s Project Management System (PMS). It outlines how the community communication and engagement will be managed to ensure the Project’s community obligations, information, consultation and compliance requirements and reporting will be achieved.

This strategy also interfaces with a number of other Project plans including:

- Ancillary Facilities Management Plan
- Construction Environmental Management Plan

#### 1.2. Glossary of Terms

Term	Definition
<b>AFMP</b>	Ancillary Facilities Management Plan
<b>AQCCC</b>	Air Quality Community Consultative Committee
<b>ATN</b>	Australian Traffic Network
<b>CBD</b>	Central Business District
<b>CCS</b>	Community Communication Strategy or ‘Strategy’

## Community Communication Strategy



Term	Definition
<b>CEBIMS</b>	Community, Environment and Business Issues Management Strategy
<b>CEMP</b>	Construction Environment Management Plan
<b>CIC</b>	Community Information Centre
<b>CMT</b>	Crisis Management Team
<b>CNVMP</b>	Construction Noise and Vibration Management Plan
<b>CoA</b>	Conditions of Approval (Infrastructure Approval)
<b>CPBDS-JV</b>	CPB Contractors Dragados Samsung Joint Venture
<b>CRM</b>	Community Relations Manager
<b>CRT</b>	Community Relations Team
<b>D&amp;C</b>	Design and Construct
<b>DoE</b>	Department of Environment (Commonwealth)
<b>DPE</b>	Department of Planning and Environment
<b>DPI</b>	Department of Primary Industries
<b>E&amp;SM</b>	Environmental and Sustainability Manager
<b>EIS</b>	Environment Impact Statement
<b>EPL</b>	Environment Protection Licence
<b>ER</b>	Environmental Representative
<b>IAP2</b>	International Association for Public Participation
<b>KGRIU</b>	King Georges Road Intersection Upgrade
<b>LAC</b>	Local Area Command (NSW Police)
<b>LGA</b>	Local Government Area
<b>LUD</b>	Landscape and Urban Design
<b>UDRP</b>	Urban Design Review Panel
<b>RMS</b>	Roads and Maritime Services/the Project Proponent
<b>Secretary</b>	Secretary, Department of Planning and Environment
<b>Sensitive Receiver</b>	Resident, educational institution (e.g. school, university, TAFE, college), healthcare facility (e.g. nursing home, hospital), religious facility (e.g. church) and children's day care facility
<b>SMC</b>	Sydney Motorway Corporation
<b>Social infrastructure</b>	Any social infrastructure that is not open space (e.g. place of worship, hospital, educational establishment, child care centre)
<b>SSI</b>	State Significant Infrastructure
<b>SWTC</b>	Scope of Works and Technical Criteria
<b>The Project</b>	New M5 Main Works
<b>TMC</b>	Transport Management Centre
<b>TfNSW</b>	Transport for New South Wales
<b>TMSP</b>	Traffic Management and Safety Plan
<b>TTLG</b>	Traffic and Transport Liaison Group

# Community Communication Strategy



## 1.3. Compliance to Conditions of Approval (CoA)

Table 1 below provides a summary of Community Communication Strategy (CCS) compliance with the Conditions of Approval, dated 20 April 2016. As required under CoA A14, the project will implement a Compliance Tracking Programme to track compliance with the requirements of approval.

Table 1: Conditions of Approval Compliance

Condition Reference	Requirement details	CCS Reference
C1	<p>Presented as extracts of relevant clauses incorporating Community Information and Reporting (Part C) and related consultation requirements in parts A, B, D and E.</p> <p><b>Part C – Community information and Reporting</b></p> <p><b>Community Information, Consultation and Involvement</b></p> <p>Prior to the commencement of construction, or as otherwise agreed by the Secretary, the proponent must prepare and implement a <b>Community Communication Strategy</b>. The Community Communication Strategy must be submitted to the Secretary for approval. The Community Communication Strategy must provide mechanisms to facilitate communication between the proponent (and its contractor(s)), the Environmental Representative (refer condition D1), the relevant council(s) and community stakeholders (particularly adjoining landowners) on the design and construction environmental management of the SSI. The <b>Community Communication Strategy</b> must include, but not be limited to:</p> <p>(a) identification of stakeholders to be consulted as part of the Community Communication Strategy, including affected and adjoining landowners, key community and business groups, and community and social service organisations;</p> <p>(b) procedures and mechanisms for the regular distribution of accessible information to community stakeholders on construction progress and matters associated with environmental management, including provision of information in appropriate community languages;</p> <p>(c) the formation of community-based forums that focus on key environmental management issues for the SSI. The Community Communication Strategy must provide detail on the structure, scope, objectives and frequency of the community-based forums;</p> <p>(d) procedures and mechanisms through which the community stakeholders can discuss or provide feedback to the proponent and/or Environmental Representative in relation to the environmental management and delivery of the SSI;</p> <p>(e) procedures and mechanisms through which the proponent can respond to enquiries or feedback from the community stakeholders in relation to the environmental management and delivery of the SSI; (f) procedures and mechanisms that would be implemented to resolve issues/disputes that may arise between parties on the matters relating to environmental management and the delivery of the SSI. This may include the use of a suitably qualified and experienced independent mediator; and</p> <p>(g) procedures and mechanisms to manage the ongoing provision of services for the WestConnex Acquisition Assistance Line, as required by condition C2, and procedures for the notification of the contact details for this assistance line to relocated persons.</p> <p>Issues that must be addressed through the Community Communication Strategy include (but are not limited to):</p> <p>(a) traffic management (including property access, pedestrian access);</p> <p>(b) air quality;</p> <p>(c) heritage matters;</p>	<p>This CCS</p> <p>Sections 5, 6, 7 and Appendices A, B C and I</p> <p>Appendix F</p> <p>Section 4.3</p> <p>4.3 and Section 8</p> <p>Section 8.8 and Appendix C</p>



Condition Reference	Requirement details	CCS Reference
	<p>Presented as extracts of relevant clauses incorporating Community Information and Reporting (Part C) and related consultation requirements in parts A, B, D and E.</p> <p>(d) landscaping and urban design matters,                      (e) construction staging, hours and activities;                      (f) noise and vibration mitigation and management; and (g) water quality, hydrology and flooding matters.                      (g) water quality, hydrology and flooding matters.                      The proponent must maintain and implement the Community Communication Strategy throughout construction of the SSI.</p>	<p>Sections 5.2, 6.0, Appendix B and H</p>
<p>C2</p>	<p><b>WestConnex Acquisition Assistance Line</b></p> <p>The Proponent must maintain and operate a toll-free WestConnex Acquisition Assistance Line for a period of up to six months following completion of the final acquisition required for the SSI, unless otherwise agreed by the Secretary. The WestConnex Acquisition Assistance Line must provide an ongoing dispute resolution, counselling programme and contact information to relevant services for all relocated persons. The WestConnex Acquisition Assistance Line must also provide first language support for households with English as a second language.</p> <p>The management of the assistance line is to be outlined within the Community Communication Strategy as required by condition C1 and is to be maintained and operated separately from the standard complaints and enquiries procedure.</p> <p>The Proponent must provide all relevant contact details for the WestConnex Acquisition Assistance Line to relocated persons prior to the commencement of construction.</p>	<p>Section 8.8</p>
<p>C3</p>	<p><b>Complaints and Enquiries Procedure</b></p> <p>Prior to the commencement of site establishment works, or as otherwise agreed by the Secretary, the Proponent must ensure that the following are available for community enquiries and complaints for the duration of construction:</p> <p>(a) a toll-free 24hour telephone number(s) on which complaints and enquiries about the SSI may be registered;                      (b) a postal address to which written complaints and enquires may be sent;                      (c) an email address to which electronic complaints and enquiries may be transmitted;                      (d) a mediation system for complaints unable to be resolved; and                      (e) a mechanism for community members to make enquiries in common community languages of the area.</p> <p>The telephone number, the postal address and the email address must be published in newspaper(s) circulating in the local area including in newspapers of culturally and linguistically diverse communities affected by the SSI prior to the commencement of construction and prior to the commencement of operation. This information must also be provided on the website (or dedicated pages) required by this approval and available in common community languages.</p>	<p>Section 8                      Appendix C, F and G</p>
<p>C4</p>	<p>Prior to the commencement of site establishment works, or as otherwise agreed by the Secretary, the Proponent must prepare and implement a Construction Complaints Management System consistent with AS/NZS 10002:2014 Guidelines for Complaint management in Organisations and maintain the Construction Complaints Management System for the duration of construction and up to 12 months following completion of construction of the SSI.</p>	<p>Section 8</p>



## Community Communication Strategy



Condition Reference	Requirement details	CCS Reference
	Presented as extracts of relevant clauses incorporating Community Information and Reporting (Part C) and related consultation requirements in parts A, B, D and E.	
C5	<p><b>Provision of Electronic Information</b></p> <p>Prior to the commencement of site establishment works, or as otherwise agreed by the Secretary, the Proponent must establish and maintain a new website, or dedicated pages within an existing website, for the provision of electronic information associated with the SSI, for the duration of construction and for 12 months following commencement of operation of the SSI. The Proponent must, subject to confidentiality, publish and maintain up-to-date information on the website or dedicated pages including, but not limited to:</p> <ul style="list-style-type: none"> <li>(a) information on the current implementation status of the SSI;</li> <li>(b) a copy of the documents referred to in condition A2, and any documentation supporting modifications to this approval that may be granted from time to time;</li> <li>(c) a copy of this approval and any future modification to this approval;</li> <li>(d) a copy of each relevant environmental approval, licence or permit required and obtained in relation to the SSI;</li> <li>(e) a copy of each current report, plan, or other document required under this approval;</li> <li>(f) the outcomes of compliance tracking in accordance with condition 414 of this approval;</li> <li>(g) details of contact point(s) to which community complaints and enquiries may be directed, including a telephone number, a postal address and an email address; and</li> <li>(h) information on how to receive important information in the common community languages of the area.</li> </ul>	Section 7 and Appendix C
B9	<p>Air Quality Community Consultative Committee</p> <p>Establishment of an <b>Air Quality Community Consultative Committee (AQCCC)</b> to provide input to and during the operation of the SSI. The AQCCC must be comprised of - two representatives from the Proponent and tunnel operator; one representative from each of the relevant councils; three representatives from each local community adjacent to ventilation facilities at the St Peters, Kingsgrove and Arncliffe whose attendance is required when considering matters relevant to their respective local area; and an independent chair.</p> <p>Appointment of the local community representatives will be by expression of interest process conducted by the Proponent in consultation with the Secretary.</p>	Section 6.7
B60	<p><b>Urban design, Visual Amenity and Landscape</b></p> <p><b>Urban Design Review Panel (UDRP)</b></p> <p>Within three months of the date of this approval, unless otherwise agreed by the Secretary, the Proponent must establish an Urban Design Review Panel (UDRP) to provide advice and guidance during detailed design and the preparation of the Urban Design and Landscape Plan.</p> <p><b>Urban Design and Landscape Plan</b> - Prior to commencement of permanent built surface works and/or landscaping or as otherwise agreed by the Secretary, an Urban Design and Landscape Plan (UDLP) must be prepared. The UDLP must be prepared by a suitably qualified and experienced person(s), in consultation with the relevant council(s) and community, Heritage Council of NSW (or delegate), and the UDRP (condition B60).</p> <p>Urban design and landscape Plan must include the following sub-plans which will be developed in consultation with relevant councils and the UDRP.</p>	Section 6.6



Condition Reference	Requirement details	CCS Reference
	<p>Presented as extracts of relevant clauses incorporating Community Information and Reporting (Part C) and related consultation requirements in parts A, B, D and E.</p> <ul style="list-style-type: none"> <li>(a) Campbell Road Crossing Sub-plan</li> <li>(b) St Peters Interchange Recreational Area Sub-plan</li> <li>(c) Campbell Street Green Link Sub-plan</li> <li>(d) M5 Linear Park Enhancement Sub-plan</li> <li>(e) Alexandra Canal Sub-plan</li> </ul> <p>Noise Barrier Location and Design sub-plan</p>	

## 2. The Project

### 2.1. Project Description

WestConnex is a 33 kilometre tolled motorway linking the M4 at Parramatta with the CBD, airport and port precincts and the M5 at Beverly Hills. WestConnex is being delivered through a series of projects in three stages over 10 years:

Stage 1: M4 Widening (Parramatta to Homebush)

Stage 1: M4 East (Homebush to Haberfield)

Stage 2: New M5 (Beverly Hills to St Peters)

Stage 2: New M5 King Georges Road Interchange Upgrade

Stage 3: M4-M5 Link (Haberfield to St Peters)

WestConnex aims to accommodate the growing transport needs of greater Sydney and strengthen access for industry to commercial centres, improving growth opportunities for local businesses. It is also designed to stimulate urban renewal along the Parramatta Road corridor.

The project is critical State Significant Infrastructure (SSI) by virtue of Schedule 5, clause 4 of *State Environmental Planning Policy (State and Regional Development) 2011*.

### 2.2. Stage 2: New M5 – Beverly Hills to St Peters

CPB Contractors Dragados Samsung Joint Venture (CPBDS-JV) has been contracted by the Sydney Motorway Corporation (SMC) to design and construct the New M5.

Features of the Project include:

- new twin tunnels approximately nine kilometres long between Kingsgrove and St Peters, doubling the capacity along the M5 East motorway corridor
- a new interchange at St Peters
- connections from the interchange to the local road network in St Peters and Mascot
- upgrades to local roads and improvements generally within existing road reservations in St Peters and Mascot
- New and improved pedestrian and cyclist infrastructure in St Peters, Mascot and Kingsgrove

### 2.3. Area Maps

For strategy implementation purposes, the Project has been divided into three precinct areas – West, Central and East, as indicated in figures 1, 2 and 3 below.

Figure 1: West Precinct

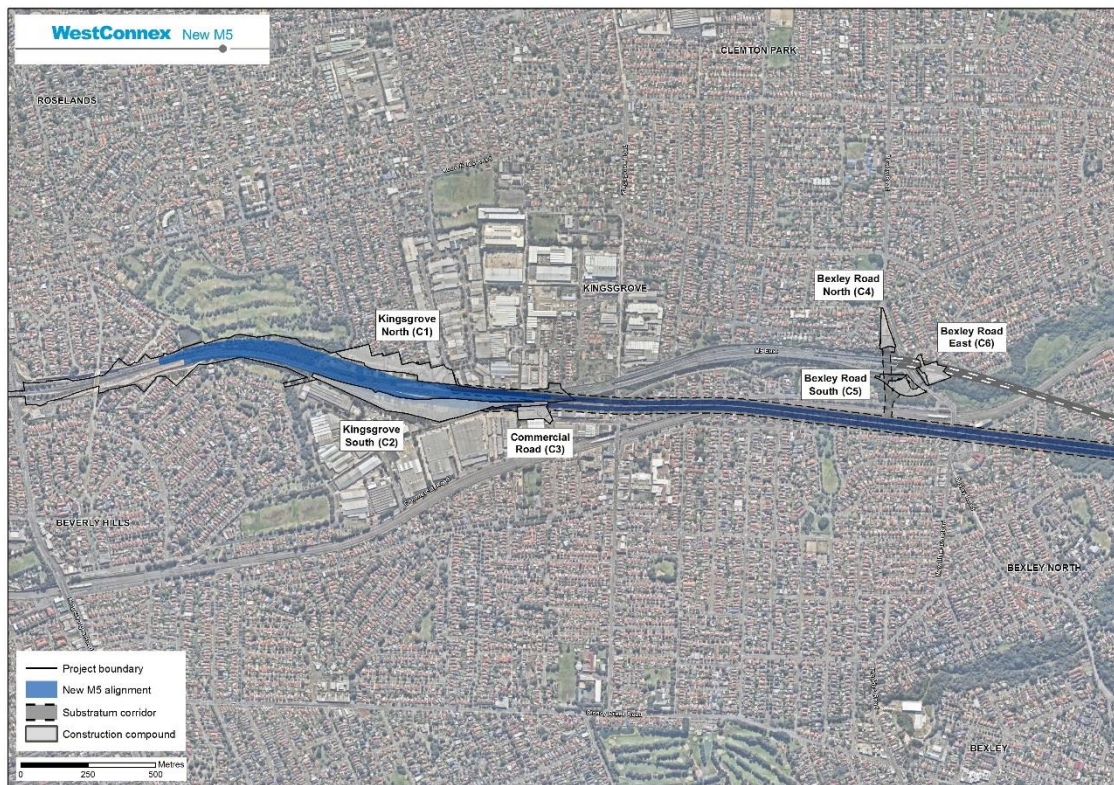


Figure 2: Central Precinct

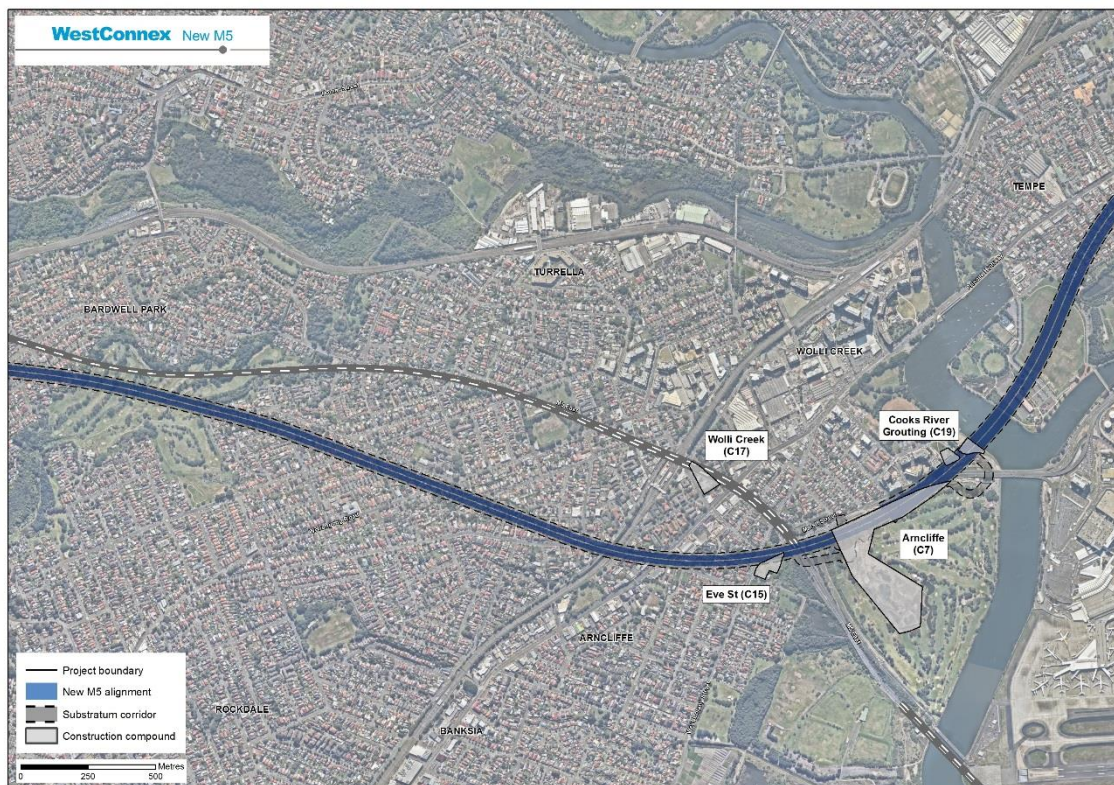
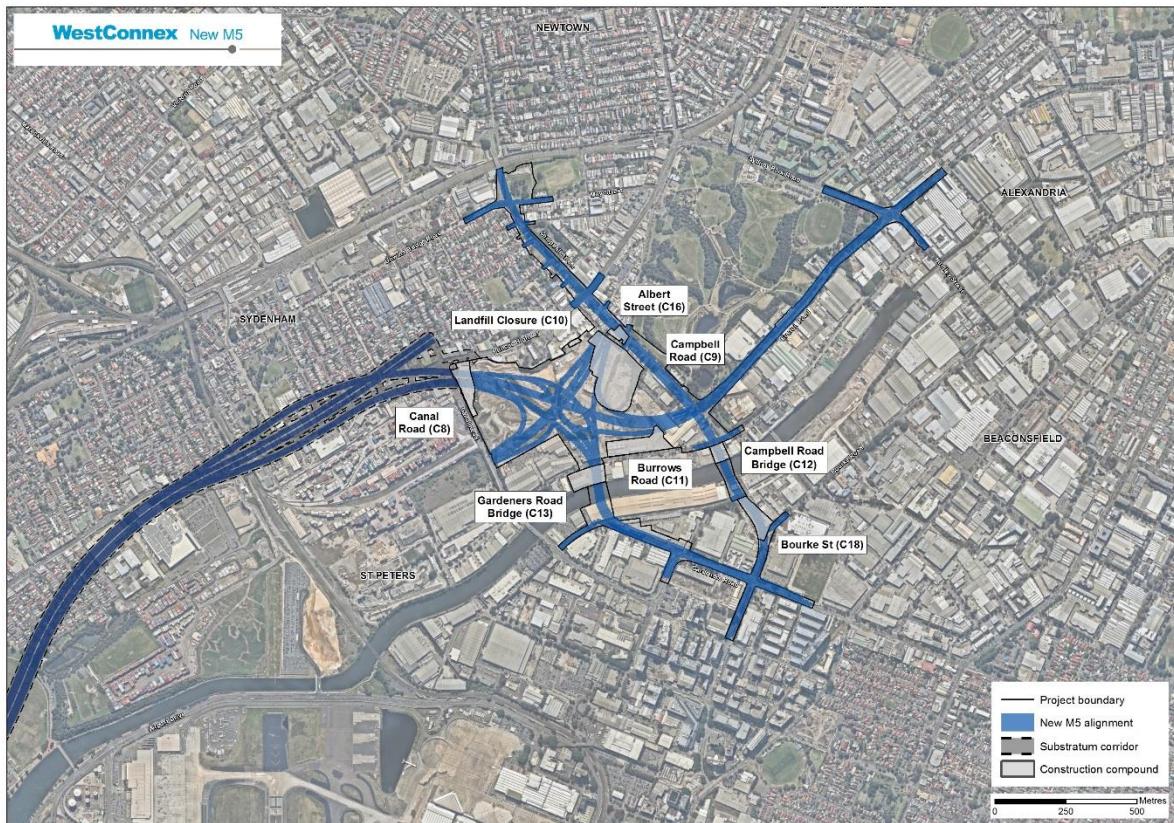


Figure 3: East Area Overview



## 2.4. Key Construction Milestones

From construction commencement through to contract completion opportunities exist to promote key Project milestones. Such activities also provide opportunities to involve key stakeholders and the community and keep them informed of the works progress. A high level summary of some of the key milestones and indicative timing follows.

Table 2: Key Construction Milestones

Construction Activity	Start - Quarter
Start of Project construction – sod turning event and opening of the Community Information Centre	2 <sup>nd</sup> -3 <sup>rd</sup> quarter 2016
Peak construction	1 <sup>st</sup> quarter 2018
Project completion	1 <sup>st</sup> quarter 2020
Tunnelling – first road header operational	3 <sup>rd</sup> quarter 2016
Tunnelling – peak operation	3 <sup>rd</sup> quarter 2017
Tunnelling – first break through (Kingsgrove Bexley)	4 <sup>th</sup> quarter 2017
Tunnelling - completed	3 <sup>rd</sup> quarter 2018
Tunnelling - commissioning	1 <sup>st</sup> quarter 2019
Tunnelling - opening	4 <sup>th</sup> quarter 2019



Construction Activity	Start - Quarter
Eastern precinct (local roads) - start of early works	3 <sup>rd</sup> quarter 2016
St Peters interchange – start of piling	1 <sup>st</sup> quarter 2017
St Peters interchange - structure (bridge) works in full swing	3 <sup>rd</sup> quarter 2017
St Peters interchange - first structure finished	2 <sup>nd</sup> quarter 2018
Western sub-Project – first major traffic switch	3 <sup>rd</sup> quarter 2017
Western precinct – traffic in final arrangement	4 <sup>th</sup> quarter 2018
Motorway facilities – commencement of construction	1 <sup>st</sup> quarter 2018

## 3. Purpose of the CCS

The purpose of this Community Communication Strategy is to detail our 'no surprises' inclusive approach to managing communication and engagement with the New M5 project's local communities and stakeholders during the development, design, construction and opening of the Project.

The strategy aims to:

- Establish the communication and engagement purpose and objectives
- Broadly identify local communities and stakeholders that are impacted, have interested and or need to be consulted about the Project
- Identify the information and engagement needs of these communities and stakeholders
- Outline our approach, procedures and mechanisms for identifying and proactively managing and resolving issues, enquiries and complaints
- Identify the engagement and communication tools and channels that will be used to meet the information and consultation needs of stakeholders and local communities
- Outline the implementation of this strategy
- Identify the team responsible for implementation
- Describe the procedures and mechanisms by which communication, engagement and consultation activities are recorded, monitored, evaluated, and reported.

The communication and engagement goal and objectives are included in Section 6.

This strategy document will be reviewed annually and updated to meet the changing needs and expectations of the local communities and stakeholders affected by or interested in the Project.

## 4. Community Relations Team

As a key member of the Project team, the community relations function is the conduit between the Project team and the community. The team is responsible for ensuring proactive consultation and two-way communication is maintained with all stakeholders throughout the delivery of the Project.

The CRT also liaises with SMC Communications and indirectly with RMS to ensure that communications and consultation are delivered as per the requirements of the conditions and follow best practice in the industry.

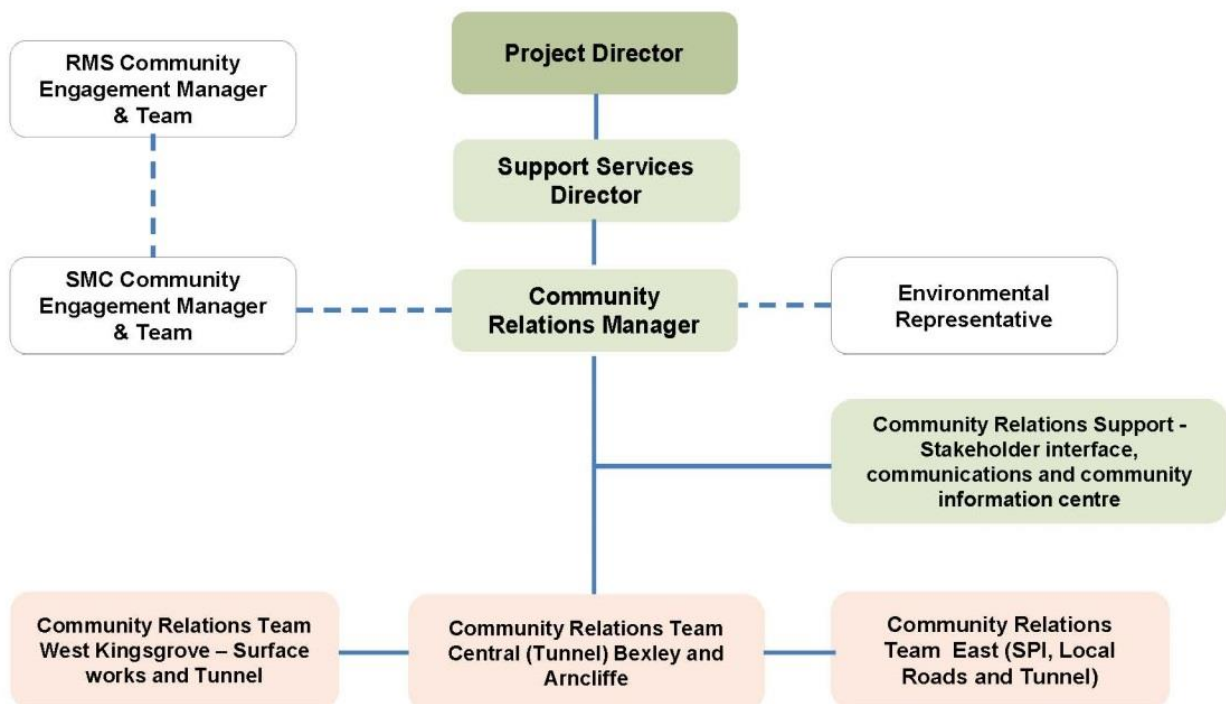
### 4.1. Community Relations Team structure

The CPBDS-JV CRT is led by the CRM supported by CRT members who will be integrated within each of the sub-project construction teams. The CRT will be based at the Project’s Community Information Centre and at the construction compounds as required during project construction progress.

The CRM is the designated community contact for the Project and is responsible for the development, implementation and management of the community relations and communication and engagement strategy for the duration of the project. The CRM will work closely with SMC’s Community team to achieve the best for Project community communication, consultation and involvement outcomes.

The community team adheres to a number of protocols which are outlined in Section 8 including complaints and enquiries management, registering feedback, response timeframes and when to administer the mediation process or consult the Environmental Representative. The CRT will be actively involved in communicating these processes to all Project personnel through inductions and toolbox talks and will monitor and report on adherence to these processes.

Figure 4: Community Relations Team Organisation Structure



The CRT is committed to:



# Community Communication Strategy



- working collaboratively with the SMC and in particular, the community engagement team
- ensuring the community is well informed and aware of the Project by providing regular, accurate and timely information using a range of accessible communication channels and tools
- delivering effective community consultation and two-way communication that provides stakeholders with opportunities to connect and interact, identify issues/concerns and actively provide input in the development of solutions to minimise the impacts.
- Consult with stakeholders about specific matters related to project works and conditions of approval
- responding to complaints quickly and efficiently
- early identification of potential community and business issues and their impact and proactively implementing communication strategies to avoid, minimise or resolve them
- identifying opportunities to build community goodwill and strengthen reputations, and
- coordinating information flow between neighbouring Projects, as required
- maintaining an updated enquiries and complaints register for monitoring and compliance reporting.

Importantly, the CRT will be available 24 hours a day 7 days a week as point of contact for all community and stakeholder enquiries and complaints.

## 4.2. Role of Community Relations Manager

The Community Relations Manager is responsible for:

- Overall management and coordination of community information and involvement
- Develop positive working relationships between SMC Communications, Roads and Maritime Communications, community and other stakeholders
- Develop and oversee the delivery of a Community Communication Strategy
- Establish multiple points of contact for the community in the construction area including a community information centre with appropriate community display material, information panels, information leaflets, access to technical reports, complaints handling, website access etc.
- Manage the provision of information on the WestConnex website in accordance with the Conditions of Approval, SMC and Roads and Maritime requirements.
- Manage the ongoing operation of the 24 hour 1800 telephone number for the construction period, including after hour's answering service
- Manage the web based Community Contact Database for use by the community relations team
- Implement an appropriate auditing system for all project communication activities and systems
- Ensure all communication material is issued in a timely manner
- Establish distribution systems for community information
- Ensure community notifications are prepared and issued with accurate information and with all environmental approvals in place
- Develop potential opportunities to increase the profile of the project within requirements
- Complaints management, recording and escalation process.
- Liaison with the ER as required on matters related to environmental complaints and any required escalation to the ER.

### Community:

- Facilitate effective and proactive communication about the project and its benefits to the community and other stakeholders
- Prepare and maintain accurate records on community relations issues
- Assess emerging issues and identify proactive solutions and ensure SMC is kept informed
- Analyse, investigate and follow up queries and issues referred by the CRT within specified timeframes, as appropriate, developing action plans, monitoring progress and outcomes
- Report key findings/status/trends on a monthly basis evaluating the root cause of complaints across the projects to reduce or prevent recurrence of disturbance to the community
- Coordinate and develop appropriate communication tools to convey project key messages honestly and in the most effective way for the target audience(s)
- Deliver on promises when made and negotiate if circumstances change
- Have up-to-date information on planned traffic arrangements, including any temporary traffic switches and planned construction activities

The CRM will work closely with other areas within the construction team, especially on communicating about:

- Planned traffic arrangements, including any temporary traffic switches,
- Planned construction activities
- Current landowner discussions

The CRM will work closely with the SMC Communications Team to ensure that there is positive perception in the community about the project and how impacts and communications have been managed.

### 4.3. Role of the Environmental Representative

As required under Infrastructure Approval (Conditions of Approval) D1, the Project must nominate a suitably qualified and experienced Environmental Representative (ER) for the approval of the Secretary, prior to commencement of construction.

Acting independent of the Project, the ER will be employed for the duration of the Project as an independent advisor on environmental matters including but not limited to: advice on matters relating to the achievement of the outcomes expected in the infrastructure approval as well as compliance with the infrastructure approval; communicate regularly with the Secretary, be the principal point of advice in relation to the environmental performance of the Project, and be consulted in responding to the community concerning the environmental performance of the project where the resolution of points of conflict between the Project and the community is required.

The CRT will consult and work closely with the ER and the Project's Sustainability and Environment Manager to ensure concerns about environmental matters raised by local communities and stakeholders are managed in a timely and responsible manner. This includes the provision of relevant details of all environmental related complaints and issues to the ER for the purpose of monthly reporting to the Secretary.

Community members can also have complaints escalated to the ER in relation to the project's environmental management. This request may be made to the CRT via the project contact details listed in Section 8.1. The project contact details are also included on the project website. The ER's contact details will not be published on the website.

Details regarding the complaints process and the role of the ER are included in section 8 of this strategy.

## Part B - Implementation

### 5. Key Stakeholders Issues and Opportunities

#### 5.1. Key Stakeholders

There are many stakeholders and communities that are impacted by or have an interest in the Project. A summary of the Project communities and key stakeholder groups is included below. More comprehensive stakeholder lists including site specific stakeholders are included in Appendix A and Appendix G.

Stakeholder lists will be regularly reviewed and updated as new stakeholders are identified.

Table 3: Key Community and Stakeholder Groups

Project Communities	Stakeholder Groups
<p><b>Communities of Place</b> (Stakeholders within the Project corridor and directly affected by Project works, permanent facilities and or future operation of the New M5)</p>	<ul style="list-style-type: none"> <li>Local communities, residents and sensitive stakeholders including Kingsgrove North and South, Earlwood, Bexley North, Bardwell Park, Bardwell Valley, Beverly Hills, Arncliffe, Wolli Creek, Tempe, Sydenham, St Peters, Mascot and Alexandria.</li> <li>Local businesses, retailers and industrial precincts and their customers including along Commercial Road and Garema Circuit (western end), Princes Highway through Arncliffe, Wolli Creek, Tempe, St Peters, and on local roads within St Peters, Mascot and Alexandria.</li> <li>Groups representing business interests.</li> <li>Local school communities, colleges, childcare, healthcare and aged care facilities, and places of worship.</li> <li>Leisure and recreation facilities and their members/users including public parks and reserves, and Canterbury, Bardwell and Kogarah golf courses.</li> <li>M5 East Motorway users and local road users, particularly those nearby work sites in Kingsgrove, Bexley, Arncliffe, St Peters, Alexandria and Mascot.</li> <li>Local pedestrians and cyclists, particularly those who use routes near work sites in Kingsgrove, Bexley, Arncliffe, St Peters, Alexandria and Mascot.</li> </ul>
<p><b>Communities of Interest</b> (Stakeholders with an interest in the Project both during and post construction.)</p>	<ul style="list-style-type: none"> <li>Australian Government and NSW Government departments and agencies.</li> <li>Australian Government and NSW Government local members and elected representatives including State electorates of Newtown, Heffron, Kogarah, Canterbury, Rockdale and Lakemba and the Federal electorates of Sydney, Kingsford Smith, Grayndler and Barton.</li> <li>Groups representing business interests including Chambers of Commerce and Industry and Industry Associations</li> <li>Local councils and their elected representatives and council operational officers including City of Sydney, Canterbury-Bankstown, Georges River, Rockdale, Botany Bay and Inner West.</li> <li>Other Social facilities school communities and recreational facilities located outside but in neighbouring communities</li> <li>Public Utility Providers (PUPs), including Telstra, Sydney Water, Optus, NBN Co, AGL, Ausgrid, Transgrid, Jemena, and electricity retailers.</li> <li>Public and private transport operators and their customers (bus, taxi and car hire).</li> </ul>

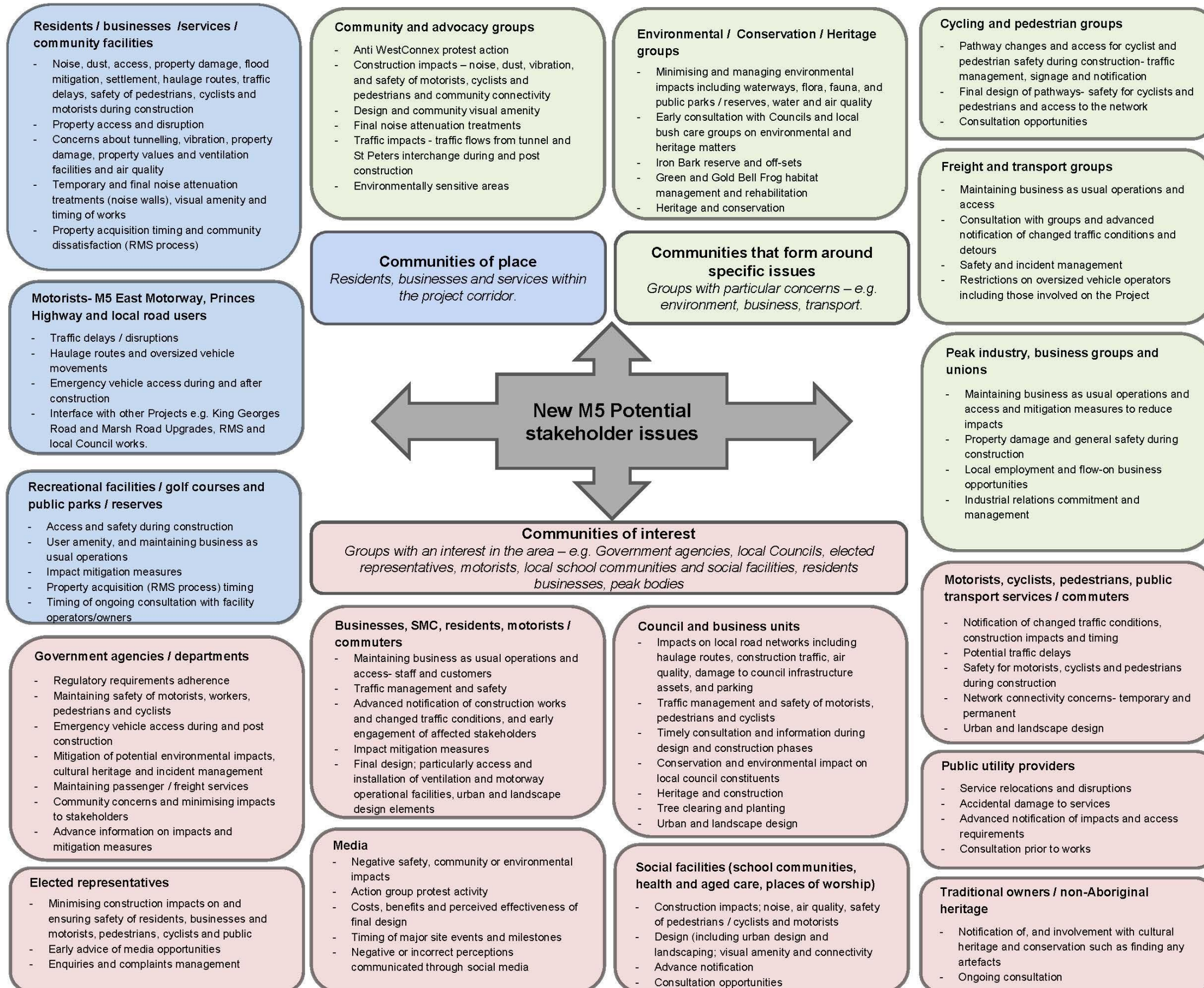


Project Communities	Stakeholder Groups
	<ul style="list-style-type: none"> <li>• Sydney Airport and Port of Botany operations, businesses and customers.</li> <li>• Motorists on the existing M5 East Motorway, arterial road network and heavy vehicle, freight operators.</li> <li>• Traditional owner groups including the Metropolitan Local Aboriginal Council.</li> <li>• Local community services</li> <li>• English language media including local and metropolitan newspapers, radio, television, online and social media platforms</li> <li>• Multicultural media (linguistically diverse media) including newspapers, radio and television</li> <li>• Other Projects including King Georges Road upgrade, M4 East, Sydney Metro and RMS and local Council road and public works.</li> </ul>
<p><b>Communities / stakeholders that form around specific issues</b> (special interest groups including environment, transport, or community residents action groups)</p>	<p>There are a number of special interest and action groups that fall within this group of stakeholders. Groups include:</p> <ul style="list-style-type: none"> <li>• Local interest groups including bushcare and environment, heritage, preservation and progress groups and associations</li> <li>• Protest and action groups</li> <li>• Local business and industry groups including business chambers and business precinct groups</li> <li>• Business and industry peak bodies</li> <li>• Pedestrian and cycle user groups and peak bodies</li> <li>• Motorist, transport, freight and logistics peak bodies and associations.</li> <li>• Transport, freight, logistics and heavy haulage groups - NSW Trucking Association, National Pilot Vehicle Drivers' Association and motoring groups such as NRMA.</li> <li>• Other interest groups including disability groups.</li> <li>• Union groups.</li> </ul>

## 5.2. Potential Issues and Opportunities

The New M5 is a major project with multiple, complex community and stakeholder sensitivities and issues as indicated in the high level summary in Figure 5, below. Early and ongoing engagement with affected local communities and stakeholders is critical to building a clear understanding of the likely impacts and the options available to minimise these impacts.

Figure 5: Potential local community and stakeholder issues



### 5.2.1. Opportunities

The delivery of the Project provides a number of opportunities to proactively consult with local communities and stakeholders and positively position the Project and its benefits. These opportunities include:

- Active promotion of key messaging in all Project communication materials and engagement activities to positively position the Project, its benefits and build community awareness.
- Providing updated construction progress information and media opportunities to promote key Project milestones and generate and address negative perceptions.
- Engage, consult and involve stakeholders early and continuously to share knowledge, identify issues and develop mitigation measures that are mutually acceptable to all parties while also nurturing Project champions.
- Build a positive Project reputation by ensuring key stakeholders and the wider community are well informed.
- Demonstrate commitment to proactive and prompt management of enquiries, complaints and concerns raised by stakeholders by meeting agreed response timeframes.
- Facilitate active and positive involvement with local councils, consulting regularly and keeping them informed and engaged during design, construction programming and traffic management planning.
- Explore ideas to develop initiatives that will provide community benefits – e.g. sustainability; recycling of materials; Project legacy; schools programme; or ‘in-kind’ assistance to local community groups.
- Through effective internal communication build a culture of ‘community consciousness’ amongst Project personnel and ensure everyone has a clear understanding about construction impacts on the community and the mitigation measures employed to minimise those impacts.
- Regularly monitor community perceptions and communication and consultation outcomes using a range of evaluation mechanisms to help identify emerging issues and develop mitigation measures before they escalate.

### 5.2.2. Key Messages

Following are a selection of draft key messages which will be constantly reviewed and updated during delivery of the Project and in consultation with SMC.

#### General Project

- Work is continuing to build Australia’s largest transport infrastructure Project, the WestConnex motorway, linking Sydney’s west and south-west with the city, airport and port.
- The New M5 will ease congestion, create jobs and connect communities.
- Work on the New M5 will commence in mid-2016 and be completed by late 2019.
- Key motorist benefits include reduced travel times, greater reliability, and improved motorway safety.
- The New M5 will:
  - markedly increase the capacity of the M5 East Motorway corridor by providing new tunnels from St Peters to Kingsgrove
  - reduce traffic on the M5 East, improving travel speeds for heavy vehicles travelling to and from Sydney Airport and Port Botany
  - have tunnels that are taller, wider and not as steep as the existing M5 East, resulting in a smoother ride for motorists and reducing emissions
  - have efficient and modern ventilation systems which meet air quality standards in the tunnels and surrounding suburbs

- create 12 kilometres of new and upgraded footpaths, shared paths and cycle paths in St Peters
- provide a new pedestrian and cycle bridge over Alexandra Canal linking Mascot town centre with St Peters and Sydney Park
- provide cycle lanes and wider footpaths on Campbell Street and Campbell Road with new landscaped verges
- rehabilitate Alexandria Landfill site – turning a former waste facility into new green open space with pedestrian and cycle paths for the community
- improve access to St Peters Public School by providing a safer, signalised pedestrian crossing, wider footpaths and off-street parking

#### Construction, Traffic and Environment

- The Project team is committed to minimising construction impacts on the community and businesses and all works are monitored closely to ensure minimal disruptions.
- The Project is committed to working with the community to preserve and minimise impacts on sensitive waterways, flora and fauna habitats.
- The Project team welcomes and encourages community involvement and enquiries about the Project.
- The Project team will actively consult with affected stakeholders
- It is unlikely that the construction or operation of the new tunnels will cause any damage to local properties. All properties within a zone on the surface equal to 50 metres from the outer edge of the tunnels will be offered a property condition survey before and after construction.
- The Project team will minimise disruption to local residents, businesses and motorists and provide advance notice about planned construction activities, potential impacts, mitigation measures and traffic control measures and detours.
- The Project team has in place a strict regime of noise, dust and vibration monitoring.
- Night works will be required to reduce impacts on road users during the day.
- Traffic changes and diversions will be clearly sign posted.
- Safety of our workforce, the public and road users is a priority.

## 6. Strategy implementation

CPBDS-JV's strategic approach to community communication, consultation and involvement recognises the essential role local communities and key stakeholders play in successful Project delivery - a knowledgeable, engaged and informed community is more likely to understand the Project scope and be prepared for potential impacts, such as construction works and temporary traffic changes or minor delays caused by road works.

Our 'no surprises' inclusive approach follows the International Association of Public Participation (IAP2) engagement principles by clearly defining local communities and stakeholders to be consulted, detailing and understanding community issues and concerns and identifying the level of engagement to be undertaken to ensure an integrated and consistent approach to community communication, consultation and involvement is achieved.

Determining which stakeholders will be consulted will be based on several factors such as construction activities, methodology, timing and duration of potential or assessed impacts including noise, vibration, traffic, visual amenity etc.

CPBDS-JV's overarching community communication and engagement strategy is presented in Figure 8 and explained in detail below.

### 6.1. Overarching Goal

CPBDS-JV's overarching community involvement goal is to:

*Proactively and effectively inform, engage and involve the community and stakeholders to minimise construction impacts and risk.*

### 6.2. Key Focus Areas and Objectives

To achieve this goal, our community communication strategy focuses on three Key Focus Areas—reputation management, issues management and relationship management.

Table 4: Communication Objectives

Key Focus Area	Key Performance Indicator	Objective
<p><b>KFA 1: Reputation management</b></p> <p>Community awareness and positioning of the Project and its delivery partners.</p> <p><b>Targets</b></p> <p>Demonstrated evidence of CRT (Community Relations Team) active engagement in the community and community events. At present, to provide information about upcoming construction activities, street meetings and forums are held quarterly. As the project progresses and should community needs for information lessen, at least two street meetings and two forums per year will be maintained as well as involvement in</p>	<p><b>Awareness and understanding – community perception of the Project is improved.</b></p> <p><b>Encourage community and stakeholder involvement – Project team is actively involved with the community.</b></p>	<p><b>Objective 1:</b></p> <p>To increase awareness, understanding and support for the Project by proactively promoting the Project's progress, benefits and contribution to the community.</p> <p><b>Objective 2:</b></p> <p>To make a positive contribution and build a positive Project reputation through active participation in the community, local events, community groups and business and community programmes, where appropriate.</p>



# Community Communication Strategy



Key Focus Area	Key Performance Indicator	Objective
at least one community event per year.		
<b>KFA 2: Issues management</b> Responsive issues, enquiry and complaints management. <b>Targets</b> Over 80% complaints are responded to within 24 hours and resolved within 10 business days..	<b>Responsive issues resolution – community concerns are acknowledged and Project impacts are minimised.</b>  <b>Nurture a Project team culture of respect for the communities in which we operate.</b>	<b>Objective 3:</b> To effectively manage impacts and minimise disruptions to the community and business through ongoing consultation to provide opportunities for community members to openly raise and discuss their concerns and provide feedback.  <b>Objective 4:</b> To achieve responsive enquiries, complaints and issues management and timely resolution.
<b>KFA 3: Relationship management</b> Communication and engagement effectiveness including establishing mechanisms for feedback <b>Targets</b> Over 70% satisfaction for accuracy, timing and level of engagement and communication.	<b>Effective and timely engagement – the community is well informed and actively engaged.</b>  <b>Enduring and collaborative relationships – building positive relationships with stakeholders and a reputation for honouring our commitments.</b>	<b>Objective 5:</b> To achieve a no surprises community involvement programme that encourages early engagement, effective two-way communication and the provision of relevant, accurate and timely notification about construction and traffic activities and their impacts.  <b>Objective 6:</b> To act responsively to build positive relationships with our Project stakeholders and a reputation for doing what we said we would do.

## 6.3. Community Engagement Principles

Involvement with the community and stakeholders is underpinned by a commitment to the following community involvement principles and CPBDS-JV's core community relations values.

Table 5: Community Involvement Principles

Principle	What It Means
Respect for the community	We acknowledge we are guests in the community. We will aim to minimise inconvenience and be proud of what we leave behind.
Have a well-informed community	We strive for no surprises – our community will be regularly informed of all upcoming construction and traffic activities, likely impacts, mitigation measures and works progress.
Actively engage with and understand our community	We care about other people and therefore we are open and honest with them, listen and act on local needs, ideas and concerns.
Personal and targeted service	We will proactively nurture relationships with those directly impacted by construction activities and understand how they wish to be engaged with the Project.
Open, honest and transparent	We will ensure the community and stakeholders can easily contact the Project team and know that we will listen and respond with clear and accurate information. We will promote two-way communication by encouraging exchange of information, ideas and feedback.

## 6.4. Community Communication Approach

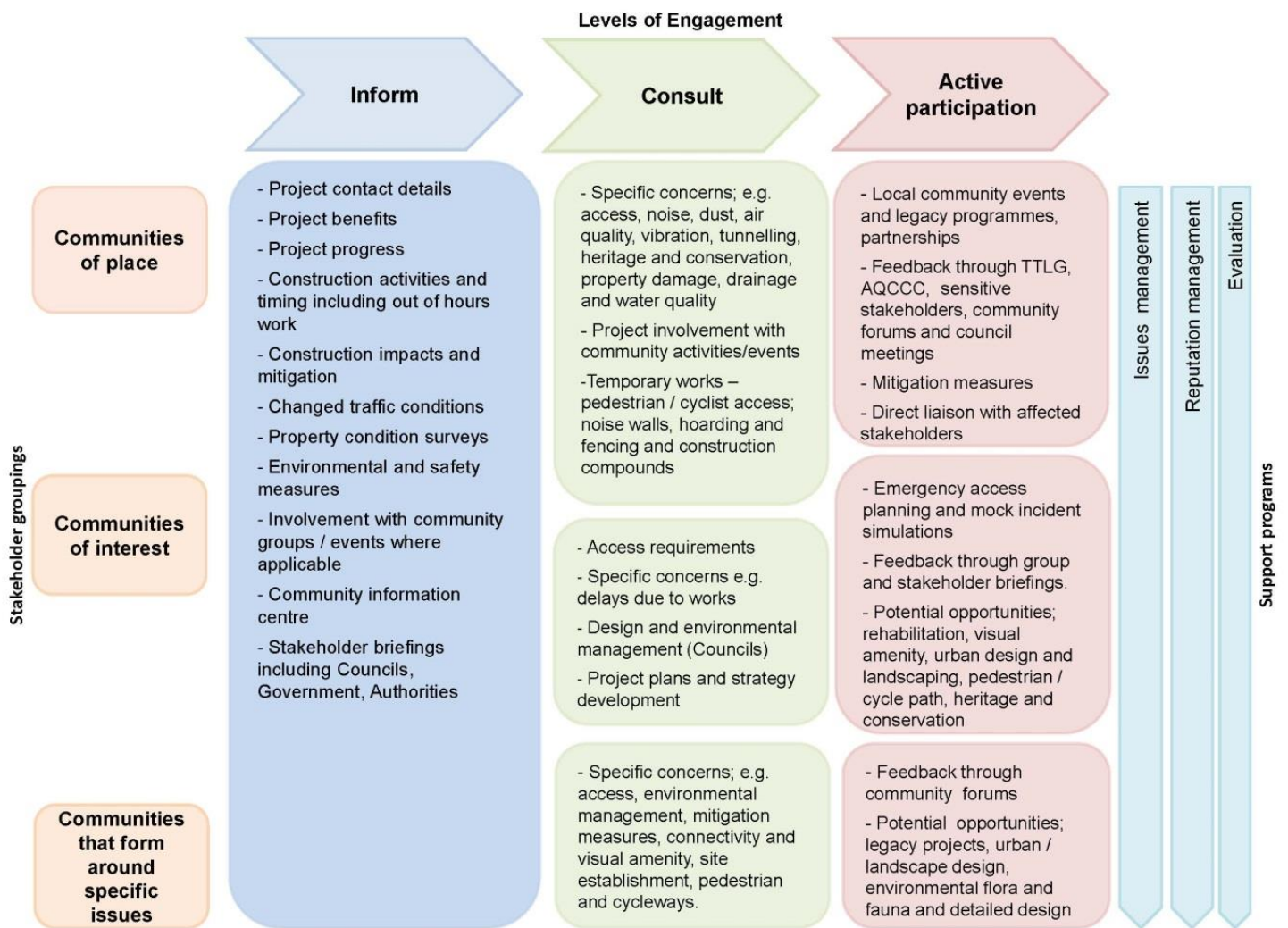
To ensure CPBDS-JV remains on track to achieve its overarching community involvement goal, our strategic approach will be guided by three support programmes which have distinctive purposes but contribute to the overall effectiveness of the community engagement and communication programme and are relevant across all stakeholder groupings.

# Community Communication Strategy



The three support programmes – issues management, reputation management and evaluation will ensure that local communities stakeholders are consulted, issues are addressed, reputations are strengthened and the overall community involvement programme is effective.

Figure 6: Community communication – level of engagement



## 6.4.1. Stakeholder groupings

To ensure the appropriate stakeholders are informed and consulted in a timely manner, CPBDS-JV will implement a strategy focused on targeted communication and effective management of sensitive stakeholders and issues. To achieve this, CPBDS-JV has identified three broad stakeholder groupings.

### Communities of place

Stakeholders with a direct interface with the Project including residents, businesses, services, recreational facilities (customers and staff) and motorway and pedestrian, cycle and road

users within the Project corridor. Suburbs include, Kingsgrove Beverly Hills, Earlwood, Bexley and Bexley North, Bardwell Valley and Bardwell Park, Arncliffe, Wolli Creek, Tempe, Sydenham, St Peters, Marrickville, Mascot and Alexandria and the adjoining suburbs of Rosebery, and Newtown.

## Communities of interest

This grouping includes stakeholders with an interest in the Project, for example – owners, staff and customers of local businesses, schools, communities, social facilities, healthcare services, community and recreational facilities, relevant government agencies and departments, elected representatives (all levels of government), transport and freight operators; public utility providers, public transport operators, general motorists and residents in suburbs surrounding the Project corridor. These stakeholders are not necessarily directly impacted by Project works.

## Communities that form around specific issues

This grouping includes stakeholders with particular concerns including pedestrian and cycle groups, environmental groups (e.g. local bushcare groups; Cooks River Valley Association, and Wolli Creek Preservation Society); community and special interest groups (local advocacy and action groups); industry groups (e.g. Chambers of Commerce, Australian Trucking Association). For some in this group, the key concerns will relate to Project's approval to proceed.

### 6.4.2. Levels of Involvement

With varying communication and consultation needs across all stakeholder groups, CPBDS-JV will identify an appropriate level of involvement for each group during the Project's delivery.

CPBDS-JV will be guided by the IAP2 spectrum of public participation, which describes five possible levels of engagement (inform, consult, involve, collaborate and empower). The key levels of involvement that drive the Project's community involvement programme are:

#### Inform

Provide the stakeholders, businesses and local communities with timely and accurate information to assist them in understanding the construction and tunnelling activities, impacts and or opportunities and Project benefits.

#### Consult

Two-way communication - listen to and acknowledge concerns and feedback and provide information about how this feedback has been addressed or considered in the outcome and/or solution, e.g. implemented mitigation measures, changed construction methodology, design or programme scheduling.

#### Active Participation (Involve)

The Project team will consult directly with specific stakeholder groups and individuals to ensure their concerns and aspirations are reflected in the alternatives developed to demonstrate how their feedback has been considered.

The Project team will facilitate opportunities for stakeholder or community participation, for example urban and landscape design, air quality, visual amenity and temporary and permanent noise barriers, access, and out-of hours work, where appropriate. Key stakeholders such as councils and adjoining landowners will be consulted and their feedback considered during finalisation of the specific design elements of the Project.

Other opportunities for active participation could be focused around community involvement activities and education programmes.

### 6.4.3. Support Programmes

The three support programmes are:

#### Issues Management

An issue is an event or condition that is likely to impact relationships or reputation and can have a negative effect on the success of the Project or its partners.

This programme will implement community and business issues management strategies to ensure issues are promptly identified, monitored and resolved as indicated in Figure 7 below.

Our strategic approach focuses our efforts at a local community level through early and ongoing communication and consultation with affected local communities, landowners and other stakeholders. By understanding stakeholder concerns, each construction team can consider and implement appropriate mitigation measures and through monitoring, the team can assess the effectiveness or implement improvements.

Sensitive stakeholder issues mapping will also be used as an internal communication tool to help build broader awareness of local issues and the mitigation measures employed. Sensitive stakeholder maps will be produced as A3 posters for use in toolbox talks and hang in crib sheds around the relevant work site as a reminder to site crews that we are working in a sensitive area.

## Reputation Management

This programme identifies activities that contribute to a positive reputation for the Project, including proactive community engagement and awareness through proactive media and government relations and community consultation activities. It is underpinned by robust internal engagement to build a team culture of respect for the communities in which the Project operates. Early and ongoing consultation with directly impacted landowners will assist us to seek input and feedback.

## Evaluation

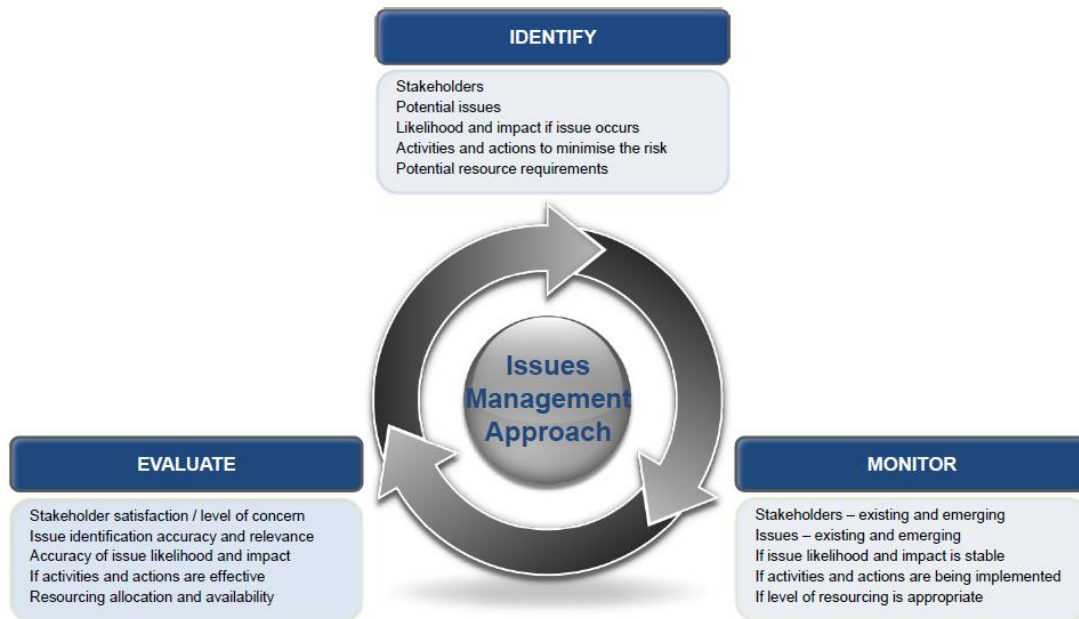
This programme includes internal and external evaluation tools to measure performance to ensure this strategy is meeting the Project's KPIs and objectives.

## 6.5. Community and stakeholder issues management approach

While early consultation through Project planning and the EIS process has considered potential issues and impacts associated with the design, construction and operational phases of the New M5 Project, CPBDS-JV will further investigate and consult impacted stakeholders to address community and business issues, and minimise construction and environmental impacts.

This will be achieved through a systematic and ongoing assessment process focused on preventative actions that can be implemented through proactive consultation, communication, understanding community perceptions and concerns, developing strategies and mitigation measures and working closely with affected stakeholders to find mutually acceptable solutions.

Figure 7: Issues Management Strategy



## Engagement Approach

CPBDS-JV's approach is to foster collaborative and proactive relationships with affected local communities and stakeholders by:

- engaging early and continuously with affected local communities and stakeholders to share information and seek input and feedback
- providing timely, targeted communication and two-way communication to encourage feedback and input
- building an understanding of local concerns, business operations and preferred communication channels and frequency
- encouraging local communities and stakeholders to assist in the dissemination of project information

Consultation with affected stakeholders will be managed by precinct based CRT members who will be integrated with the respective construction and tunnelling teams and report functionally to the CRM.

Key issues have been identified and the proposed engagement and mitigation strategies are detailed in Appendix B and H.

## 6.6. Urban Design, Visual Amenity and Landscaping

The New M5 Urban Design Review Panel was established in September 2015 to provide advice in relation to architecture, heritage values, urban and landscape design and artist aspects of the Project.

The panel is chaired by the NSW Government Architect and comprises of the RMS Head of Urban Design and two independent architects with significant experience in major government projects. As per condition CoA B60, the panel will also include an independent heritage architect and representatives from Council.

The panel will review and provide advice on the detailed design of the Project and the final review of the Urban Design and Landscape Plan.

### 6.6.1. Tree Planting

As per CoA B63 the Project will retain as many trees as possible and provide a net increase in the number of replacement trees. In the event that trees are to be removed, then replacement trees are to be planted within, or close to, the Project boundary. The location of the trees must be determined in consultation with the relevant councils. The replacement trees are to have a minimum pot-size of 75 litres.

## 6.7. Air Quality Community Consultative Committee

In accordance with CoA B9, the Project must establish an Air Quality Community Consultative Committee (AQCCC) to provide input to and during the operation of the Project. This consultative committee will include two representatives from RMS and the tunnel operator, one representative from each of the relevant councils, three representatives from the local community adjacent to the St Peters, Kingsgrove or Arncliffe ventilation facilities whose attendance is only required when considering matters relevant to their respective local area.

The committee is scheduled to be established around mid-2017 (subject to detailed design progress) prior to finalisation of the detailed design and establishing the air quality monitoring stations and will continue to operate for up to two years after commencement of operation of the New M5 or as otherwise approved or directed by the Secretary. During this period, the committee will meet at least four times per year.

Expressions of interest for community representatives will be sought in the first half of 2017 (subject to detailed design progress) via public communications such as newspaper advertising, email blast to community and stakeholders registered to receive project

information, WestConnex social media platforms and the WestConnex website. The community representatives will be selected and appointed in consultation with the Secretary.

The committee Terms of Reference would be reviewed and agreed by the committee in the initial meeting and published on the WestConnex website. Committee meeting notes would also be published on the WestConnex website.

The committee will consider, review and advise on air quality topics including:

- The location of air quality monitoring stations required in accordance with the CoAs
- Operation environmental management plans and other relevant operation stage documents
- Compliance tracking and audit reporting
- Complaints related to operational air quality
- Dissemination of monitoring results and other information on air quality issues.

## 6.8. Consultation for other strategies and plans

In accordance with the Conditions of Approval, the Proponent is required to consult with stakeholders and community members during the development of strategies and plans, where these are likely to impact them. A list of the relevant strategies and plans which require consultation is included in Appendix D. Reference to this consultation is also included in Appendix B, Appendix C and Appendix G.

## 6.9. Council interface and consultation

As a key project stakeholder it is vital that CPBDS-JV nurtures collaborative and proactive relationships between our construction teams and each of the six Councils. This will ensure clear lines of communication are established. It will also facilitate the establishment of a consultative forum for the sharing of information, input and feedback on a range of Project matters and the preparation of plans and strategies, as well as assist with the resolution of any potential concerns before they escalate.

The relevant project manager and CRT Member will represent the Project and attend the interface meetings with each Council. The relevant CRT member will assist in the coordination of the meetings and ensure an agenda and meeting minutes, actions and matters agreed are recorded and uploaded to the community contact database and Project's document management system.

At each interface meeting the Project will provide Council officers with an update of the construction works programme (current and planned); a community update, including enquiries and complaints; traffic and environmental management; and a design update.

Consultation with relevant Councils will also be undertaken on a range of matters, plans and strategies including, but not limited to:

- Flood Mitigation Strategy (CoA B23)
- Water Quality Plan and Monitoring Programme (CoA B28)
- Stormwater Drainage Report (CoA B29)
- Urban Design and Landscape Plan (B35)
- Heritage matters – Non-Aboriginal heritage items and conversation areas, including a Heritage Interpretation Plan (CoA B34, B35, B40, D38)
- Transport and Access, including pedestrian and cycleway network – (CoA B50, B51)
- Urban design, visual amenity and landscape (CoA B6, B62, B63)
- Community and Social Impact Management Plan (CoA B66) and Community Cohesion Programme (B61)
- Residual land management (CoA B67)
- Construction including settlement (CoA D9); Temporary Noise Barrier Strategy (CoA D20); Spoil Management (CoA D51)
- Ancillary Facilities Management Plan (CoA D57)
- Construction Environmental Management Plan and sub-plans (CoA B72, B73, D67, D68)

## 6.10. Social impacts

The Proponent will prepare a Community and Social Impact Management Plan (CoA B66) no later than 12 months from the date of approval or as agreed by the Department of Planning and Environment, for precincts directly impacted by the Project.

This plan will be developed in consultation with relevant councils and the community. It will outline an assessment of impacts and mitigation measures, stakeholders, monitoring and reporting of social impacts.

CPBDS-JV will assist in the preparation of the plan by providing information about community feedback, enquiries, complaints and issues raised as well as information from community forums, surveys and representations.

Consideration of social impacts will also be incorporated in ongoing consultation with local communities and stakeholders as part of the design process, and particularly in relations to urban design and landscaping.

In addition, a Community Cohesion Programme to enhance community cohesion in precincts directly affected by the Project will be developed and submitted to the Department of Planning and Environment for approval. Key elements of the programme include enhancement of open space and recreation areas, community involvement and engagement, provision or facilitation of cycling facilities within Camdenville Park, in consultation with council, support of community initiatives and programmes, and provision of grants to local community groups.

## 6.11. Community involvement and education programmes

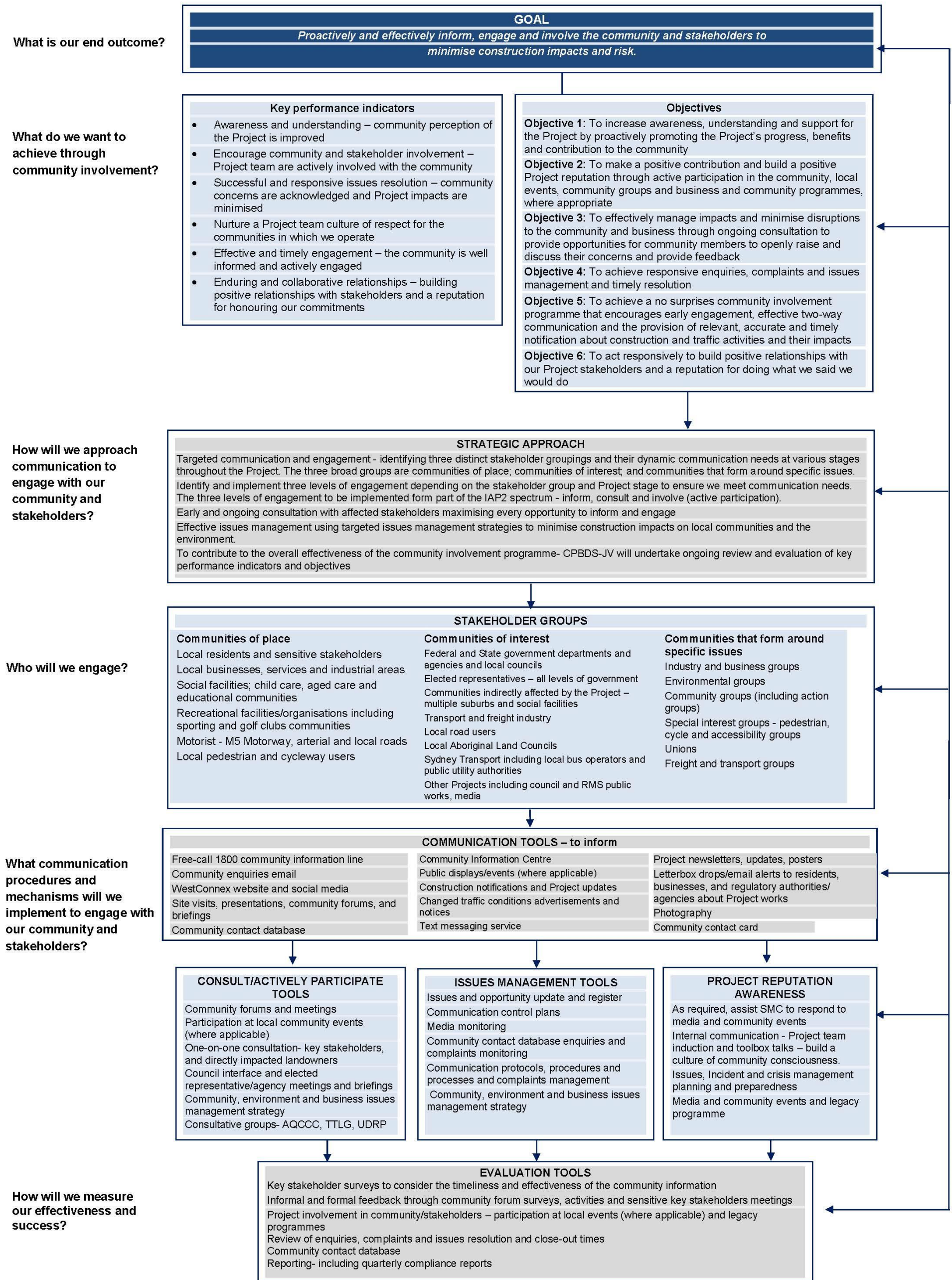
CPBDS-JV will engage with local communities (to be identified) to ensure the Project maintains community involvement. Such initiatives may include a school education programme, site visits and a speaking programme whereby members of the Community Relations team will make presentations about the project to community groups.

In addition, and as part of our Skills and Employment Framework, CPBDS-JV will offer various apprenticeships, traineeships and liaise with local high schools to offer work experience placements and encourage future careers in communications, engineering, environmental management and safety.



# Community Communication Strategy

Figure 8: Community Involvement Strategy Flowchart





## 7. Communication and Engagement Activities and Tools

To maximise our efforts, a variety of communication and engagement activities and tools will be used to keep the community informed, consulted and engaged through the delivery of the Project.

The following table summarises the communication activities for each broad stakeholder grouping. CPBDS-JV's communication and engagement activities will be implemented in a timely and integrated manner to maximum target audience reach.

The impacts of construction activities will determine the frequency and type of communication and/or engagement to be undertaken e.g. major changes to traffic speeds, lane configuration will require advertising. The requirements of applicable licences and permits will also determine the frequency and type of communication required to be used e.g. EPL for notification about Out of Hours Work.

A more detailed explanation of the suite of communication and engagement mechanisms to be used and the expected outcomes is provided in Appendix C

Importantly, information will be accessible and uploaded to the project website and the CRT available to respond to enquiries and complaints in a responsive, timely and accurate manner.

Table 6: Summary of Stakeholder Groups and Engagement Activities, Tools and Tactics.

Key Stakeholder Groups / Communication Tools	Frequency of contact	Information/briefing sessions	Community forums (where appropriate)	One-on-one personal consultation	Construction updates/newsletters	Website content/Social media	Advertisements	Leaflets and notifications	Traffic/transport communication	1800 community information line	Community enquiries email and mail	Community information centre/other displays	Presentations	Site visits	Media/community events	Internal communication
<b>Community – directly affected residents, businesses, industry</b>	Regular and at least 5 days before noisy work or major activities	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	
<b>Education communities, healthcare facilities and places of worship (social facilities)</b>	As required prior to major change.		✓	✓	✓	✓		✓	✓	✓	✓	✓			✓	
<b>Recreational facilities, parks and reserves</b>	As required		✓		✓	✓		✓	✓	✓	✓	✓			✓	
<b>Motorists/road users</b>	Regular and prior to major traffic or access changes.					✓	✓		✓	✓	✓	✓				
<b>Advocacy and special interest groups</b>	As required		✓	✓	✓	✓		✓		✓	✓	✓			✓	
<b>Freight and transport groups</b>	Regular and prior to major traffic or access changes.	✓		✓	✓	✓			✓	✓	✓	✓			✓	

## Community Communication Strategy



Key Stakeholder Groups / Communication Tools	Frequency of contact	Information/briefing sessions	Community forums (where appropriate)	One-on-one personal consultation	Construction updates/newsletters	Website content/Social media	Advertisements	Leaflets and notifications	Traffic/transport communication	1800 community information line	Community enquiries email and mail	Community information centre/other displays	Presentations	Site visits	Media/community events	Internal communication
<b>Peak industry, business groups and unions</b>	As required	✓		✓	✓	✓		✓	✓	✓	✓	✓	✓		✓	
<b>Cyclists, pedestrians, public transport services &amp; commuters</b>	Regular and prior to major traffic or access changes.	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓			✓	
<b>Government agencies and departments</b>	Regular and as required	✓		✓	✓	✓		✓	✓	✓	✓	✓			✓	
<b>Public Utility Providers</b>	As required			✓	✓	✓		✓	✓	✓	✓	✓				
<b>Elected representatives</b>	In consultation with SMC	✓		✓	✓	✓		✓	✓	✓	✓	✓		✓	✓	
<b>Councils</b>	Regular & scheduled as per Council request	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	
<b>Media</b>	In consultation with SMC			✓	✓	✓	✓		✓	✓	✓	✓		✓	✓	
<b>Others – Project team, neighbouring projects</b>	Regular and scheduled	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

In addition, the establishment of regular engagement forums with key stakeholders such as Councils, and the TTLG, CPBDS-JV will undertake direct liaison with stakeholders such as landowners and businesses adjoining work sites to seek input, share information, exchange ideas and address concerns before they escalate. Our consultation approach and timing will be tailored to suit individual stakeholder needs, construction activities, program and assessed impact and will include a mix of all the above tools as appropriate. Our ongoing surveys will identify the effectiveness of these tools as preferred by the stakeholder.

### 7.1. Community Notification Timeframes

Table 7 below contains a summary of the key communication and notification approval and distribution timeframes and communication channels.

Condition C5 lists items that are to be made available on the project website. These documents will be uploaded on the website following approval.

# Community Communication Strategy



Table 7: Community Notification Timeframes

Communication or engagement activity	Issue prior to works commencing	Distribution channel
<b>Leaflets and notifications</b> general community information about the Project, start of works, construction activities and potential impacts, dilapidation letters to property owners	5 days	Affected local area Letterbox drop Project Website Email as required Community Information Centre and public displays/community events Stakeholder meetings Project team (internal) Local Councils Door knock, where appropriate Social media, where appropriate
<b>Email notification regarding overrun of work</b> Should work overrun the notified completion time, where possible, an email will be sent advising of overrun and estimated completion time.	As soon as overrun is determined	Email to affected residents and businesses, relevant council(s), DP&E and EPA.
<b>Community Update Newsletters</b> – Project updates for widespread distribution. Could also include Project fact sheets	5 days	As above (plus) Project Information packs Project Website
<b>Major work communication packages including advertisements</b> for major traffic changes or disruptions, and major construction milestones	5 days	As above plus Wider distribution to approximately a 200 metre radius of the project area Advertising, where appropriate Special interest/community groups and services Project Website
<b>Community forums</b> and meetings including temporary displays	At least two per year	
<b>Electronic information Approved environmental documents, as required by Condition C5</b>	Update as approval for documents is obtained. Images updated monthly	Upload to the website as they are issued.
<b>Images of project</b>	On a bi-monthly basis	Upload to website
<b>Traffic updates</b>	Issue as required	Traffic notices/updates – TMC, TTLG ATN Traffic updates - on livetraffic.com Project website Advertising, where appropriate Affected local area via letterbox drop VMS sign and static signage

## 7.2. Traffic Communication

Regular traffic updates and notifications about changed traffic conditions will be distributed to ensure local communities, businesses, motorists, pedestrians and cyclists, and transport and freight operators are kept informed with timely and accurate information.

To achieve this, our CRT will work closely with our traffic and construction teams to prepare and distribute timely communication about changed traffic conditions and any likely disruptions to motorists, members of the travelling public and other related stakeholders.

Our strategy is to maximise the information flow, using a variety of complementary communication tools and channels. Wide dissemination of information will be achieved by engaging with local businesses, schools, community and recreational facilities and organisations (e.g. cycle groups), councils, transport operators (air, taxi, hire car and bus) and related industry associations to extend the audience reach of issued updates and notifications.

Communication tools may include, but are not limited to:

- regular traffic updates

# Community Communication Strategy



- specific traffic notifications (printed and electronic)
- advertisements (print and radio)
- traffic reports, Australian Traffic Network and advertising (where appropriate) and in particular for major traffic switches
- leaflets and notifications to ensure the community and other directly affected stakeholders, property owners and businesses are kept informed.
- VMS & static signage and other traffic control measures

All traffic communication will be uploaded to the WestConnex website.

The requirements and frequency of notifications will depend on the construction programme, traffic management changes and the impacts on motorway and local road users.

## 7.3. Traffic and Transport Liaison Group (TTLG)

A Traffic Coordination Group (TCG) and Traffic and Transport Liaison Group (TTLG) will be established. The TCG is essentially an internal traffic coordination group with representatives from CPBDS-JV, SMC, RMS and the TMC.

The TTLG is an industry based forum where regular updates on planned traffic management activities are presented. The forum also provides an opportunity for consultation with these key stakeholders - sharing information and seeking input and feedback. The TTLG membership will include a number of representatives from the transport and freight sector including, but not limited to:

- CPBDS-JV – Traffic Manager and CRM
- SMC
- RMS
- TMC
- NSW Police Service (LAC)
- TfNSW including State Transit Authority / Sydney Buses
- Bus and Coach Association
- Local bus operators
- NSW Taxi Council
- Six local councils
- Sydney Airport Corporation Limited
- Sydney Ports Corporation and Port of Botany
- Other organisations to be invited to these meetings may include, Bicycle NSW, M5 Motorway operator, NSW Pedestrian Council, Tow Truck Association, Australian Trucking Association (NSW branch), and other heavy vehicle / freight industry representatives.

TTLG members will also be provided with copies of all traffic notifications for dissemination to their contact lists.

## 7.4. Internal Communication

As the conduit between the Project team and the community, the CRT will be actively engaged with onsite construction teams to ensure the team:

- are kept up to date with design and construction progress and proposed works activities
- are involved in identifying potential issues and impacts and plans proactive community engagement and communication activities
- have sufficient information to prepare and disseminate timely and accurate information to the community
- provide advance notice to stakeholders and plan timely personal one-on-one / phone / or email contact
- are actively involved in promoting community engagement principles to increase general awareness and gain support from the Project team and work crews
- provide feedback to the team on the outcomes of the community consultation.

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# Community Communication Strategy



To drive a Project culture of community consciousness, the CRT will also be actively involved in internal communication activities including:

## **Project Inductions**

Project inductions are compulsory for all staff involved with the Project. The Community Relations section outlines the Project's commitment to minimise the impact of our works on local communities, to actively consult with affected stakeholders and our obligations and the communication protocols.

## **Toolbox Talks**

Specific worksite community toolbox talks and sessions at pre-start meetings will be conducted by the CRM and precinct based CRT members on a regular basis. This will ensure work crews are reminded about the Project's obligations and communication protocols and are made aware of any sensitive community matters, complaints or issues.

## **Cultural Awareness Training**

CPBDS-JV will provide cultural-awareness training to ensure an understanding of cultural sensitivities, including Indigenous and non-Indigenous issues and protocols for the management of identified protected, cultural heritage and sensitive areas within all areas of the Project. CPBDS-JV will also ensure that all subcontractors understand and support our cultural awareness approach.

Further information is detailed in the Construction Environmental Management Plan (CEMP).

## 8. Process and Procedures

Every interaction with a stakeholder provides an opportunity to build Project understanding, receive valuable feedback and input on matters of concern to local communities and stakeholders and improve processes and mitigation measures to avoid or minimise further complaints or issues.

### 8.1. Community Contact management

CPBDS-JV approach to delivering consistent, timely and effective management of enquiries, complaints, and issues resolution is based on the Guidelines for complaint management in organisations AS/NZS 10002:2014. This standard seeks to provide:

- enhanced public confidence by creating an environment that encourages feedback and complaints and manages all contact in a timely, courteous and fair manner
- recognition of the needs and expectations of the complainants
- an open, accessible and effective complaints process
- a system that can be used to analyse, evaluate and audit complaints and their outcomes in order to deliver improvements, and
- a mechanism for reviewing the effectiveness and efficiency of the complaint management practices and outcomes.

All processes and procedures will be regularly reviewed and if required, amended to improve the process. Communication protocols and procedures will also be included in Project inductions and toolbox talks.

Community members can contact the project team as follows:

- Phone: 1800 660 248 (toll free)
- Email: [info@newm5.com.au](mailto:info@newm5.com.au)
- Website: [westconnex.com.au/newM5](http://westconnex.com.au/newM5)
- Mail: Community Relations Team, CPBDS-JV, PO Box 6120, Alexandria NSW 2015
- A translation and interpreting service is available to assist non-English speaking stakeholders or those that have difficulty understanding English. The number for this service is 131 450.

These details will be published in local and metropolitan media (as listed in Appendix A) in an advertisement to appear prior to start of construction.

These details are also available on the project website at [http://www.westconnex.com.au/have\\_your\\_say/contact\\_us.html](http://www.westconnex.com.au/have_your_say/contact_us.html)

### 8.2. Enquiries Protocol

The CRT will be the principal project community contact and be responsible for managing all community enquiries.

The main telephone contact for the community is the WestConnex Information Line – 1800 660 248 or the enquiries email address – [info@newm5.com.au](mailto:info@newm5.com.au).

Work crews will be informed that all contact from the community must be referred to the CRM or the relevant CRT member for action. To facilitate this, all CPBDS-JV team members will be provided with community contact cards to direct stakeholders to the Project's community information line or to the enquiries email address or the on-call CRT representative.

Community members will also be directed to the staffed Community Information Centre, located at the St Peters interchange site compound on Burrows Road.

#### Business hours contact

The CRT will staff the community information centre between 9.00am to 5.00pm Monday to Friday.

The community information line and email address will also be attended during these times.

#### Out of Hours contact

During construction it is necessary to provide community and stakeholders with access outside normal business hours to register an enquiry, effectively providing a 24 hour, 7 days per week Project contact.

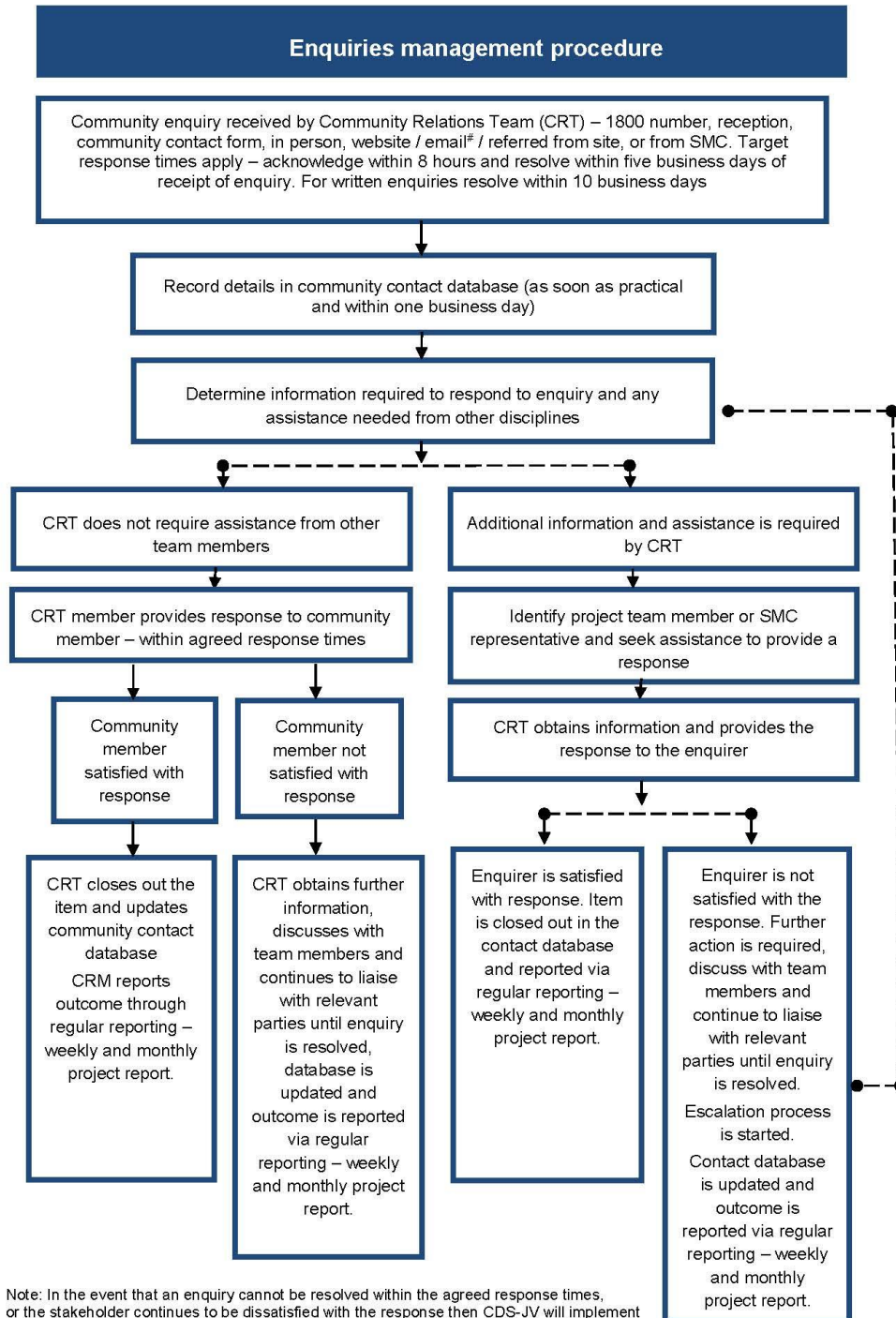
# Community Communication Strategy



After hours, the community information line will be transferred to the on-call project team member. The email complaints address will be checked daily from Monday to Friday. Email enquiries, including complaints, received via email on the weekend or on a Public Holiday will be automatically acknowledged and responded to on the next business day. All emails will receive an automated acknowledgment.

The community enquiries management procedure is outlined in Figure 9.

Figure 9: Community Enquiries Management Flowchart



Note: In the event that an enquiry cannot be resolved within the agreed response times, or the stakeholder continues to be dissatisfied with the response then CDS-JV will implement the escalation process. If the enquiry relates to environmental management the E&SM will be consulted immediately and assist until the enquiry is resolved

#Automated acknowledgment sent to emails



## 8.3. Complaints Management

A complaint is an expression of dissatisfaction, resentment or a grievance (whether real or perceived) made to RMS, SMC or CPBDS-JV and related to the Project works, services or the complaint-handling process itself, where a response or resolution is explicitly or implicitly expected.

The main telephone contact for the community to make complaints is the WestConnex Information Line – 1800 660 248 or the enquiries email address – [info@newm5.com.au](mailto:info@newm5.com.au). Complaint classification will consider the following:

- type of issue raised
- impact it has delivered
- stakeholder identifies the issue as a complaint
- complaint is validated (e.g. genuinely related to CPBDS-JV construction works).

All complaints will be managed by the CRT and addressed as a matter of priority in accordance with the procedure in Figure 10 and within the agreed response timeframes noted in table 9. All complaints received by email via the email [info@newm5.com.au](mailto:info@newm5.com.au) will be automatically acknowledged.

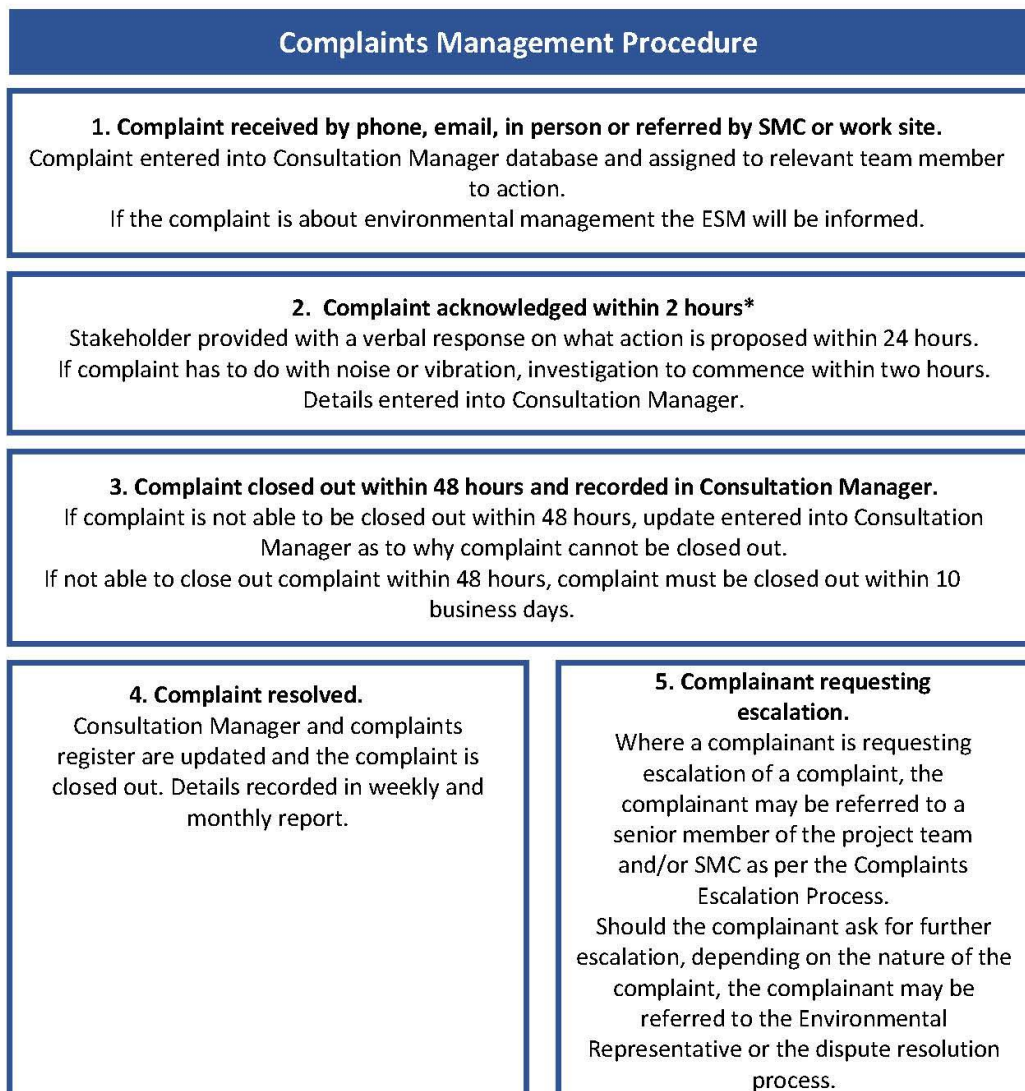
Every effort will be made to resolve the complaint at the first point of contact, by providing a solution or negotiating an agreed course of action. In situations where this is not possible, the complainant will be kept informed of the status of the investigation until the complaint is resolved. At any point during this time the complainant can request mediation.

All complaints will be registered in the community contact database. Information collected will be used to track issues causing concern to the community and shared with construction teams to ensure the appropriate mitigation measures are incorporated in the planning and delivery of ongoing works.

All environmental complaints will be immediately reported to the E&SM in accordance with the Construction Environmental Management Plan (CEMP). Environmental complaints will also be notified to the ER to enable monthly reporting to the Secretary. Information on the status of complaints will be included in the quarterly reports, including responses and close out times.

A translation and interpreting service is available to assist non-English speaking stakeholders or those that have difficulty understanding English. The number for this service is 131 450.

Figure 10: Complaints Management Procedure

**Abbreviations**

SMC -Asset Trustee

ESM -Environment &amp; Sustainability Manager

\*Automated acknowledgment sent to emails \*\*If received on the weekend or a Public Holiday- response will be on the next business day

## 8.4. Escalation Process

If a situation, issue or complaint is unable to be resolved by the CRM, it will be escalated to the relevant senior member of the Project team or SMC as outlined in the following table.

As required under the Condition of Approval D1 an experienced and independent ER will be employed for the duration of construction as an escalation point if required *'in responding to the community concerning the environmental performance of the SSI, where the resolution of points of conflict between the proponent and the community is required.'*

Environmental management matters could include:

- Heritage
- Noise (and work hours)
- Vibration
- Fauna and Flora
- Dust and air impacts
- Flooding
- Waste management
- Spoil and contamination land management

Issues other than environmental could include:

- Safety (around work sites including public areas)
- Property damage / claim process
- Parking and access
- Impacts on business operations
- Traffic and haulage
- Temporary noise barriers
- Urban and landscape design

Table 8: Complaints Escalation Process

Issue	Escalation Process
Environmental matter	If not resolved in the first instance by the CRM and site based environmental officer: <ul style="list-style-type: none"> <li>• Referred to E&amp;SM</li> <li>• Referred to the ER if required</li> <li>• If not resolved, implement the mediation process</li> </ul>
Health and Safety	<ul style="list-style-type: none"> <li>• Referred to Health and Safety Manager</li> <li>• If not resolved, referred to Project Director</li> <li>• If not resolved implement a mediation process</li> </ul>
Consultation / Communication	<ul style="list-style-type: none"> <li>• Referred to CRM</li> <li>• If not resolved, referred to Support Services Director</li> <li>• If not resolved referred to the Project Director</li> <li>• If not resolved implement the mediation process</li> </ul>
Construction issue	If not resolved in the first instance by the CRM and site based Construction or Tunnelling Manager <ul style="list-style-type: none"> <li>• Referred to Construction Director or Tunnelling Director</li> <li>• If not resolved, referred to Project Director</li> <li>• If not resolved implement the mediation process</li> </ul>
Other	If not resolved in the first instance by the CRM <ul style="list-style-type: none"> <li>• Referred to Project Director</li> <li>• If not resolved, referred to Project Proponent and notified to SMC</li> <li>• If not resolved implement the mediation process</li> </ul>

## 8.5. Mediation process

CPBDS-JV is committed to using all reasonable endeavours to resolve community issues and complaints associated with the delivery of construction works. Our philosophy is to initiate rather than react, however in the event in which a timely resolution of a complaint or issue has not been achieved bilaterally between the Project team and the stakeholder the complainant will be invited to attend a mediation session conducted by an independent and suitably qualified mediation specialist. The mediation session will aim to:

- obtain a resolution acceptable to both parties
- define a timeframe for actions associated with the resolution

# Community Communication Strategy



- formalise the resolution by obtaining written agreement regarding the agreed actions (this document will enable CPBDS-JV to complete the complaints register and consultation manager event). The mediation expert will determine the number of mediation sessions depending on the nature of the issue. There will be a maximum of three sessions.
- if no agreement is reached at the sessions, the complaint will be closed out and the person who submitted the complaint will be advised that reasonable attempts to resolve the matter were unsuccessful. The same outcome will apply if the person who submitted the complaint declines the invitation to attend these sessions.

Records of the dispute and mediation will be captured in the community contact database and register along with any associated documents and photographs. All disputes involving community representatives will be managed by the CPBDS-JV's CRM.

## 8.6. Target Response Times

As indicated in Table 9 below, enquiries and complaints will be acknowledged by the CRT within - eight working hours for enquiries and two hours for complaints received via the 1800 telephone line. Where the feedback, enquiry or complaint cannot be resolved satisfactorily (or closed out) during the initial contact, a follow-up verbal response (within 24 hours) will be provided to the enquirer with an update on progress and the action proposed to resolve the matter.

Table 9: Target response times

Contact	Initial Contact/ Acknowledgement	Resolution Time #
<b>Complaints</b> - Telephone/email/fax or personal contact (details maintained in a complaints register and reported monthly on the receipt and responses to complaints in CPBDS-JV's monthly progress report) # In the event that a complaint cannot be resolved within the required times frame	Within 2 hours of receipt if on business day, otherwise on the next business day	10 business days
<b>Enquiries</b> - Telephone/email/fax or personal contact	Within 8 hours of receipt if on business day otherwise on the next business day	5 business days for simple or less complex enquiries and to 10 business days for more complex enquiries.
<b>Written communication</b> – initial response (allows for the preparation of written response) # If contact details are provided (phone) then an initial response will be provided within 2 hours, where possible	Posted acknowledgement of the enquiry/complaints within 1 business day	10 business days
<b>Community representations</b> - (maintain a register of all representation and provide a report on the status of responses.	Acknowledge within 5 business days	Respond within 10 business days

## 8.7. Community Contact Records

The CRT will use the Project's community contact database (Consultation Manager) and complaints register to record and maintain records of all community and stakeholder interactions including enquiries, complaints, group and public meetings, community representations, site visits, feedback, Community Information Centre visits and communication material outputs.

Wherever possible the minimum stakeholder details collected will include:

- Individual's name and or organisation
- Postal and email addresses,
- Preferred contact number
- Method of contact (telephone, email, feedback, in-person)
- Nature of contact (enquiry, complaint feedback),
- Date and time received
- Details of the matter, concern or issues raised
- Response provided and date

## Community Communication Strategy



- Internal action(s) required
- Action resolution date and details
- Any monitoring to confirm that the complaint has been satisfactorily resolved
- CRT member managing the contact
- Team members involved in resolving the matter

All contact details collected by the CRT will be maintained to comply with CPB's privacy policy and the *Privacy and Personal Information Protection Act 1998 (NSW)*.

### 8.8. WestConnex Acquisition Assistance Line

RMS will maintain and operate a toll-free WestConnex acquisition assistance service for a period of up to six months following completion of the final acquisition required for the SSI. The service can be accessed by calling the WestConnex Information Line 1800 660 248. This service provides:

- ongoing dispute resolution
- counselling programme
- contact information to relevant services for all relocated persons
- first language support for households with English as a second language

Owners whose properties are being acquired to construct the New M5 can access these services by calling the WestConnex Information Line 1800 660 248 and asking to speak to the WestConnex Acquisition Assistance team. Team members responding to these calls will have an initial conversation with the property owner to understand the services they would like to access and will refer them to expert services according to their needs, for example professional and private counselling services.

RMS will write to property owners involved in acquisition to construct the New M5 in July 2016 to advise of the services available prior to the commencement of construction.

## 9. Reporting and Evaluation

### 9.1. Reporting

CPBDS-JV is committed to ongoing reporting and evaluation to ensure the effectiveness of the community communication strategy including the review and improvement of processes and procedures.

### 9.2. Reporting Tools

Regular reports on community issues will be provided to SMC with the summary of this information included in quarterly compliance reports

#### Quarterly compliance reports

Information on all complaints received, including the means by which they were addressed and whether resolution was reached will be maintained in the community contact database and complaints register and included in the quarterly construction compliance reports as required under the SSI Infrastructure approval, Conditions of Approval.

### 9.3. Evaluation

As noted throughout this strategy evaluating performance against communication objectives is an essential part of the planning cycle, and will assist CPBDS-JV to assess the effectiveness of the community communication strategy and the outcomes achieved. Monitoring and evaluation also highlights areas of concerns or that require specific attention or improvement.

Evaluation will also ensure CPBDS-JV is meeting the Project's broader communication and Project objectives and contractual requirements.

The evaluation process will include monitoring, review and analysis of:

- stakeholder surveys
- records of community enquiries and complaints
- responses to community enquiries and complaints, including response, resolution and close-out timeframes, and volume and type of issues raised
- management of issues and risks (to minimise the potential for issues to escalate, impact on cost or programme or reach the media and negatively affecting Project's profile or reputation)
- communication effectiveness – recording, reporting and analysis of data contained in the community contact database and through stakeholder surveys
- formal and informal feedback from a range of sources including stakeholder and employee surveys, key stakeholder groups, public display and consultation activities, community forums and via the free-call community information line and community enquiries mailbox.

#### Annual Independent Survey

The CRM will develop and conduct an annual community and stakeholder survey, commencing with an initial survey prior to construction. This initial survey will provide essential baseline information (community awareness, concerns or issues, and communication expectations) from which all ongoing monitoring and evaluation will be assessed.

The survey will have a quantitative and qualitative component with respondents able to indicate an overall satisfaction rating in a number of areas and also to make comments that will be captured and assessed to understand community sentiment, communication effectiveness, issues of concern and areas for improvement.

#### Stakeholder Activity Surveys

Specific stakeholder group (including internal stakeholders) and consultation activity feedback surveys will be undertaken during specific engagement with key stakeholder groups (e.g. Councils, property owners, TTLG and businesses) at meetings and community consultation forums. These surveys will provide a valuable opportunity for participants to provide useful feedback to the team about whether they feel their contribution to these forums has been valued and if ideas, issues and concerns raised by stakeholders are addressed by the Project team in a timely and transparent manner. Employee surveys will focus on evaluating the Project team's level of understanding of the community relations obligations.

# Community Communication Strategy



## 9.4. Key Performance Indicators (KPIs)

CPBDS-JV has proposed three Key Focus Areas (KFA) with corresponding key performance indicators (KPI) and communication objectives as follows:

1. Reputation Management - Awareness and positioning (objectives 1 and 2)
2. Issues Management – Responsive enquiry and complaints management and issues resolution (objectives 3 and 4)
3. Relationship Management - Engagement and communications effectiveness and satisfaction (objectives 5 and 6)

As a guide we have included below in Table 11 our KRA and KPIs alongside the corresponding communication objectives, targets and the proposed evaluation measures.

Table 11 – Objectives and target outcomes

Key Focus Area (KFA)	Objective	Evaluation Measures
<p><b>KFA 1:</b> Reputation management</p> <p><b>KPIs</b> Awareness and understanding – community perception of the Project is improved. Community and stakeholder involvement – Project team are actively involved with the community</p> <p><b>Targets</b> Demonstrated evidence of CRT active engagement in the community and community events: at least two street meetings and two forums per year; involvement in at least one community event per year.</p>	<p><b>Objective 1:</b> To increase awareness, understanding and support for the Project by proactively promoting the Project's progress, benefits and contribution to the community</p> <p><b>Objective 2:</b> To make a positive contribution to the Project's reputation through active participation in the community, local events, community groups and business and community programmes, where appropriate</p>	<ul style="list-style-type: none"> <li>• Survey stakeholders of awareness of the Project and SMC</li> <li>• Regular media monitoring and effective management of incorrect or negative perceptions</li> <li>• Monitor community contact received through established channels - community information line, enquiries email address and community information centre.</li> <li>• Feedback responses</li> <li>• Community Information Centre visitor numbers</li> <li>• CPBDS-JV involvement in community events</li> </ul>
<p><b>KFA 2:</b> Issues management</p> <p><b>KPIs</b> Responsive enquiry and complaints management and issues resolution. Successful issues resolution – community concerns are acknowledged and Project impacts are minimised</p> <p><b>Targets</b> Over 80% complaints are responded to within 24 hours and resolved within 10 business days.</p>	<p><b>Objective 3:</b> To effectively manage impacts and minimise disruptions to the community and business through ongoing consultation to provide opportunities for community members to openly raise and discuss their concerns and provide feedback.</p> <p><b>Objective 4:</b> To achieve responsive enquiries, complaints and issues management and timely resolution (a Project team culture of respect for the communities in which we operate)</p>	<ul style="list-style-type: none"> <li>• Issues management reporting – number and timeliness of resolution</li> <li>• Monitor enquiries and complaints response timeframes and close-out rates</li> <li>• Planning of construction works is informed through continuous engagement with affected stakeholders to identify, consider and minimise impacts</li> <li>• Achieve minimal validated complaints per month</li> <li>• Consultation Manager records and reporting</li> </ul>
<p><b>KFA 3:</b></p>	<p><b>Objective 5:</b></p>	<ul style="list-style-type: none"> <li>• Stakeholder survey and feedback</li> </ul>

# Community Communication Strategy



Key Focus Area (KFA)	Objective	Evaluation Measures
<p><b>Relationship management</b></p> <p>Communication and engagement effectiveness – the community is well informed and actively engaged</p> <p>Enduring and collaborative relationships – building positive relationships with stakeholders and a reputation for honouring our commitments</p> <p><b>Targets</b></p> <p>Over 70% satisfaction for accuracy, timing and level of engagement and communication.</p>	<p>To achieve a no surprises community involvement programme that encourages early engagement, effective two-way communication and the provision of relevant, accurate and timely notification about construction and traffic activities and their impacts</p> <p><b>Objective 6:</b></p> <p>To act responsively to build positive relationships with our Project stakeholders and a reputation for doing what we said we would do</p>	<ul style="list-style-type: none"> <li>Major and sensitive stakeholders are satisfied they have been engaged about impacts and the Project team has successfully minimised the impacts</li> <li>Consultation records show community and stakeholder enquiries and complaints are resolved in a timely manner</li> <li>Project team support and understand their community obligations and their actions demonstrate a high level of community consciousness</li> <li>Project team's participation in community activities and events</li> <li>Successful implementation of precinct business and schools programmes</li> <li>Reputation of the Project and SMC received from community and stakeholder feedback</li> </ul>

## 9.5. Review of the strategy

The CRM will review the strategy annually to ensure the relevance and effectiveness of this strategy and update it to reflect changes to the construction programme, the addition of new stakeholders and to address any changes in community needs, perceptions, awareness and concerns.

Feedback and suggestions received from the stakeholder surveys will be used as a part of this review.

Any unusual peak in complaints, enquiries or feedback may also trigger a review of the strategy and/or individual process or policy contained within.





## Part C - Appendices

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Appendix A: New M5 Stakeholder List

Appendix B: Community, Environment and Business Issues Mitigation Strategy

Appendix C: Communication and Engagement Tools and Activities

Appendix D: Conditions of Approval which required consultation

Appendix E: Stakeholder surveys, outline of methodology

Appendix F: Community forums, outline of methodology

Appendix G: Compounds, impacts and mitigation strategies

## Appendix A: New M5 Stakeholder List

This is not an exhaustive list. New stakeholders and stakeholder groups will be identified and added as the project progresses. Also refer to Appendix G for site specific stakeholders

Stakeholder group	Stakeholders
<b>Community - residents, businesses and industry</b>	
<b>Local residents along the alignments and adjoining construction sites</b>	<ul style="list-style-type: none"> <li>Residents adjacent to construction and tunnel works in Alexandria, Arncliffe, Bardwell Park, Bardwell Valley, Beverly Hills, Bexley, Bexley North, Kingsgrove, Mascot, Sydenham, Tempe, St Peters and Wolli Creek.</li> <li>Adjoining and directly affected property owners near construction compounds and surface road works at Kingsgrove, Bexley North, Arncliffe, St Peters, Alexandria and Mascot</li> <li>Property owners directly above a the tunnel alignment from Kingsgrove through to St Peters</li> </ul>
<b>Local industry and business along the alignments</b>	<ul style="list-style-type: none"> <li>Businesses along the Pacific Highway corridor from St Peters to Arncliffe</li> <li>Commercial properties adjacent to the St Peters Interchange site and Princes Highway, including:                             <ul style="list-style-type: none"> <li>- KFC, Sydenham</li> <li>- McDonalds, Sydenham</li> <li>- 310 Princes Highway, Tempe</li> <li>- 2 Bishop Street, St Peters</li> </ul> </li> <li>Businesses adjacent to Alexandra Canal, bridges and surface road works, including along:                             <ul style="list-style-type: none"> <li>- Burrows Road and Canal Road</li> <li>- Bourke Road, Gardeners Road and Ricketty Street</li> </ul> </li> <li>Businesses adjoining surface road works in St Peters, including:                             <ul style="list-style-type: none"> <li>- Properties along Campbell, Sydney Park and Euston Roads</li> <li>- Commercial cluster around Campbell Street/May Street/Bedwin Road</li> </ul> </li> <li>Kingsgrove business area between Kingsgrove Road and Garema Circuit, Kingsgrove</li> <li>Businesses on Bexley Road, Shaw Street and Slade Road, Bexley North</li> <li>Sydney Corporate Park, Mascot</li> </ul>
<b>Other affected businesses / sensitive stakeholders</b>	<ul style="list-style-type: none"> <li>Bunnings Hardware stores at Mascot, Alexandria and Tempe</li> <li>IKEA, Tempe</li> <li>Goodman Group, Mascot/St Peters/Alexandria</li> <li>Holiday Inn Sydney Airport, Arncliffe</li> <li>Princes Highway businesses above SPI work site (noted above)</li> <li>Mercure Sydney International Airport, Arncliffe</li> <li>Quality Hotel CKS Sydney Airport, Arncliffe</li> <li>IBIS Budget Hotel, St Peters</li> <li>Fuji Xerox Australia, Mascot</li> <li>Sydney Airport Corporation, Mascot</li> <li>QANTAS, Mascot</li> <li>Garema Circuit and Commercial Road, Kingsgrove businesses</li> <li>Directly affected property owners, educational communities and social facilities</li> </ul>
<b>Educational Institutions, School Communities and Social Facilities</b>	
<b>Local educational institutions and school communities</b>	<ul style="list-style-type: none"> <li>St Pius School, Enmore</li> <li>St Peters Public School, St Peters</li> <li>Camdenville Public School, Newtown</li> <li>Tempe High School, Tempe</li> <li>Arncliffe Public School, Arncliffe</li> <li>Athelstane Public School, Arncliffe</li> <li>St Francis Xavier's Catholic Primary School, Arncliffe</li> <li>Arncliffe West Infants School, Arncliffe</li> <li>Kingsgrove North High School, Kingsgrove</li> <li>Kingsgrove High School, Kingsgrove</li> <li>McCallums Hill Public School, Roselands</li> <li>St Ursula's College, Kingsgrove</li> <li>Clemton Park Public School, Earlwood</li> <li>Earlwood Public School, Earlwood</li> <li>School P&amp;C Associations</li> </ul>
<b>Early childhood centres</b>	<ul style="list-style-type: none"> <li>Building Blocks Early Childhood Learning Centre, Tempe</li> <li>The Joey Club (Qantas childcare), Mascot</li> <li>Active Kids Preschool, Mascot</li> </ul>

## Community Communication Strategy



Stakeholder group	Stakeholders
	<ul style="list-style-type: none"> <li>• Aero Kids Early Learning Centre, Mascot</li> <li>• Betty Spears Child Care Centre, Tempe</li> <li>• Ladybugs Childcare Centre, Turrella</li> <li>• Macedonian Community Child Care, Arncliffe</li> <li>• Busy Bee Long Day Child Care Centre, Arncliffe</li> <li>• Al Zahra Kingdom, Arncliffe</li> <li>• Turella Children's Centre, Turella</li> <li>• Family Day Care, Beverly Hills</li> <li>• Kingsgrove World of Learning, Kingsgrove</li> <li>• Cheeky Monkeys Day Care Centre, Kingsgrove</li> <li>• Earwood Uniting Church Pre-School, Earwood</li> <li>• Hilltop Kids Long Day Care Centre, Bardwell Park</li> <li>• Kinderroos, Bexley North</li> <li>• Kingsgrove Kindergarten, Kingsgrove</li> </ul>
<b>Healthcare services and facilities</b>	<ul style="list-style-type: none"> <li>• Marrickville Metro Medical Centre, Marrickville</li> <li>• Tempe Family Medical, Tempe</li> <li>• Arncliffe Family Health Clinic, Arncliffe</li> <li>• Early Childhood Health Centres, Arncliffe</li> <li>• Canterbury Hospital, Canterbury</li> <li>• Kings Medical Clinic, Kingsgrove</li> <li>• Kingsgrove Day Hospital, Kingsgrove</li> <li>• Blue Cross Medical Centre, Kingsgrove</li> <li>• Kingsgrove Health Professional Centre, Kingsgrove</li> <li>• Bexley North Medical Clinic, Bexley North</li> <li>• Life Medical Clinic, Bexley North</li> </ul>
<b>Nursing homes and Aged care facilities</b>	<ul style="list-style-type: none"> <li>• Columbia Aged Care Services Acacia Centre, Marrickville</li> <li>• Alloa Nursing Home, Arncliffe</li> <li>• Macquarie Lodge Aged Care Plus Centre and Retirement Village, Arncliffe</li> <li>• Bexley Gardens Retirement Village, Bexley North</li> <li>• Glen Village, Bardwell Valley</li> </ul>
<b>Places of Worship</b>	<ul style="list-style-type: none"> <li>• Hillsong Church, Alexandria</li> <li>• Bay City Church, Arncliffe</li> <li>• St David's Anglican Church, Arncliffe</li> <li>• St Francis Xavier's Catholic Church, Arncliffe</li> <li>• St Mark Coptic Orthodox Church, Arncliffe</li> <li>• Bardwell Park Uniting Church, Bardwell Park</li> <li>• Bexley Presbyterian Church, Bexley</li> <li>• Bexley North Anglican Church, Bexley North</li> <li>• St Bernadette's Church, Clemton Park</li> <li>• St Pius Catholic Church, Enmore</li> <li>• South-West Chinese Christian Church, Kingsgrove</li> <li>• Assembleia de Deus Church, Kingsgrove</li> <li>• Clemton Park Baptist Church, Kingsgrove</li> <li>• Kingsgrove Anglican Church, Kingsgrove</li> <li>• Kingsgrove Uniting Church, Kingsgrove</li> <li>• Heaven's Song Philadelphia Christian Centre, Kingsgrove</li> <li>• Masjid Arrahman Mosque, Kingsgrove</li> <li>• Our Lady of Fatima Church, Kingsgrove</li> <li>• St Peters Anglican Church, St Peters</li> <li>• Al Hijrah Mosque, Tempe</li> <li>• Tempe Uniting Church, Tempe</li> <li>• Darul Iman Mosque, Wolli Creek</li> </ul>
<b>Services (Including community services)</b>	<ul style="list-style-type: none"> <li>• Australia Post Local Post Offices and mail delivery services</li> <li>• Consulate of the Republic of Vanuatu, Arncliffe</li> <li>• Community centres: <ul style="list-style-type: none"> <li>- Arncliffe Community Centre, Arncliffe</li> <li>- Kingsgrove and Bexley North Community Centre, Bexley North</li> <li>- Tom Foster Community Centre, St Peters</li> </ul> </li> <li>• Rockdale City Council Bexley North Library</li> <li>• Waste removal companies</li> </ul>
<b>Community and service groups</b>	<ul style="list-style-type: none"> <li>• Community and service clubs including Rotary, Probus, Lions, including Bexley probus Club, St George Lions Club, St George Probus Club, Earwood-Bardwell Park Probus Inc</li> </ul>

## Community Communication Strategy



Stakeholder group	Stakeholders
<b>Recreational facilities, park and reserves</b>	
<b>Sporting facilities</b>	<ul style="list-style-type: none"> <li>• Barton Park Golf Driving Range, Arncliffe</li> <li>• Kogarah Golf Course, Arncliffe</li> <li>• St George Soccer Stadium, Arncliffe</li> <li>• St George Rowing Club, Arncliffe</li> <li>• Bardwell Valley Golf Course, Bardwell Valley</li> <li>• Canterbury Golf Course, Beverly Hills</li> <li>• Tempe Golf Driving Range, Tempe</li> </ul>
<b>Parks and reserves</b>	<ul style="list-style-type: none"> <li>• Arncliffe Park, Barton Park and Cahill Park, Arncliffe</li> <li>• Banksia Field, Banksia</li> <li>• Broadford Street Reserve, Bardwell Valley</li> <li>• Bardwell Valley Parklands, Bexley</li> <li>• Bardwell Creek Reserve, Shaw Street Reserve, Stotts Reserve, Whitbread Park, Bexley North</li> <li>• Harrison Reserve, and Illoura Park, Earlwood</li> <li>• Beverly Grove Park, Clemton Park, Forrester Reserve, Kingsgrove Avenue Reserve, Kingsbury Reserve, Kookaburra Reserve and Beaumont Park, Kingsgrove</li> <li>• Camdenville Park, Simpson Park, and Sydney Park, St Peters</li> <li>• Fraser Park, and Sydenham Green, Sydenham</li> <li>• Tempe Reserve, Tempe</li> <li>• Cahill Park, Wolli Creek</li> </ul>
<b>Pubs and clubs</b>	<ul style="list-style-type: none"> <li>• Earlwood-Bardwell Park RSL Club, Bardwell Park</li> <li>• Bexley RSL Club</li> <li>• Bexley North Hotel, Bexley North</li> <li>• Kingsgrove RSL Club, Kingsgrove</li> <li>• Southern Cross Hotel, St Peters</li> <li>• Town and Country Hotel, St Peters</li> <li>• Rowers on Cooks River, Wolli Creek</li> </ul>
<b>Motorists/road users</b>	
<b>Motorists</b>	<ul style="list-style-type: none"> <li>• M5 East Motorway – Kingsgrove entry and exit and King Georges Road</li> <li>• Local and arterial road users in and around main site compounds and haulage routes including: <ul style="list-style-type: none"> <li>- Kingsgrove including: Garema Circuit, Moorefields Rd, Rosebank Ave, Armitree St, Mydell St, Wirega Ave, Tallawalla St, the Crescent, Vanessa St, Commercial Rd, Kingsgrove Ave</li> <li>- Bexley North including: Bexley Rd, Wolli Ave, Poole St, Frost St, Homer St, Johnston St</li> <li>- Arncliffe including: Wickham St, Marsh St, West Botany St, Levey St, Flora St, Gertrude St, Innesdale Rd, Valda St, Eve St, Brennans Rd, Kyle St, Princes Hwy, Airport Dr</li> <li>- St Peters interchange and local road upgrades including: Princes Hwy, Unwins Bridge Rd, Alfred St, Grove St, Mary St, Canal Rd, Edith St, Silver St, Campbell St &amp; Rd, Brown St, Florence St, St Peters St, Chruch St, Albert St, Mary St, Barwon Park Rd, Euston Rd, Burrows Rd, Ricketty St, Kent Rd, Gardeners Rd, Sydney Park Rd, Huntley St, Coulston St, Mitchell Rd.</li> </ul> </li> </ul>
<b>Community advocacy and special interest groups</b>	
<b>Community advocacy groups</b>	<ul style="list-style-type: none"> <li>• Alexandria Residents Action Group</li> <li>• Cyclists Against WestCONNex</li> <li>• Friends of Erskineville</li> <li>• No WestConnex</li> <li>• REDWatch</li> <li>• Residents Against Polluting Stacks</li> <li>• Rockdale Residents Unite</li> <li>• Save Sydney Park</li> <li>• Tempe 2020</li> <li>• The Glebe Society</li> <li>• WestCONNex Action Group</li> <li>• Kingsgrove residents group (Kingsgrove North representative – EIS submission coordinator)</li> </ul>
<b>Environment, conservation and heritage groups</b>	<ul style="list-style-type: none"> <li>• Cooks River Valley Association</li> <li>• Frog and Tadpole Study Group of NSW Inc.</li> <li>• Rockdale Wetlands Preservation Society</li> <li>• Wolli Creek Preservation Society</li> <li>• Heritage Council of NSW</li> </ul>

## Community Communication Strategy



Stakeholder group	Stakeholders
	<ul style="list-style-type: none"> <li>Local heritage groups</li> </ul>
<b>State-wide and national groups</b>	<ul style="list-style-type: none"> <li>Action for Public Transport NSW Inc</li> <li>Australian Association for the Study of Peak Oil and Gas</li> <li>Australian Conservation Foundation</li> <li>Australian Wildlife Society</li> <li>Environmental Justice Australia</li> <li>Nature Conservation Council of NSW</li> <li>National Trust of Australia (NSW)</li> <li>Total Environment Centre Inc</li> </ul>
<b>Freight and transport groups</b>	
	<ul style="list-style-type: none"> <li>Australian Logistics Council</li> <li>Australian Trucking Association (NSW)</li> <li>Road Freight NSW</li> <li>NatRoad Ltd</li> <li>NSW Freight Advisory Council</li> <li>NSW Road Freight Industry Council</li> <li>Roads Australia</li> <li>National Pilot Vehicle Drivers Association (over dimension vehicles)</li> </ul>
<b>Peak industry, business groups and unions</b>	
<b>Industry and business groups</b>	<ul style="list-style-type: none"> <li>Australasian College of Road Safety</li> <li>Australian Chamber of Commerce and Industry</li> <li>Australian Council of Social Service</li> <li>Australian Industry Group</li> <li>Business Council of Australia</li> <li>Engineers Australia</li> <li>Infrastructure Partnerships Australia</li> <li>NRMA</li> <li>NSW Business Chamber</li> <li>Planning Institute of Australia (NSW)</li> <li>Public Health Association of Australia (NSW)</li> <li>Sydney Business Chamber</li> </ul>
<b>Motoring groups</b>	<ul style="list-style-type: none"> <li>Australian Automobile Association</li> <li>NRMA</li> <li>Motorcycle Council of NSW</li> </ul>
<b>Local Chambers of Commerce</b>	<ul style="list-style-type: none"> <li>Earlwood District Chamber of Commerce Inc</li> <li>Hurstville Chamber of Commerce</li> <li>Marrickville Chamber of Commerce</li> <li>Newtown Precinct Business Association</li> <li>Rockdale Chamber of Commerce</li> <li>South Sydney Business Chamber</li> <li>Sydney South East Chamber of Commerce</li> </ul>
<b>Unions</b>	<ul style="list-style-type: none"> <li>Australian Services Union - NSW &amp; ACT Branch</li> <li>Australian Workers Union - Greater NSW Branch</li> <li>Construction Forestry Mining and Energy Union - NSW Branch</li> <li>Maritime Union of Australia NSW - Sydney Branch</li> <li>Transport Workers Union NSW - NSW Branch</li> </ul>
<b>Cyclists, pedestrians, public transport services and commuters</b>	
<b>Accessibility groups</b>	<ul style="list-style-type: none"> <li>Vision Australia</li> <li>Physical Disability Council NSW</li> <li>Disability Advocacy NSW</li> <li>Multicultural Disability Advocacy Association of NSW</li> <li>Aboriginal Disability Network</li> <li>Blind Citizens Australia</li> <li>Deaf Australia</li> <li>Deafness Forum of Australia</li> <li>Disability Advocacy Network Australia</li> </ul>



Stakeholder group	Stakeholders
<b>Cycle and pedestrian groups</b>	<ul style="list-style-type: none"> <li>• Bicycle NSW</li> <li>• Bike Marrickville Inc</li> <li>• Bike South West Inc</li> <li>• BIKEast Inc</li> <li>• BikeSydney</li> <li>• Bikes Botany Bay</li> <li>• Pedestrian Council of Australia</li> <li>• St George Bicycle User Group</li> </ul>
<b>Transport services</b>	<ul style="list-style-type: none"> <li>• Sydney Buses (Transport for NSW)</li> <li>• Private bus operators</li> <li>• NSW Taxi Council</li> <li>• Sydney Trains</li> <li>• Airport Link Company</li> </ul>
<b>Government Agencies and departments</b>	
<b>Emergency services</b>	<p>Ambulance Service of NSW</p> <ul style="list-style-type: none"> <li>- Sydney Zone</li> <li>- South Eastern Zone</li> </ul> <p>Fire and Rescue NSW</p> <ul style="list-style-type: none"> <li>- Metropolitan South Area Command</li> <li>- Arncliffe Fire Station</li> </ul> <p>NSW Police Force</p> <ul style="list-style-type: none"> <li>- Botany Bay Local Area Command</li> <li>- Campsie Local Area Command</li> <li>- Newtown Local Area Command</li> <li>- St George Local Area Command</li> </ul> <p>State Emergency Service</p> <ul style="list-style-type: none"> <li>- Sydney Southern Region</li> </ul>
<b>Regulatory</b>	<ul style="list-style-type: none"> <li>• Commonwealth Department of the Environment</li> <li>• NSW Department of Planning and Environment</li> <li>• NSW Environment Protection Authority</li> <li>• WorkCover NSW</li> </ul>
<b>Government departments</b>	<p><b>Federal</b></p> <ul style="list-style-type: none"> <li>• Department of Infrastructure and Regional Development</li> <li>• Department of the Environment</li> <li>• Civil Aviation Safety Authority</li> </ul>
	<p><b>State</b></p> <ul style="list-style-type: none"> <li>• Roads and Maritime Services</li> <li>• Department of Premier and Cabinet</li> <li>• Department of Planning and Environment</li> <li>• NSW Office of Environment and Heritage</li> <li>• Department of Lands:             <ul style="list-style-type: none"> <li>- Land and Property Information</li> <li>- Government Property NSW</li> </ul> </li> <li>• NSW Trade and Investment</li> <li>• NSW Department of Primary Industries             <ul style="list-style-type: none"> <li>- DPI Water</li> </ul> </li> <li>• NSW Health</li> <li>• Transport for NSW</li> <li>• Urban Growth NSW</li> <li>• Department of Health</li> <li>• Heritage Council of NSW</li> <li>• Port Authority of NSW</li> <li>• Office of the Chief Scientist</li> <li>• NSW Environment Protection Authority</li> <li>• NSW Land and Housing Corporation</li> <li>• Rail Corporation NSW</li> </ul>

## Community Communication Strategy



Stakeholder group	Stakeholders
	<ul style="list-style-type: none"> <li>• Disability Council NSW</li> <li>• Destination NSW</li> <li>• Events NSW</li> <li>• Traffic Management Centre</li> </ul>
<b>Public Utility Providers</b>	
<b>Public utilities providers – water, electricity, gas, telecommunications</b>	<ul style="list-style-type: none"> <li>• Sydney Water</li> <li>• Ausgrid</li> <li>• Transgrid</li> <li>• Jemena</li> <li>• Telstra</li> <li>• Optus</li> <li>• NBNCo</li> <li>• Sydney Desalination Plant</li> </ul>
<b>Elected representatives</b>	
<b>Federal Ministers and MPs</b>	<ul style="list-style-type: none"> <li>• The Hon. Darren Chester MP (NATS) Minister for Infrastructure and Transport</li> <li>• The Hon. Josh Frydenberg MP (LIB) Minister for the Environment and Energy</li> <li>• Member for Sydney – The Hon. Tanya Pliibersek MP (ALP) Deputy Leader of the Opposition – covers Alexandria (part), St Peters (part)</li> <li>• Member for Grayndler – The Hon. Anthony Albanese MP (ALP) – covers St Peters (part), Sydenham</li> <li>• Member for Barton Hon Linda Burney MP (ALP) – covers Arncliffe, Bardwell Park, Bardwell Valley, Beverly Hills (part), Kingsgrove (part), Tempe, Wolli Creek</li> <li>• Member for Kingsford-Smith – The Hon. Matt Thistlethwaite MP (ALP) – covers Mascot</li> <li>• Member for Watson – The Hon. Tony Burke MP (ALP) Manager of Opposition business – covers Beverly Hills (part), Kingsgrove (part)</li> </ul>
<b>State Ministers and MPs</b>	<ul style="list-style-type: none"> <li>• The Hon. Mike Baird MP (LIB) Premier of New South Wales, Minister for Western Sydney</li> <li>• The Hon. Duncan Gay, MLC (NATS) Minister for Roads, Maritime and Freight</li> <li>• The Hon. Andrew Constance MP (LIB) Minister for Transport and Infrastructure</li> <li>• The Hon. Rob Stokes MP (LIB) Minister for Planning</li> <li>• Member for Summer Hill – Ms Jo Haylen MP (ALP) – electorate adjoins project area</li> <li>• Member for Heffron – Mr Ron Hoenig MP (ALP) – covers Alexandria, Mascot, Sydenham, St Peters, Tempe</li> <li>• Member for Newtown – Ms Jenny Leong MP (GNS) – electorate adjoins project area</li> <li>• Member for Rockdale – Mr Stephen Kamper MP (ALP) – covers Arncliffe, Bardwell Park, Bardwell Valley, Bexley North (part), Wolli Creek</li> <li>• Member for Kogarah – Mr Chris Minns MP (ALP) – covers Bexley North (part), Beverly Hills, Kingsgrove (part)</li> <li>• Member for Canterbury – (vacant) – covers Kingsgrove (part)</li> </ul>
<b>Councils</b>	
	<p>Canterbury-Bankstown Council</p> <ul style="list-style-type: none"> <li>- Richard Colley, Administrator</li> <li>- Matthew Stewart, Interim General Manager</li> <li>- Traffic Committee</li> <li>- Cooks River Alliance</li> <li>- RMS Consultative Forum</li> <li>- Advisory Committees</li> <li>- Council managers and staff</li> </ul> <p>City of Sydney Council</p> <ul style="list-style-type: none"> <li>- Cr The Rt Hon. Clover Moore, Lord Mayor of Sydney</li> <li>- Planning and Development Committee</li> <li>- Environmental Committee</li> <li>- Local Pedestrian, Cycling and Traffic Calming Committee</li> <li>- Council managers and staff</li> </ul> <p>Georges River Council</p> <ul style="list-style-type: none"> <li>- John Rainer, Administrator</li> <li>- Gail Connolly, Interim General Manager</li> <li>- Advisory Committees</li> </ul>

## Community Communication Strategy



Stakeholder group	Stakeholders
	<ul style="list-style-type: none"> <li>- Council managers and staff</li> </ul> <p>Inner West Council</p> <ul style="list-style-type: none"> <li>- Richard Pearson, Administrator</li> <li>- Vanessa Chan, Interim General Manager</li> <li>- Council Standing Committees</li> <li>- Council managers and staff</li> </ul> <p>Bayside Council</p> <ul style="list-style-type: none"> <li>- Greg Wright, Administrator</li> <li>- Advisory Committees</li> <li>- Council managers and staff</li> </ul> <p>Southern Sydney Regional Organisation of Councils (SSROC)</p>
<b>Media</b>	
<b>Mainstream English Language Media</b>	<p>Local newspapers:</p> <ul style="list-style-type: none"> <li>- Bankstown-Canterbury Torch</li> <li>- Canterbury Bankstown Express</li> <li>- Inner West Courier</li> <li>- St George and Sutherland Shire Leader</li> </ul> <p>Metropolitan and national newspapers:</p> <ul style="list-style-type: none"> <li>- Sydney Morning Herald</li> <li>- Daily Telegraph</li> <li>- The Australian</li> </ul> <p>Television news:</p> <ul style="list-style-type: none"> <li>- ABC</li> <li>- SBS</li> <li>- Channel 7</li> <li>- Channel 9</li> <li>- Channel 10</li> <li>- Sky News</li> </ul>
<b>Multicultural (linguistically diverse media)</b>	<p>Media for Culturally and Linguistically Diverse communities:</p> <ul style="list-style-type: none"> <li>- Arabic</li> <li>- Bengali</li> <li>- Cantonese</li> <li>- Greek</li> <li>- Italian</li> <li>- Macedonian</li> <li>- Mandarin</li> <li>- Spanish</li> <li>- Urdu</li> <li>- Vietnamese</li> </ul>
<b>Social Media</b>	Social media platforms e.g. Facebook, Twitter
<b>Other organisations</b>	
<b>New M5 Project team</b>	<ul style="list-style-type: none"> <li>• Sydney Motorway Corporation / RMS / Independent Certifier</li> <li>• CPB Contractors Dragados Samsung Joint Venture</li> <li>• Subcontractors, specialists and employees</li> </ul>
<b>Motorway operations (O&amp;M Contractors)</b>	<ul style="list-style-type: none"> <li>• Ventia (M5 East Motorway operation and maintenance)</li> <li>• Interlink Roads Pty Ltd (M5 South-West Motorway operations)</li> </ul>
<b>Neighbouring projects</b>	<p>King Georges Road Interchange Upgrade</p> <p>M4 East Project</p> <p>M4 Widening Project</p> <p>Sydney Metro Project</p>



# Community Communication Strategy



Stakeholder group	Stakeholders
	Marsh Street Upgrade RMS road works Local Council public works
<b>Traditional Owners</b>	Metropolitan Local Aboriginal Land Council NSW Aboriginal Land Council

## Appendix B: Community, Environment and Business Issues Mitigation Strategy

### 1. Introduction

The Community, Environmental and Business Issues Mitigation Strategy (CEBIMS) details our no surprises approach to effectively implement mitigation and engagement measures to manage local community issues across the New M5 project and achieve the overarching community involvement goal:

*Proactively and effectively inform, engage and involve the community and stakeholders to minimise construction impacts and risk. Our approach will also be monitored and evaluated against the communication objectives detailed in section 9 of the CCS.*

### 2. Community overview

The following overview identifies each project area, construction activities and key stakeholder groups likely to be impacted.

#### West project area

The West project precinct encompasses parts of Kingsgrove, Bexley North, and Bardwell Park, and crosses three local government areas: Canterbury-Bankstown, Rockdale and Georges River.

The main construction work includes surface works, tunnel construction and construction of motorway operations complex including:

- site establishment works
- works to construct four new lanes (two eastbound and two westbound) to connect the M5 South West and the King Georges Road Interchange (KGRI) to the New M5 tunnels
- works to realign the M5 East Motorway between the KGRI and the M5 East Motorway tunnel portals
- works to construct two New M5 bypass lanes, with eastbound and westbound ramps, to connect the KGRI and the M5 East
- construction of temporary and permanent noise barriers in locations on the north and south boundaries, between KGRI and the M5 East tunnel portals
- construction of tolling infrastructure for the New M5 and M5 East Motorways
- building of a new Kingsgrove motorway operations complex, including a ventilation facility
- improved pedestrian and cycleway provisions, including the extension of the Kindilan underpass.
- tunnelling including sinking of shaft and excavation.

The west section of the project will support multiple construction zones and site compounds as described in Table 1 below.

Table 1: West project construction zones, activities and key stakeholder groups

Location	Main works/activities/construction methods*	Key stakeholder groups
<b>Kingsgrove North</b> (road and tunnel works)	<ul style="list-style-type: none"> <li>• Demolition – structures and current noise mound</li> <li>• Construction – road works, cut and cover structures</li> <li>• Early works and site establishment – site facilities, laydown and temporary noise barriers</li> <li>• Temporary stockpiling, spoil removal and haulage</li> <li>• Tunnelling – dive and excavation, using roadheaders, drilling and controlled blasting</li> <li>• Light and heavy vehicle site access – via M5 east and Garema Circuit.</li> </ul>	<p>Communities of place – residential, commercial businesses and light industrial; adjoining or in close proximity of the works</p> <p>Communities of interest - Pedestrian and cyclists, Motorway and local road users</p>
<b>Kingsgrove South</b> (road works and motorway operations complex)	<ul style="list-style-type: none"> <li>• Demolition – structures and current noise mound</li> <li>• Temporary stockpiling, spoil removal and haulage</li> <li>• Construction – road works and cut and cover structures</li> <li>• Construction – Kingsgrove Motorway Operations Complex</li> <li>• Light and heavy vehicle site access – via M5 East</li> </ul>	<p>Communities of place – Commercial businesses and light industrial; adjoining or in close proximity of the works</p> <p>Communities of interest – residential, motorway and local road users, pedestrian and cyclists</p>

## Community Communication Strategy



Location	Main works/activities/construction methods*	Key stakeholder groups
<b>Commercial Road</b> (tunnelling activities)	<ul style="list-style-type: none"> <li>Demolition, structures and noise mound</li> <li>Construction and sinking of tunnelling shaft</li> <li>Tunnelling – dive and excavation, using roadheaders, drilling and controlled blasting</li> <li>Light and heavy vehicle site access – via Commercial Road.</li> </ul>	<p>Communities of place – Commercial businesses and light industrial; adjoining or in close proximity of the works</p> <p>Communities of interest – pedestrian and cyclist</p>
<b>Bexley Road North</b> (tunnelling activities)	<ul style="list-style-type: none"> <li>Construction – acoustic shed and temporary noise barriers</li> <li>Construction and sinking of tunnelling shaft</li> <li>Tunnelling – dive and excavation, using roadheaders, drilling and controlled blasting</li> <li>Temporary stockpiling, spoil removal and haulage</li> <li>Changes to pedestrian paths and cycleway</li> <li>Light and heavy vehicle site access – via Bexley Road.</li> </ul>	<p>Communities of place – residential; adjoining or in close proximity of the works</p> <p>Communities of interest – motorway and local road users and pedestrian and cyclists</p>
<b>Bexley Road South</b> (tunnelling activities and motorway operations complex)	<ul style="list-style-type: none"> <li>Construction – acoustic shed</li> <li>Construction and sinking of tunnelling shaft</li> <li>Tunnelling – dive and excavation, using roadheaders, drilling and controlled blasting</li> <li>Temporary stockpiling, spoil removal and haulage</li> <li>Construction – Bexley Road South Motorway Operations Complex, including a permanent emergency smoke extraction</li> <li>Light and heavy vehicle site access – via Bexley Road.</li> </ul>	<p>Communities of place – residential properties adjacent to the creek.</p> <p>Communities of interest – Recreational users and local road and motorway users</p>
<b>Bexley Road East</b> (site parking and site administration)	<ul style="list-style-type: none"> <li>Temporary car parking and administration support area</li> <li>Construction – temporary noise barrier, car park, footpath</li> <li>Light and heavy vehicle site access – via Wolli Avenue.</li> </ul>	<p>Communities of place – Residential and RMS (property); adjoining or in close proximity of the works</p> <p>Communities of interest – Recreational users and local road users</p>

\* Work at all sites includes site establishment, construction or tunnelling, finishing works and demobilisation.

It should be noted that some stakeholders, particularly those located adjacent to the Kingsgrove sites, may be more sensitive to construction impacts than others. This is due to previous experiences associated with the construction of the original M5 East Motorway.

A further consideration is the work associated with the King Georges Road Interchange Upgrade. The provision of early and accurate information about the New M5 works and potential construction impacts will be a priority for the project team.

### Central project area

The Central Project encompasses parts of the suburbs of Arncliffe, Wolli Creek, Bardwell Valley and Earlwood, and crosses two local government areas: Rockdale and Canterbury-Bankstown.

The central area has one site compound situated within the Kogarah Golf Course at Arncliffe. This site is also the midpoint of the tunnel alignment. During construction, the course will be reduced from 18 holes to nine holes. It will be remediated at the completion of works. This project area includes the deepest tunnelling point, where the tunnel travels under the Cooks River and the existing M5 East Motorway.

The main construction work in the sub-project area includes:

- tunnelling and support activities including transporting excavated materials (spoil)
- new ventilation facility, permanent ventilation shaft access, emergency access point and water treatment facility
- construction of the Arncliffe motorway operations complex
- tunnel mechanical and electrical fit out.

The sub-project area will support a large tunnelling construction site and compound, described below.

# Community Communication Strategy



Table 2: Central construction site

Location	Main works/activities/construction methods*	Stakeholders
<b>Arncliffe</b>	<ul style="list-style-type: none"> <li>Construction – ventilation facility, emergency access and water treatment facility</li> <li>Tunnelling – dive and excavation, using roadheaders, drilling and controlled blasting</li> <li>Construction – St Arncliffe motorway operations complex</li> <li>Temporary stockpiling, and spoil removal</li> <li>Light and heavy vehicle site access – via Marsh Street</li> </ul>	<p>Communities of place – Recreational/sports facility, residential; adjoining or in close proximity of the works</p> <p>Communities of interest – local road users</p>

\*Work at all sites includes site establishment, finishing works and demobilisation.

Some residents neighbouring the Arncliffe compound have been impacted by the construction and operation of the original M5 East Motorway, expressing concerns over noise, air quality and increased heavy traffic volumes on arterial roads including Marsh Street, West Botany Street and Wickham Street.

Residents close to the tunnel site compound have also been impacted by the current widening of Marsh Street, part of the Airport West Project, which is due to be completed in May 2017.

## East project area

The East project precinct encompasses parts of the inner-city suburbs of St Peters, Alexandria, Mascot, Sydenham and Tempe, and crosses three local government areas: Inner West, City of Sydney and Bayside Council.

The area west of Sydney Park and the Princes Highway comprises predominately medium-density residential properties, while the area east of the park includes a greater mix of commercial and industrial businesses. There is a high volume of traffic in and around the new St Peters interchange, from existing transport and freight movements within this industrial area, and to and from Sydney Airport and Port Botany.

Within the East project work area, the construction centre-piece is the St Peters Interchange (SPI), designed to provide connections between the New M5, (and the future M4-M5 link and Sydney Gateway) Alexandria and Mascot. The site is the former Alexandria landfill waste facility and a Landfill Closure Management Plan has been prepared for this site. The other major construction involves upgrades to a number of local roads which are situated within sensitive residential areas and a busy commercial and industrial precinct.

Construction work includes:

- local road upgrades:
  - road widening works on Campbell Street, Campbell Road, Euston Road, Bedwin Road, Bourke Street, Bourke Road and Gardeners Road
  - two new bridges over Alexandra Canal at Gardeners Road and Campbell Road
- Campbell Road and Gardeners Road extension
- new road construction, Venice Street
- northern on and off ramps, cut and cover excavation
- two motorway operations complexes, one at St Peters, one at Burrows Road, and one motorway control centre and ventilation facilities at St Peters
- short section of mainline tunnel and tunnel stubs for future connection to the M4-M5 link
- new pedestrian and cycle paths, including bridges along Campbell Road.

The sub-project area will support multiple construction work sites and compounds as described below.

# Community Communication Strategy



Table 3: East sub-project construction work sites and compounds

Location	Main works/activities/construction methods*	Stakeholders
<b>Canal Road</b>	<ul style="list-style-type: none"> <li>Demolition</li> <li>Laydown area and site offices</li> <li>Construction – cut and cover structure, on-and-off ramps</li> <li>Tunnelling – dive and excavation, using roadheaders, drilling and controlled blasting</li> <li>Construction – St Peters motorway operations complex</li> <li>Mechanical and electrical installation</li> <li>Light and heavy vehicle site access – via Canal Street.</li> </ul>	<p>Communities of place - Commercial and industrial businesses and some residential; adjoining or in close proximity of the works</p> <p>Communities of interest – highway and local road users including public transport, pedestrian and cyclists</p> <p>Others – community action groups</p>
<b>Campbell Road</b>	<ul style="list-style-type: none"> <li>Demolition</li> <li>Construction – St Peters Interchange and local road upgrades</li> <li>Light and heavy vehicle site access – via Campbell Road.</li> </ul>	<p>Communities of place</p> <p>Residential, commercial and light industrial businesses; adjoining or in close proximity of the works</p> <p>Communities of interest - recreational, local road users including public transport, pedestrian and cyclists</p> <p>Others – community action groups</p>
<b>St Peters Interchange and landfill closure</b>	<ul style="list-style-type: none"> <li>Demolition</li> <li>Installation – access roads, site fencing, barriers, laydown areas and construction vehicle parking</li> <li>Light and heavy vehicle site access</li> <li>Landfill closure works – including earthworks, foundation treatments and capping</li> <li>Rehabilitation and landscaping.</li> </ul>	<p>Communities of place - Residential, commercial and light industrial businesses; adjoining or in close proximity of the works</p> <p>Communities of interest - local road users</p> <p>Others – community action groups</p>
<b>Burrows Road</b>	<ul style="list-style-type: none"> <li>Demolition</li> <li>Construction – St Peters Interchange, local road upgrades, hardstand for overflow parking, laydown area</li> <li>Burrows Rd motorway operations complex</li> <li>Light and heavy vehicle site access – via Burrows Road.</li> </ul>	<p>Communities of place - Commercial and light industrial businesses; adjoining or in close proximity of the works</p> <p>Communities of interest – local road users</p> <p>Others – community action groups</p>
<b>Alexandra Canal Bridge – Campbell Road</b>	<ul style="list-style-type: none"> <li>Demolition</li> <li>Construction – support for new bridge and road upgrades, stockpiling and haulage.</li> </ul>	<p>Communities of place – Commercial and light industrial businesses; adjoining or in close proximity of the works</p> <p>Communities of interest – local road users</p>
<b>Gardeners Road Bridge</b>	<ul style="list-style-type: none"> <li>Demolition</li> <li>Construction – support for new bridge, local road upgrades, stockpiling, storage and laydown.</li> </ul>	<p>Communities of place – Commercial and light industrial businesses; adjoining or in close proximity of the works</p> <p>Communities of interest – local road users</p>
<b>Sydney Park</b>	<ul style="list-style-type: none"> <li>Construction – pedestrian / cycle bridge and path laydown and storage compound.</li> </ul>	<p>Communities of place – Residential; adjoining or in close proximity of the works</p> <p>Communities of interest – recreational park users and local road users</p> <p>Others – community action groups</p>

\* Work at all sites includes site establishment, finishing works and demobilisation.

### 3. Construction impacts, stakeholder groups and mitigation measures

There are many stakeholders and communities that are impacted by or have an interest in the Project. While individual stakeholders may be unique, they also share common concerns across a number of construction and environmental impacts including:

- traffic management, property access, and safety of pedestrians, cyclists and road users
- tunnelling - 24/7 haulage, spoil storage, noise and vibration, substratum acquisition, property condition survey, property damage, visual amenity, urban design and landscaping / tree removal
- air quality - construction activity, demolition, asbestos and contaminated material handling, ventilation facilities and tunnel portals
- noise and vibration - 24/7 tunnelling works, cumulative construction noise, out-of-hours-work, sleep disturbance, general construction works
- work hours - after-hours work, one-off night works, 24/7 tunnelling, 24/7 haulage

Stakeholders adjacent to construction compounds are likely to experience multiple impacts and will require sensitive, targeted support, regular consultation and tailored communication.

Following the strategic approach outlined in the CCS (Section 6), common top-line mitigation strategies will inform engagement across all stakeholder groups, impacts and locations, including:

- planning and developing targeted, responsive communication to create informed stakeholders – “no surprises”
- ensuring early consultation with directly affected stakeholders
- providing advanced notification of upcoming works and any potential impacts
- providing email update, where possible, of any overrun of works outside the notified times
- developing evidence-based, plain English communication material
- respect for the community - building awareness of impacts and mitigation measures among site crews
- dedicated community relations contacts for sensitive areas or stakeholder groups
- maintaining and promoting a responsive enquiry and complaints management system.

To create stakeholder familiarity, a number of standard communication channels and tactics will be used throughout the life of the project, including:

- electronic and online information through notifications and project updates uploaded to the WestConnex website and social media channels
- maintaining a commitment to producing regular, relevant local communication materials including: construction updates/newsletters; community notification letterbox drops (including maps), community notices, and advertising where appropriate
- providing multiple avenues for stakeholder feedback including a 24-hour, Toll-free community information line; project email and postal addresses
- staffing a Community Information Centre – a hub for community information/briefing sessions and enquiries
- project photography, video, and time-lapse photography- for communication materials, website and presentations
- opt in / out email mailing list for subscription to regular project updates.

Table 4 below identifies the key stakeholder groups, potential construction and environmental impacts, the proposed mitigation strategies and targeted engagement and communication activities that will be implemented to keep stakeholders informed and engaged throughout the delivery of the Project.



Table 4: Impacts, mitigation strategies and communication tactics

Potential impact/risk	Stakeholder groups	Mitigation Strategies	Engagement and Communication tools
<b>West stakeholders</b>		<b>Central stakeholders</b>	<b>East stakeholders</b>
<b>TRAFFIC (CONSTRUCTION)</b>			
<ul style="list-style-type: none"> <li>Construction vehicles and site access</li> <li>Property access</li> <li>Safety – vehicle and pedestrian</li> <li>Traffic volume increase on local roads</li> <li>Out-of-hours work</li> <li>Traffic changes including contra flow or detours</li> <li>Haulage routes</li> <li>Parking</li> <li>Work hours</li> <li>Business visibility</li> <li>Business access</li> <li>Public transport.</li> </ul>	<ul style="list-style-type: none"> <li>Residents, businesses, community, recreational facilities and services near surface works, compounds</li> <li>Councils</li> <li>Transport operators, motorists and other users regularly using roads near surface works and compounds</li> <li>School communities with health and safety concerns about traffic</li> </ul>	<ul style="list-style-type: none"> <li>Timely and regular traffic communication tailored to meet stakeholder needs</li> <li>Minimise construction traffic movements during peak traffic periods, weekends, holiday periods and during community events</li> <li>Heavy vehicles to use approved routes which will be monitored for adherence.</li> <li>Site access, traffic and parking strategy and monitoring adherence and effectiveness</li> <li>Traffic management planning including Traffic Control plans</li> <li>Specific business management strategies – developed in consultation with the affected business(s)</li> <li>Out-of-hours work protocol</li> <li>Compound sites – traffic, access and parking strategy</li> <li>Internal communication strategy (staff and subcontractors) to promote compliance with environmental and traffic requirements and build a culture of respect for the community</li> <li>Responsive issues, enquiry and complaints management</li> </ul>	<ul style="list-style-type: none"> <li>Regular traffic updates via traffic reports, Australian Traffic Network and advertising (where appropriate)</li> <li>Early and ongoing engagement - one-on-one (or group) consultation with affected or directly impacted stakeholders</li> <li>VMS and static signage</li> <li>Regular communication materials: construction updates/newsletters; Fact sheets; community and business notification letterbox drops (including maps); community notices</li> <li>Tailored communication for specific stakeholder groups as required</li> <li>Regular 'health checks' with affected or directly impacted stakeholders</li> <li>Community relations induction; toolbox sessions and pre-starts.</li> <li>Consultative groups – TTLG and Councils – regular interface meeting and briefings</li> <li>Community forums – quarterly updates</li> <li>Dedicated community relations (Place manager) for each project area</li> </ul>
<b>West stakeholders</b>		<b>Central stakeholders</b>	<b>East stakeholders</b>
<p><b>Communities of interest</b> Users of Beverly Grove Park, M5 East Linear Park, Clemton Park, Kindilan Underpass, Beaumont Park, including cycling groups such as Bike South West</p> <p><b>Communities of place</b></p> <ul style="list-style-type: none"> <li><b>Kingsgrove: Residents</b> - Glamis St, Armitree St, Rosebank Ave, Garema Circuit; Commercial Road; Bexley Rd, Flat Rock Rd; Poole St; Jones Ave; Wollie Ave, Moorefields Rd</li> <li><b>Earlwood: Residents</b> - Wollie Ave, Johnston St, Forrest Ave.</li> </ul> <p><b>Businesses:</b> Kingsgrove North light industrial centre: Garema Cct, Forrester St, Richland St, Kingsgrove Rd</p>	<p><b>Communities of interest</b> Airport commuters on Marsh St and Princes Highway, Mercure International, Kogarah Golf Club staff and members, leisure activities Tempe Recreational Reserve</p> <p><b>Communities of place</b></p> <ul style="list-style-type: none"> <li><b>Arncliffe: Residents</b> Valda St, Marsh St, West Botany St, Wickham St, Flora St, Flora St, Valda Ave; Kogarah Golf Club</li> <li><b>Wollie Creek: Residents</b> Marsh St, Princes Hwy, Gertrude St, Innesdale Rd, Levey St.</li> </ul> <p><b>Businesses, sporting, leisure and accommodation</b> Kogarah Golf Club, Mercure Hotel, Rowers on Cooks River; Wollie Creek Shopping Centre, Princes Hwy</p>	<p><b>Communities of interest</b> Users of Sydney Park, including: cycling groups, local schools, St Peters Parkrun, Sydney Park City Farm, Save Sydney Park,</p> <p><b>Communities of place</b></p> <ul style="list-style-type: none"> <li>Owners of acquired residential and commercial properties</li> <li><b>SPI area:</b> Campbell St, Campbell Rd, Barwon Park Rd, Crown St, Canal Rd, Burrows Rd</li> <li><b>Gardeners Rd Bridge:</b> businesses in Gardeners Rd, Kent St, Ricketty St</li> <li><b>Euston Rd surface works:</b> businesses and residents in Euston Rd, Sydney Park Rd, Lawrence St</li> </ul>	



Potential impact/risk	Stakeholder groups	Mitigation Strategies	Engagement and Communication tools
<b>West stakeholders</b>		<b>Central stakeholders</b>	<b>East stakeholders</b>
<p>(north) – eg City Safes, motorcycle dealership, Garema Wholesale Lighting, truck and car rentals business</p> <p><b>Businesses: Kingsgrove South light industrial centre:</b> The Crescent, Vanessa St, Commercial Rd, Kingsgrove Rd (south) – eg Kennards Self Storage, Bankwest Business Centre, Allied Mills, Air Grilles</p> <p><b>Businesses: Kingsgrove Rd retail hub:</b> Kingsgrove Rd – eg Kingsgrove hotel, restaurants, The Pottery shopping/dining complex</p> <p><b>Businesses: Bexley North shopping precinct:</b> retail and dining: Bexley Rd, Sarsfield Cct, Slade Rd, Shaw St (close to the Bexley Rd south construction site) – Bexley North Hotel, Woolworths, real estate agent, restaurants and cafes</p>			<ul style="list-style-type: none"> <li>• <i>Campbell St (west) surface works:</i> Campbell St, Brown St, St Peters St, Florence St, May St, Bedwin Rd, Hutchinson St, Lackey St, Applebee St, Unwins Bridge Rd</li> <li>• Users of Camdenville Park and Simpson Park including sporting soccer clubs</li> <li>• Parents doing school drop off at St Peters Primary and St Peters Preschool.</li> </ul> <p><b>Businesses, light industrial, commercial:</b> Canal Rd, Princes Hwy, Rd – eg Southern Cross Hotel, Jap World Spares, shipping container service and Campbell St (West), May St, Unwins Bridge Rd, Hutchinson St, Bedwin Rd – eg plastering business, auto repairs, Town and Country Hotel, climbing gym, bakery, architectural supplies firm</p>
Potential impact/risk	Stakeholder groups	Mitigation Strategies	Engagement and Communication tools
<b>TUNNELLING</b>			
<ul style="list-style-type: none"> <li>• 24/7 haulage</li> <li>• Spoil storage and haulage routes (not on local roads)</li> <li>• Noise and vibration</li> <li>• Substratum acquisition</li> <li>• Property damage</li> <li>• Property condition survey</li> <li>• Air Quality</li> <li>• Settlement</li> <li>• Property damage</li> <li>• Construction vehicles and site access</li> <li>• Safety – vehicle and pedestrian</li> <li>• Traffic volume increase on local roads</li> <li>• Out-of-hours work</li> </ul>	<ul style="list-style-type: none"> <li>• Residents, businesses, community facilities and services near:                             <ul style="list-style-type: none"> <li>- tunnelling compounds</li> <li>- haulage routes</li> </ul> </li> <li>• Stakeholders along the tunnel alignment and those impacted by subsurface acquisition</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence-based information about tunnelling, covering both construction and operation</li> <li>• Dedicated community relations contact, provide support for construction impacts and property condition surveys</li> <li>• Construction of acoustic sheds at tunnel sites</li> <li>• Spoil storage and removal/haulage plan and monitor</li> <li>• Site access, traffic and parking strategy and monitoring adherence and effectiveness</li> <li>• Sensitive stakeholder mapping to identify key affected stakeholders concerns and sensitivities (share this information with site crews)</li> <li>• Internal communication strategy (staff and subcontractors) to promote compliance with environmental requirements and build a culture of respect for the community</li> <li>• Responsive issues enquiry and complaints management</li> <li>• Property condition surveys – encourage property owner take-up of surveys</li> </ul>	<ul style="list-style-type: none"> <li>• Project fact sheet on tunnel design</li> <li>• AQCCC – community representation and ongoing consultation</li> <li>• One-on-one and group consultation including: stakeholder meetings, and business briefings/information sessions</li> <li>• Regular ‘health checks’ with affected or directly impacted stakeholders</li> <li>• Regular communication materials: construction updates/newsletters; fact sheets; community and business notification letterbox drops; community notices</li> <li>• Tailored communication for specific stakeholder groups as required</li> <li>• Internal communication including toolbox talks and pre-starts, and sensitive stakeholder mapping poster for crib facilities and site offices.</li> <li>• Community forums – quarterly updates</li> <li>• Community Information Centre – information about final design</li> </ul>





Potential impact/risk	Stakeholder groups	Mitigation Strategies	Engagement and Communication tools
<b>West stakeholders</b>		<b>Central stakeholders</b>	<b>East stakeholders</b>
		<ul style="list-style-type: none"> <li>Well-coordinated property condition survey (CDS-JV) and substratum acquisition (RMS) programmes</li> </ul>	<ul style="list-style-type: none"> <li>Dedicated community relations (Place manager) for each project area</li> </ul>
<b>West stakeholders</b>		<b>Central stakeholders</b>	<b>East stakeholders</b>
<p><b>Communities of place</b>  <b>Tunnelling compounds – Residents and businesses</b></p> <ul style="list-style-type: none"> <li><i>Kingsgrove:</i> Glamis St, Armitree St, Rosebank Ave, Garema Circuit, Commercial Rd</li> <li>Ave, Garema Cct, Maramba Cl, Commercial Rd, Bexley Rd</li> <li><i>Beverly Hills:</i> King Georges Rd, Moorefields Ave</li> <li><i>Roselands:</i> Moorefields Ave</li> </ul> <p><b>Substratum acquisitions</b></p> <ul style="list-style-type: none"> <li><i>Kingsgrove:</i> Commercial Rd, Garema Cct, Vanessa St, Forrester St, Kingsgrove Rd, Kingsgrove Ave, York St, Kooreela St, Girraween St, Bonalbo St, Berith St, Wolli St, Staples St, Jones Ave</li> <li><i>Bexley North:</i> Shaw St, Slade Rd, Irwin Cres, Kingsland Rd</li> <li><i>Bardwell Park:</i> Bernard Ave, Barnsbury Gr, Churchill St, Richard Ln, Richard Cres</li> </ul> <p><b>Communities of interest</b>  <b>Haulage routes</b>                      Kingsgrove (off the M5) and Bexley site compounds</p>		<p><b>Communities of place</b>  <b>Tunnelling compounds – residents, businesses and recreational /social facilities</b></p> <ul style="list-style-type: none"> <li><i>Arncliffe:</i> Marsh St, Flora St, Valda Ave</li> </ul> <p><b>Substratum acquisitions</b></p> <ul style="list-style-type: none"> <li><i>Arncliffe:</i> Fairview St, Athelstane Ave, Fripp St, Wollongong Rd, Farrar St, Station St, Esdaile Pl, Forest Rd, Towers Pl, Stanley St, Barden St, Firth St, Eden St, Princes Hwy, Wickham St, Charles St, Kyle St, Duncan St, West Botany St, Marsh St, Valda Ave, Flora St</li> <li>Wolli Creek: Innesdale Rd, Levey St, Princes Hwy</li> <li><i>Bardwell Valley:</i> The Glen Rd, Lapis Cres, Wilsons Rd, East St, Lorraine Ave</li> </ul> <p><b>Communities of interest</b>  <b>Haulage routes</b></p> <ul style="list-style-type: none"> <li><i>Arncliffe:</i> Marsh St, West Botany St, Wickham St.</li> </ul>	<p><b>Communities of place</b>  <b>Tunnelling compounds – residents, businesses and recreational/social facilities</b></p> <ul style="list-style-type: none"> <li><i>St Peters:</i> Canal Rd, Princes Hwy, Alfred St, Mary St</li> </ul> <p><b>Substratum acquisitions</b></p> <ul style="list-style-type: none"> <li><i>St Peters:</i> Frederick St, Sutherland St, Grove St, Alfred St, Mary St, Bakers Lane, Canal Rd, Campbell St, Princes Hwy</li> <li><i>Sydenham:</i> Belmore St, Princes Hwy, Park Rd, Railway Rd, Reilly Ln, George St, Yelverton St</li> <li><i>Tempe:</i> Station St, Hart St, Wentworth St, Fanning St, Barden St, Smith St, Princes Hwy, Samuel St, Terry St</li> </ul> <p><b>Communities of interest</b>  <b>Haulage routes</b></p> <ul style="list-style-type: none"> <li><i>St Peters:</i> Campbell Rd, Burrows Rd, Canal Rd, Princes Hwy.</li> </ul>
Potential impact/risk	Stakeholder groups	Mitigation Strategies	Engagement and Communication tools
<b>AIR QUALITY</b>			
<ul style="list-style-type: none"> <li>construction activity, demolition</li> </ul>	<ul style="list-style-type: none"> <li>Residents, businesses,</li> </ul>	<ul style="list-style-type: none"> <li>AQCCC – establishment of this community consultative Community with active involvement of community representatives (local residents), Councils and experts</li> </ul>	<ul style="list-style-type: none"> <li>Project fact sheets on air quality and tunnel ventilation facility design</li> </ul>



Potential impact/risk	Stakeholder groups	Mitigation Strategies	Engagement and Communication tools
<b>West stakeholders</b>	<b>Central stakeholders</b>	<b>East stakeholders</b>	
<ul style="list-style-type: none"> <li>asbestos and contaminated material handling</li> <li>ventilation facilities and tunnel portals</li> <li>surface works</li> <li>construction compounds</li> <li>ventilation facilities</li> </ul>	<p>community facilities and services near:</p> <ul style="list-style-type: none"> <li>Parents with children living (or attending school) near construction works or ventilation facilities</li> </ul>	<ul style="list-style-type: none"> <li>Evidence-based approach including information on the Minister's Conditions of Approval, improvements in tunnel design, air quality monitoring program</li> <li>On-site air quality monitoring, data published monthly</li> <li>Scheduling of dust-generating construction works to limit impacts</li> <li>Sensitive stakeholder mapping to identify key affected stakeholders concerns and sensitivities (share this information with site crews).</li> <li>Responsive issues enquiry and complaints management with active involvement of the ER on environmental management matters.</li> </ul>	<ul style="list-style-type: none"> <li>One-on-one and group consultation including: stakeholder meetings, and business briefings/information sessions</li> <li>Internal communication - printed sensitive stakeholder maps for toolbox talks, pre-starts, crib sheds and site offices</li> <li>Regular communication materials: construction updates/newsletters; fact sheets; community and business notification letterbox drops; community notices.</li> <li>Tailored communication for specific stakeholder groups as required</li> <li>Community forums – quarterly updates</li> <li>AQCCC ongoing consultation</li> <li>Community Information Centre – information about final design including ventilation facilities</li> <li>Referral of complaints to the ER for assistance to resolve</li> </ul>
<b>West stakeholders</b>	<b>Central stakeholders</b>	<b>East stakeholders</b>	
<p><b>Communities of place</b> <b>Construction works</b></p> <ul style="list-style-type: none"> <li><i>Kingsgrove:</i> Glamis St, Armitree St, Rosebank Ave, Garema Circuit, Commercial Road, Bexley Rd, Flat Rock Rd, Poole St, Jones Ave, Wolli Ave</li> </ul> <p><b>Communities of interest</b> <b>Ventilation facilities</b></p> <ul style="list-style-type: none"> <li>Suburbs: Kingsgrove, Beverly Hills, Bexley North, Earlwood.</li> </ul>	<p><b>Communities of place</b> <b>Construction works</b></p> <ul style="list-style-type: none"> <li><i>Arncliffe:</i> Valda St, Marsh St, West Botany St, Wickham St, Flora St, Gertrude St, Innesdale Rd, Levey St</li> </ul> <p><b>Communities of interest</b> <b>Ventilation facilities</b></p> <ul style="list-style-type: none"> <li>Kogarah Golf Club, St Francis Xavier's Catholic Primary School, Arncliffe Public School, St George Rowing Club</li> <li>Suburbs: Kingsgrove, Beverly Hills, Roselands, Earlwood.</li> </ul>	<p><b>Communities of place</b> <b>Construction works</b></p> <ul style="list-style-type: none"> <li><i>SPI area:</i> Campbell St, Campbell Rd, Barwon Park Rd, Crown St, Canal Rd, Burrows Rd</li> <li><i>Gardeners Rd Bridge:</i> Businesses in Gardeners Rd, Kent St, Ricketty St</li> <li><i>Euston Rd surface works:</i> Euston Rd, Sydney Park Rd, Lawrence St</li> <li><i>Campbell St (west) surface works:</i> Campbell St, Brown St, St Peters St, Florence St, May St, Bedwin Rd, Hutchinson St, Lackey St, Applebee St, Unwins Bridge Rd</li> </ul> <p><b>Communities of interest</b> <b>Ventilation facilities</b></p> <ul style="list-style-type: none"> <li>St Peters Public and St Peters Preschool, Tempe High School, Tempe Public</li> <li>Suburbs: St Peters, Newtown, Mascot, Alexandria, Sydenham, Tempe.</li> </ul>	

# Community Communication Strategy



Potential impact/risk	Stakeholder groups	Mitigation Strategies	Engagement and Communication tools
<b>West stakeholders</b>		<b>Central stakeholders</b>	<b>East stakeholders</b>
Potential impact/risk	Stakeholder groups	Mitigation Strategies	Engagement and Communication tools
<b>NOISE AND VIBRATION (construction)</b>			
<ul style="list-style-type: none"> <li>Removal of permanent noise barriers/mounds</li> <li>Concern about the reinstatement of the Kingsgrove noise mounds</li> <li>24/7 tunnelling works</li> <li>Cumulative construction noise</li> <li>Out-of-hours work</li> <li>Sleep disturbance</li> <li>General construction works</li> <li>Property damage</li> </ul>	<ul style="list-style-type: none"> <li>Residents, businesses, community facilities and services near surface works, compounds, tunnelling works</li> </ul>	<ul style="list-style-type: none"> <li>Active participation (consultation) with stakeholders for: Removal of Kingsgrove south noise mounds (adjacent landowners)</li> <li>Sensitive stakeholder mapping to identify key affected stakeholders concerns and sensitivities (share this information with site crews)</li> <li>Tailored construction mitigations measures developed for vulnerable stakeholders, including respite periods</li> <li>Construction of temporary noise barriers</li> <li>Noise and vibration assessment and monitoring program, where required</li> <li>Out-of-hours work protocol</li> <li>Light and heavy vehicles to use the state and main arterial road network and monitor adherence.</li> <li>Property condition surveys</li> <li>Responsive issue enquiry and complaints management with active involvement of the ER on environmental management matters</li> <li>Internal communication strategy to promote compliance with community relations obligations and build a culture of respect for the community.</li> </ul>	<ul style="list-style-type: none"> <li>One-on-one and group consultation including: stakeholder meetings, and community and business briefings/information sessions</li> <li>Internal communication activities including printed sensitive stakeholder maps for toolbox talks and crib sheds</li> <li>Regular communication materials: construction updates/newsletters; fact sheets; community and business notification letterbox drops; community notices</li> <li>Tailored communication for specific stakeholder groups as required</li> <li>Community forums – quarterly updates</li> <li>Community Information Centre – information about final design; mitigation measures and environmental controls, reports and information</li> <li>Dedicated community relations (Place manager) for each project area</li> <li>Referral of all environmental management complaints to the ER for assistance</li> </ul>
<b>West stakeholders</b>		<b>Central stakeholders</b>	<b>East stakeholders</b>
<b>Communities of place</b> <b>Construction works – all stakeholder groups (residents, businesses, recreational and social facilities)</b> <ul style="list-style-type: none"> <li><i>Kingsgrove:</i> Glamis St, Armitree St, Rosebank Ave, Garema Circuit, Commercial Road, Bexley Rd, Flat Rock Rd, Poole St, Jones Ave, Wollli Ave</li> </ul>		<b>Communities of place</b> <b>Construction works - all stakeholder groups (residents, businesses, recreational and social facilities)</b> <ul style="list-style-type: none"> <li><i>Arncliffe:</i> Valda St, Marsh St, West Botany St, Wickham St, Flora St, Gertrude St, Innesdale Rd, Levey St</li> </ul>	<b>Communities of place</b> <b>Construction works - all stakeholder groups (residents, businesses, recreational and social facilities)</b> <ul style="list-style-type: none"> <li><i>SPI area:</i> Campbell St, Campbell Rd, Barwon Park Rd, Crown St, Canal Rd, Burrows Rd</li> <li><i>Gardeners Rd Bridge:</i> Businesses in Gardeners Rd, Kent St, Ricketty St</li> </ul>



Potential impact/risk	Stakeholder groups	Mitigation Strategies	Engagement and Communication tools
<b>West stakeholders</b>		<b>Central stakeholders</b>	<b>East stakeholders</b>
			<ul style="list-style-type: none"> <li><i>Euston Rd surface works:</i> Euston Rd, Sydney Park Rd, Lawrence St</li> <li><i>Campbell St (west) surface works:</i> Campbell St, Brown St, St Peters St, Florence St, May St, Bedwin Rd, Hutchinson St, Lackey St, Applebee St, Unwins Bridge Rd</li> </ul>
Potential impact/risk	Stakeholder groups	Mitigation Strategies	Engagement and Communication tools
<b>WORK HOURS</b>			
<ul style="list-style-type: none"> <li>After-hours work</li> <li>One-off night works</li> <li>24/7 tunnelling</li> <li>24/7 haulage</li> </ul>	<ul style="list-style-type: none"> <li>Residents, businesses, community facilities and services near surface works, compounds</li> </ul>	<ul style="list-style-type: none"> <li>Out-of-hours works protocol - with CR input and sign-off and monitoring</li> <li>Sensitive stakeholder mapping to identify key affected stakeholders concerns and sensitivities (share this information with site crews)</li> <li>Tailored mitigations measures developed for vulnerable stakeholders, including respite periods</li> <li>Internal communication strategy (staff and subcontractors) to promote compliance with contract requirements and build a culture of respect for the community</li> <li>Monitoring of subcontractors haulage route compliance.</li> <li>Responsive enquiry and complaints management</li> <li>Noise assessment and monitoring programme as required</li> </ul>	<ul style="list-style-type: none"> <li>One-on-one and group consultation including: stakeholder meetings, and business briefings or information sessions</li> <li>Internal communication activities including printed sensitive stakeholder maps for toolbox talks and crib sheds</li> <li>Regular communication materials: construction updates/newsletters; fact sheets; community and business notification letterbox drops; community notices</li> <li>Tailored communication for specific stakeholder groups as required</li> <li>Community relations induction; toolbox sessions</li> <li>Signage to remind work crews about impacts on stakeholders.</li> <li>Community forums – quarterly updates</li> <li>Community Information Centre</li> </ul>
<b>West stakeholders</b>		<b>Central stakeholders</b>	<b>East stakeholders</b>
<p><b>Communities of place</b>  <b>Construction works – all stakeholder groups (residents, businesses, recreational and social facilities)</b></p> <ul style="list-style-type: none"> <li><i>Kingsgrove:</i> Glamis St, Armitree St, Rosebank Ave, Garema Circuit, Commercial Road, Bexley Rd, Flat Rock Rd, Poole St, Jones Ave, Wolli Ave</li> </ul>	<p><b>Communities of place</b>  <b>Construction works – all stakeholder groups (residents, businesses, recreational and social facilities)</b></p> <ul style="list-style-type: none"> <li><i>Arncliffe:</i> Valda St, Marsh St, West Botany St, Wickham St, Flora St, Gertrude St, Innesdale Rd, Levey St</li> </ul>	<p><b>Communities of place</b>  <b>Construction works – all stakeholder groups (residents, businesses, recreational and social facilities)</b></p> <ul style="list-style-type: none"> <li><i>SPI area:</i> Campbell St, Campbell Rd, Barwon Park Rd, Crown St, Canal Rd, Burrows Rd</li> <li><i>Gardeners Rd Bridge:</i> Businesses in Gardeners Rd, Kent St, Ricketty St</li> <li><i>Euston Rd surface works:</i> Euston Rd, Sydney Park Rd, Lawrence St</li> </ul>	



Potential impact/risk	Stakeholder groups	Mitigation Strategies	Engagement and Communication tools
<b>West stakeholders</b>		<b>Central stakeholders</b>	<b>East stakeholders</b>
			<ul style="list-style-type: none"> <li><i>Campbell St (west) surface works:</i> Campbell St, Brown St, St Peters St, Florence St, May St, Bedwin Rd, Hutchinson St, Lackey St, Applebee St, Unwins Bridge Rd</li> </ul>
Potential impact/risk	Stakeholder groups	Mitigation Strategies	Engagement and Communication tools
<b>ENVIRONMENTAL/HERITAGE</b>			
<ul style="list-style-type: none"> <li>Concern about the reinstatement of the Kingsgrove noise mounds</li> <li>Temporary noise barriers and site hoarding/fencing</li> <li>Concern over threats to the Green and Golden Bell Frog and Ironbark Forest</li> <li>Contaminated land (inc. Asbestos find and removal)</li> <li>Heritage management and conservation</li> </ul>	<p><b>Communities of place</b></p> <ul style="list-style-type: none"> <li>Nearby residents, businesses, community facilities and services</li> </ul> <p><b>Communities of interest</b></p> <ul style="list-style-type: none"> <li>Utilities providers</li> <li>Government</li> <li>Local Councils</li> <li>Motorway operators (O&amp;M)</li> <li>Environmental groups</li> </ul>	<p><b>Urban and Landscape Design</b></p> <ul style="list-style-type: none"> <li>Active participation (consultation) with various stakeholders for:                             <ul style="list-style-type: none"> <li>Removal of Kingsgrove south noise mounds (adjacent landowners)</li> <li>landowners adjacent to or adjoining site compounds (temporary noise barriers/hoarding)</li> <li>Pedestrian &amp; Cycleway connectivity</li> <li>Urban Design Review Panel</li> <li>Tree removal and replanting</li> <li>Urban &amp; landscape design</li> <li>SPI final design</li> </ul> </li> </ul> <p><b>Environmental</b></p> <ul style="list-style-type: none"> <li>Provide evidence-based information about commitment to protecting and enhancing the frog colony habitat</li> <li>Early identification of contaminated land and implementation of appropriate environmental controls, safety and construction management plans</li> <li>Adherence to responsibilities under the EPBC and <i>NSW Environmental Planning and Assessment Act 1979 and the Environmental Protection Licence</i></li> <li>Preparation of plans and strategies including Flora and Fauna Management Plan (FFMP)</li> <li>Internal communication strategy (staff and subcontractors)</li> </ul>	<ul style="list-style-type: none"> <li>One-on-one consultation with affected stakeholders</li> <li>Community forums- quarterly</li> <li>Regular interface meetings with relevant Councils</li> <li>Consultation with relevant Councils in the preparation of social impact and environmental management plans and strategies</li> <li>Community Information Centre - opportunities to view the SPI model</li> <li>Project fact sheets on protecting Green and Golden Bell Frog; noise barriers; caring for the environment</li> <li>Briefings and site visits with frog expert (internal awareness)</li> <li>Schools programme – educational engagement with visits to the community information centre</li> <li>Regular communication materials: construction updates/newsletters to provide update on work and environmental, cultural and conservation initiatives.</li> <li>Project induction, toolbox sessions, pre-starts – inclusion of environmental, conservations and cultural heritage controls and protocols – build awareness</li> <li>Dedicated community relations (Place manager) for each project area</li> </ul>



Potential impact/risk	Stakeholder groups	Mitigation Strategies	Engagement and Communication tools
<b>West stakeholders</b>		<b>Central stakeholders</b>	<b>East stakeholders</b>
		<ul style="list-style-type: none"> <li>Heritage and cultural awareness training of staff</li> <li>Implementation of cultural heritage controls and protocols</li> <li>Noise and vibration assessment and monitoring as required</li> <li>Issue and complaint management,</li> </ul>	
<b>West stakeholders</b>		<b>Central stakeholders</b>	<b>East stakeholders</b>
<b>Communities of place</b> <ul style="list-style-type: none"> <li><i>Kingsgrove:</i> Glamis St, Armitree St, Rosebank Ave, Garema Circuit, Commercial Road</li> <li>Canterbury Golf Club</li> <li>Users of Beverly Grove Park</li> </ul> <b>Communities of interest</b> <ul style="list-style-type: none"> <li><i>Environmental groups:</i> Wolli Creek Preservation Society; Cooks River Valley Association; Frog and Tadpole Study Group</li> <li>Commonwealth Minister and Department of the Environment</li> <li>NSW Minister for the Environment and Heritage and NSW Office of Environment and Heritage</li> <li><i>Other government:</i> Rockdale, Canterbury-Bankstown and Georges River Councils, EPA, Office of Water, emergency services, transport operators e.g. Sydney Buses</li> </ul>		<b>Communities of place</b> <ul style="list-style-type: none"> <li><i>Arncliffe:</i> Valda St, Marsh St, West Botany St, Wickham St</li> <li>Kogarah Golf Club</li> </ul> <b>Communities of interest</b> <ul style="list-style-type: none"> <li><i>Environmental and special interest groups:</i> Wolli Creek Preservation Society; Cooks River Valley Association; Frog and Tadpole Study Group</li> <li><i>Utilities groups:</i> e.g. Sydney Water, Ausgrid</li> <li>Commonwealth Minister and Department of the Environment</li> <li>NSW Minister for the Environment and Heritage and NSW Office of Environment and Heritage</li> <li><i>Other government:</i> Rockdale Council, EPA, Office of Water, emergency services, transport operators eg Sydney Buses</li> </ul>	<b>Communities of interest</b> <ul style="list-style-type: none"> <li><i>Other government:</i> City of Sydney, Marrickville and Botany Bay Councils, EPA, Office of Water, emergency services, transport operators e.g. Sydney Buses</li> <li><i>Special interest and community groups</i></li> </ul>
<b>DESIGN</b>			
<ul style="list-style-type: none"> <li>Perceived intrusiveness of SPI design</li> <li>Concern about the reinstatement of the Kingsgrove noise mounds</li> <li>Temporary noise barriers and site hoarding/fencing</li> </ul>	<b>Communities of place</b> <ul style="list-style-type: none"> <li>Nearby residents, businesses, community facilities and services</li> </ul> <b>Communities of interest</b> <ul style="list-style-type: none"> <li>Design groups</li> <li>Utilities providers</li> <li>Government</li> <li>Local Councils</li> </ul>	<b>Urban and Landscape Design</b> <ul style="list-style-type: none"> <li>Active participation (consultation) with various stakeholders for:                             <ul style="list-style-type: none"> <li>Removal of Kingsgrove south noise mounds (adjacent landowners)</li> <li>landowners adjacent to or adjoining site compounds (temporary noise barriers/hoarding)</li> <li>Pedestrian &amp; Cycleway connectivity</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>One-on-one consultation with affected stakeholders</li> <li>Community forums- quarterly</li> <li>Briefings and workshops on urban and landscape design</li> <li>Regular interface meetings with relevant Councils</li> <li>Consultation with relevant Councils in the preparation of specific urban design plans</li> <li>Community Information Centre - opportunities to view the SPI model</li> <li>Project fact sheets on urban design; noise barriers</li> </ul>



Potential impact/risk	Stakeholder groups	Mitigation Strategies	Engagement and Communication tools
<b>West stakeholders</b>		<b>Central stakeholders</b>	<b>East stakeholders</b>
	<ul style="list-style-type: none"> <li>Motorway operators (O&amp;M)</li> <li>Environmental groups</li> </ul>	<ul style="list-style-type: none"> <li>Urban Design Review Panel</li> <li>Tree removal and replanting</li> <li>Urban &amp; landscape design</li> <li>SPI final design</li> </ul>	
<b>West stakeholders</b>		<b>Central stakeholders</b>	<b>East stakeholders</b>
<b>Communities of place</b> <ul style="list-style-type: none"> <li><i>Kingsgrove:</i> Glamis St, Armitree St, Rosebank Ave, Garema Circuit, Commercial Road</li> <li>Canterbury Golf Club</li> <li>Users of Beverly Grove Park</li> </ul> <b>Communities of interest</b> <ul style="list-style-type: none"> <li>NSW Minister for the Environment and Heritage and NSW Office of Environment and Heritage</li> <li><i>Other government:</i> Rockdale, Canterbury-Bankstown and Georges River Councils</li> </ul>		<b>Communities of place</b> <ul style="list-style-type: none"> <li><i>Residents near Arncliffe facility:</i> Valda Avenue, Marsh Street, Wickham Street, Flora Street, West Botany St,</li> <li>Kogarah Golf Club</li> </ul> <b>Communities of interest</b> <ul style="list-style-type: none"> <li>NSW Minister for the Environment and Heritage and NSW Office of Environment and Heritage</li> <li><i>Other government:</i> Rockdale Council, EPA, Office of Water, emergency services, transport operators e.g. Sydney Buses</li> </ul>	<b>Communities of place</b> <ul style="list-style-type: none"> <li><i>Residents near SPI:</i> Campbell St, Campbell Rd, Barwon Park Rd, Crown St, Canal Rd, Burrows Rd, St Peters St, Princes Hwy</li> <li>St Peters Public, St Peters Preschool</li> </ul> <b>Communities of interest</b> <ul style="list-style-type: none"> <li><i>Other government:</i> City of Sydney, Marrickville and Botany Bay Councils, EPA, Office of Water, emergency services, transport operators e.g. Sydney Buses</li> <li><i>Special interest and community groups</i></li> </ul>
Potential impact/risk	Stakeholder groups	Mitigation Strategies	Engagement and Communication tools
<b>WATER QUALITY, HYDROLOGY AND FLOODING</b>			
<ul style="list-style-type: none"> <li>Perceived impacts of design on water quality on Wolli Creek, Botany Bay, Towra Point Wetlands and Saltmarsh</li> <li>Concern about increased flooding of Wolli Creek, Alexandra Canal, Eastern Channel and Cooks River</li> <li>Impacts on Camdenville Park</li> </ul>	<b>Communities of Place</b> Residents and businesses around the impacted areas  <b>Communities of interest</b> <ul style="list-style-type: none"> <li>Utilities providers</li> <li>Government</li> <li>Local Councils</li> <li>Environmental groups</li> </ul>	<b>Urban and Landscape Design</b> <ul style="list-style-type: none"> <li>Active participation (consultation) with various stakeholders for:                             <ul style="list-style-type: none"> <li>Landowners possibly impacted by increased water levels</li> <li>Urban &amp; landscape design</li> <li>SPI final design</li> </ul> </li> </ul> <b>Environmental</b> <ul style="list-style-type: none"> <li>Provide evidence-based information about commitment to designing to required specifications</li> </ul>	<ul style="list-style-type: none"> <li>Community forums on flooding - quarterly</li> <li>Briefings and workshops on urban and landscape design</li> <li>Regular interface meetings with relevant Councils</li> <li>Consultation with relevant Councils in the preparation of specific urban design, social impact and environmental management plans and strategies</li> <li>Regular communication materials: construction updates/newsletters to provide update on work and environmental, cultural and conservation initiatives.</li> </ul>
<b>West stakeholders</b>		<b>Central stakeholders</b>	<b>East stakeholders</b>



Potential impact/risk	Stakeholder groups	Mitigation Strategies	Engagement and Communication tools
<b>West stakeholders</b>		<b>Central stakeholders</b>	<b>East stakeholders</b>
<b>Communities of place</b> <ul style="list-style-type: none"> <li>• Canter bury Golf Club</li> </ul> <b>Communities of interest</b> <ul style="list-style-type: none"> <li>• <i>Environmental groups:</i> Wolli Creek Preservation Society; Cooks River Valley Association</li> <li>• Commonwealth Minister and Department of the Environment</li> <li>• NSW Minister for the Environment and Heritage and NSW Office of Environment and Heritage</li> <li>• <i>Other government:</i> Rockdale, Canterbury-Bankstown and Georges River Councils, EPA, Office of Water, emergency services, transport operators e.g. Sydney Buses</li> </ul>		<b>Communities of interest</b> <ul style="list-style-type: none"> <li>• <i>Environmental and special interest groups:</i> Wolli Creek Preservation Society; Cooks River Valley Association</li> <li>• <i>Utilities groups:</i> e.g. Sydney Water, Ausgrid</li> <li>• Commonwealth Minister and Department of the Environment</li> <li>• NSW Minister for the Environment and Heritage and NSW Office of Environment and Heritage</li> <li>• <i>Other government:</i> Rockdale Council, EPA, Office of Water, emergency services, transport operators e.g. Sydney Buses</li> </ul>	<b>Communities of interest</b> <ul style="list-style-type: none"> <li>• <i>Other government:</i> City of Sydney, Inner West and Botany Bay Councils, EPA, Office of Water, emergency services, transport operators e.g. Sydney Buses</li> <li>• <i>Special interest and community groups</i></li> </ul>

## 4. Business impacts and mitigation strategies

There are a number of potential common concerns for business stakeholders across the project, namely:

- traffic
- parking
- work hours
- business visibility
- construction impacts – noise, air quality, vibration, property damage, settlement
- business access
- public transport.

As indicated in table 5 below, CPBDS-JV will maintain a consistent approach to business consultation using a range of mitigation strategies and communication responses. These mitigation strategies may be refined in response to business surveys, regular ‘health checks’ and stakeholder feedback.

Table 5: Potential business impacts, mitigation measures and engagement and communication tools

Potential Business Impact/Risk	Mitigation Strategies	Engagement and Communication Tools
<b>TRAFFIC</b>		





# Community Communication Strategy

Potential Business Impact/Risk	Mitigation Strategies	Engagement and Communication Tools
<ul style="list-style-type: none"> <li>Access – customers, staff and deliveries</li> <li>Safety – vehicle and pedestrian</li> <li>Local traffic volumes</li> <li>Traffic changes including contra flow or detours</li> <li>Haulage routes</li> </ul>	<ul style="list-style-type: none"> <li>Early and on-going engagement with affected businesses including business surveys and regular ‘health checks’</li> <li>Traffic management planning including Traffic Control Plans (TCPs) and a Construction Parking and Access Strategy</li> <li>Timely and regular traffic communication tailored to meet stakeholder needs</li> <li>Design principal access routes to minimise impact to local businesses</li> <li>Plan traffic disruptions to avoid peak business times, in consultation with business</li> <li>Commitment to maintaining property access</li> <li>Internal communication strategy (staff and subcontractors) to promote compliance with environmental and traffic requirements</li> <li>Responsive issues, enquiries and complaints management</li> </ul>	<ul style="list-style-type: none"> <li>Regular traffic updates via traffic reports, Australian Traffic Network and advertising (where appropriate)</li> <li>Face-to-face consultation including: business briefings/information sessions and one-on-one meetings</li> <li>VMS and static signage</li> <li>Regular communication: construction updates/newsletters, fact sheets; business notification letterbox drops, phone/SMS, emails and website</li> <li>Tailored communication materials developed in consultation with businesses</li> <li>Community relations induction, toolbox sessions to ensure team understands TCPs, mitigation measures and business sensitivities</li> <li>Dedicated community relations (Place Manager) for each project area</li> </ul>
<b>PARKING</b>		
<ul style="list-style-type: none"> <li>Parking – customers, staff, deliveries</li> </ul>	<ul style="list-style-type: none"> <li>Early and on-going engagement with affected businesses including business surveys and regular ‘health checks’</li> <li>Traffic management planning including TCPs and a Construction Parking and Access Strategy</li> <li>Timely and regular traffic communication tailored to meet stakeholder needs</li> <li>Plan temporary parking impacts to minimise disruption during peak business times, in consultation with business</li> <li>Team members and subcontractors to carpool or use designated site parking</li> <li>Internal communication strategy</li> </ul>	<ul style="list-style-type: none"> <li>Face-to-face consultation including: business briefings/information sessions and one-on-one meetings</li> <li>Regular communication: construction updates/newsletters, business notification letterbox drops, phone/SMS, emails and website</li> <li>Provide extra copies of notifications to businesses to issue to their customers/suppliers</li> <li>Community relations induction, toolbox sessions and pre-starts to ensure team minimises local parking impacts</li> <li>Dedicated community relations (Place Manager) for each project area</li> </ul>
<b>WORK HOURS</b>		
<ul style="list-style-type: none"> <li>Out-of-hours work</li> <li>One-off night works</li> <li>24/7 tunnelling</li> <li>24/7 haulage</li> </ul>	<ul style="list-style-type: none"> <li>Promote standard project work hours (except tunnelling and haulage):                             <ul style="list-style-type: none"> <li><b>Monday to Friday: 7am to 6pm</b></li> <li><b>Saturday: 8am to 1pm</b></li> <li><b>No work on Sundays or public holidays</b></li> </ul> </li> <li>Early and on-going engagement with affected businesses including business surveys and regular ‘health checks’</li> <li>Implement out-of-hours work procedure, including providing advanced notice of any planned out-of-hours work, within pre-agreed timeframes</li> </ul>	<ul style="list-style-type: none"> <li>Face-to-face consultation including: business briefings/information sessions and one-on-one meetings</li> <li>Printed sensitive stakeholder maps for crib sheds</li> <li>Advance notification through regular communication: construction updates/newsletters, business notification letterbox drops, phone/SMS, emails and website</li> <li>Email alert, where possible, should works overrun the previously notified completion hours</li> </ul>

# Community Communication Strategy



Potential Business Impact/Risk	Mitigation Strategies	Engagement and Communication Tools
	<ul style="list-style-type: none"> <li>Plan disruptive construction activities to avoid peak business times, in consultation with business</li> <li>Responsive issues, enquiries and complaints management</li> <li>Internal communication strategy</li> </ul>	<ul style="list-style-type: none"> <li>Community relations induction; toolbox sessions and pre-starts to ensure team is aware of work hours requirements</li> <li>Dedicated community relations (Place Manager) for each project area</li> </ul>
<b>BUSINESS VISIBILITY</b>		
<ul style="list-style-type: none"> <li>Temporary obstruction</li> </ul>	<ul style="list-style-type: none"> <li>Early and on-going engagement with affected businesses including business surveys and regular 'health checks'</li> <li>Plan construction activities to avoid permanent obstruction to visibility</li> <li>Timely and regular communication tailored to meet stakeholder needs</li> <li>Businesses support consultation - provide signage to cover temporary obstructions, in consultation with business</li> <li>Schedule obstructive works outside business hours, in consultation with business</li> <li>Advise businesses that no commercial advertising is allowed on project work sites, hoardings or fencings, and will be removed</li> <li>Responsive issues, enquiries and complaints management</li> <li>Internal communication strategy</li> </ul>	<ul style="list-style-type: none"> <li>Face-to-face consultation including: business briefings/information sessions and one-on-one meetings</li> <li>Community relations induction and toolbox sessions to ensure team aware of need to maintain business visibility</li> <li>Adequate signage around impacted businesses</li> <li>Provide extra copies of notifications to businesses to issue to their customers/suppliers</li> <li>Dedicated community relations (Place Manager) for each project area</li> </ul>
<b>CONSTRUCTION IMPACTS</b>		
<ul style="list-style-type: none"> <li>Noise and vibration</li> <li>Air quality/Dust</li> <li>Property damage</li> <li>Parking (work vehicles)</li> <li>Property access – investigation works</li> </ul>	<ul style="list-style-type: none"> <li>Early and on-going engagement with affected businesses including business surveys and regular 'health checks'</li> <li>Plan major noise, vibration or dust generating activities to avoid peak business times, in consultation with business</li> <li>Timely and regular traffic communication tailored to meet stakeholder needs</li> <li>Property condition surveys</li> <li>Tailored mitigations measures developed, in consultation with businesses, including temporary noise barriers</li> <li>All works to comply with approved noise levels, with impulsive or tonal noise generating activities confined to:                             <ul style="list-style-type: none"> <li><b>Monday to Friday: 8am–12pm; 2pm–5pm</b></li> <li><b>Saturday: 8am to 12pm</b></li> </ul> </li> <li>Sensitive stakeholder mapping to identify key affected businesses</li> <li>Noise and vibration monitoring program</li> </ul>	<ul style="list-style-type: none"> <li>Face-to-face consultation including: business briefings/information sessions and one-on-one meetings</li> <li>Internal communication activities including printed sensitive business maps for crib sheds</li> <li>Regular communication: construction updates/newsletters, business notification letterbox drops, phone/SMS, emails and website</li> <li>Provide extra copies of notifications to businesses to issue to their customers/suppliers</li> <li>Community relations induction; toolbox sessions and pre-starts to ensure team is aware of obligation to minimise construction impacts</li> <li>Encourage qualifying businesses to participate in the property condition survey program</li> <li>Dedicated community relations (Place Manager) for each project area</li> </ul>



Potential Business Impact/Risk	Mitigation Strategies	Engagement and Communication Tools
	<ul style="list-style-type: none"> <li>Minimise dust production, cover trucks and seal tailgates, provide wheel wash facilities</li> <li>Reschedule construction activities subject to weather conditions</li> <li>Internal communication strategy</li> <li>Property condition surveys</li> <li>Responsive issues, enquiries and complaints management with active involvement of the ER for environmental management matters</li> </ul>	
<b>BUSINESS ACCESS</b>		
<ul style="list-style-type: none"> <li>Vehicular</li> <li>Pedestrian/cyclist</li> </ul>	<ul style="list-style-type: none"> <li>Early and on-going engagement with affected businesses including business surveys and regular 'health checks'</li> <li>Traffic management planning including TCPs</li> <li>Timely and regular traffic communication tailored to meet stakeholder needs</li> <li>Identify individual business needs to access loading docks, rear lanes etc. during construction planning process</li> <li>Plan disruptions to vehicle access to avoid peak business times, in consultation with business</li> <li>Maintain pedestrian access via walkways or footpaths</li> <li>Responsive issues, enquiries and complaints management</li> <li>Internal communication strategy</li> </ul>	<ul style="list-style-type: none"> <li>Regular traffic updates via traffic reports, Australian Traffic Network and advertising (where appropriate)</li> <li>Face-to-face consultation including: business briefings/information sessions and one-on-one meetings</li> <li>Regular communication: construction updates/newsletters, business notification letterbox drops, phone/SMS, emails and website</li> <li>Community relations induction; toolbox sessions to ensure team aware of need to maintain access</li> <li>Signage – to inform of temporary changes to pedestrian/cycle access</li> <li>Dedicated community relations (Place Manager) for each project area</li> </ul>
<b>PUBLIC TRANSPORT</b>		
<ul style="list-style-type: none"> <li>Temporary public transport changes</li> <li>Permanent public transport changes</li> </ul>	<ul style="list-style-type: none"> <li>Mapping of local transport providers and transport authorities</li> <li>Early and on-going engagement with affected businesses including business surveys and regular 'health checks'</li> <li>Consultation with relevant service providers (e.g. Sydney Buses) to assess likely impacts and any temporary or permanent mitigations required</li> <li>Agreed strategy (with stakeholder) on temporary closure or relocation of bus stops prior to works commencing</li> <li>Responsive issues, enquiries and complaints management</li> </ul>	<ul style="list-style-type: none"> <li>Local advertising and flyers – offered to local businesses for distribution to commuters</li> <li>Ensure clear signage of the changes around transport hubs</li> <li>Face-to-face consultation including: business briefings/information sessions and one-on-one meetings</li> <li>Regular communication: construction updates/newsletters, business notification letterbox drops, phone/SMS, emails and website</li> <li>Ensure transport provider's communication channels provide widespread notification of changes</li> <li>Dedicated community relations (Place Manager) for each project area</li> </ul>



## 5. Monitoring and evaluation

To ensure accountability to the local business community, the CPBDS-JV will:

- maintain accurate, up-to-date records of all interactions with businesses in a community contact database
- implement publically-available complaints and enquiries management protocols
- monitor and evaluate this strategy against the communication objectives detailed in section 9 of the CCS and through a series of business surveys designed to measure the effectiveness of engagement activities and impact mitigation management.

### Business survey

The business survey will be delivered to businesses within the project area. It is designed to collect baseline data, including:

- hours of operation
- hours the business requires access to its premises
- project knowledge
- any anticipated project impacts.

When construction commences, the survey will be updated to collect information to assess the engagement and mitigation activities.

This information will assist the project works delivery team with planning so as to avoid or minimise impacts on or disruption to business operations.

## 6. WestConnex New M5 Business Survey

To prepare for building the New M5, we are undertaking a program of works in your area.

There is potential that these works may impact your business, so please help us to help you by providing the following information so we can contact you and keep you informed of activities and progress of the works.

### CONTACT DETAILS\*\*

Business name: ..... Address: .....

Proprietor/owner: .....

Business manager (if not proprietor/owner): .....

Business phone: ..... Mobile: ..... Other .....

Postal address (if different from business address) .....

### KEEPING YOU INFORMED

Are you happy to receive project information by email? YES  NO

Email: .....

### ABOUT YOUR BUSINESS

Type of business: .....

Trading days: Mon  Tues  Wed  Thurs  Fri  Sat  Sun

Trading hours (e.g. 9am to 5pm):

Mon ..... Tues ..... Wed ..... Thurs ..... Fri ..... Sat ..... Sun .....

### GENERAL INFORMATION

Please provide any additional information that may assist us to keep in touch with you as we progress these important works.

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.....

### WESTCONNEX NEW M5

Please describe what information you have been provided about the project and, if possible, identify any impacts it may have on your business

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### YOUR PRIVACY

\*\* Information you provide here is being collected by the JV solely for the purpose of keeping you informed about the New M5 works activities. Information provided is voluntary and you can choose to unsubscribe from project email updates at anytime. You also have the right of access to, and correction of, information provided by you.

Appendix C: Communication and Engagement Tools and Activities

Specific activity/tool	Detail	Outputs	Timing	Level of engagement
<b>Free-call 1800 Community information line</b>	<p>WestConnex has established a toll-free information line – 1800 660 248, which operates 24 hours, 7 days a week with Services NSW fielding the initial community contact and directing the caller to the relevant WestConnex project. The number is promoted on all the project website, public information and notification materials and on the New M5 community contact card.</p> <ul style="list-style-type: none"> <li>during business hours (Mon-Fri 9.00am to 5.00pm) calls are directed to CPBDS-JV's CRM. After-hours and during weekends and public holidays this number is transferred to the on-call CRT member.</li> <li>Toll-free number is promoted to all project team members via project inductions, toolbox talks and pre-start meetings and the provision of community contact cards at work site, in work vehicles and at the community information centre</li> </ul>	<p>Number is promoted widely Public have 24/7 access to Project Internal awareness as the main point of contact Agreed enquiry &amp; complaints protocol and response timeframes Stakeholder contact - recorded in community contact database and in the enquiries, complaints and issues register Regular reporting</p>	<p>WestConnex free-call 1800 number established Public access to the number ongoing during design and construction until 8 weeks post project completion</p>	Inform
<b>Project Postal address</b>	<p>The postal address will enable stakeholders to make written enquiries, complaints and provide feedback via post to the Project. The address will be included on the website, communication materials, stakeholder letters and notifications.</p>	<p>Widely promoted to Project stakeholders Included on Project communication materials</p>	<p>Ongoing until 8 weeks post project completion</p>	Inform
<b>Project enquiries email mailbox</b>	<p>Established enquiry and complaints email mailbox – <a href="mailto:info@newm5.com.au">info@newm5.com.au</a> as a central point of email contact with the Project team. The mailbox is managed by the CPBDS-JV CRT.</p> <ul style="list-style-type: none"> <li>the mailbox is checked daily, enquirer details and nature of enquiry recorded and assigned to relevant CRT member to respond within agreed timeframes</li> <li>an automatic acknowledgment is sent to all emails received</li> <li>enquiries/complaints/feedback monitored to identify and track trends, information needs or emerging issues</li> <li>community contact database and the enquiry and complaints register are maintained for monitoring and reporting purposes including average response time and actions taken to resolve the enquiry or complaint.</li> </ul>	<p>Central electronic point of contact Agreed management protocols and response timeframes including recording of enquiries, complaints and feedback in the community contacts database and register Useful evaluation tool to track and monitor issues Consistent with AS/NZS 10002:2014 Guidelines for complaints management in organisations Regular reporting</p>	<p>WestConnex New M5 email address Operate - ongoing during design and construction until 8 weeks post project completion</p>	Inform
<b>Project Community Contact Card</b>	<p>The Project community contact card includes 1800 community information line, email, website, the community information centre address and the postal address.</p> <p>Cards are provided to all team members at inductions and are available at site offices, crib huts, on notice boards, in project vehicles, and the community information centre. Cards will also be given to stakeholders at community forums, meetings, and other community activities and events as well as at any WestConnex organised events or shopping centre kiosks.</p>	<p>Widespread distribution internally – build awareness about where to direct community enquiries Widespread distribution externally – promote all contact channels for 24/7 contact</p>	<p>Available from the contract award up to 8 weeks post project completion</p>	Inform
<b>Translation &amp; interpreting service</b>	<p>A translation and interpreting services is available to assist non-English speaking stakeholders or those that have difficulty understanding English. The service will assist the Project to provide important information to stakeholders in the common community languages. Services details are included on all community information and notifications.</p>	<p>Inclusive approach to the provision of Project information Non-English speaking stakeholders are kept informed and assist with enquiries, complaints and feedback Promoted on all Project communications</p>	<p>WestConnex established service Operate – ongoing until project completion</p>	Inform Consult
<b>Site signage</b>	<p>All constructions sites and compounds will be clearly signposted. Community and project contact details will be included Some hoarding may be used by SMC for project specific branding.</p>	<p>Site clearly identified as construction sites Promote project contact details</p>	<p>From start of construction</p>	Inform
<b>Community contact database (Consultation Manager)</b>	<p>WestConnex hosted community contact database (Consultation Manager)</p> <ul style="list-style-type: none"> <li>a database to record all stakeholders interactions, contact details, correspondence, type of event (enquiry, complaint, feedback and representation), and a summary of issues raised and project responses/actions to resolve the matter.</li> <li>used for reporting as well as for the identification of trends in complaints or enquiries and planning of communication and consultation activities.</li> <li>data entry undertaken in accordance with approved groups, events and issues as established by SMCSMC.</li> </ul>	<p>User-friendly, accurate, up-to-date stakeholder database Used to identify emerging issues Contact reports and summaries including close-out times Monthly and quarterly reports – consultation and statistical reports Evaluation of communication and engagement outputs and effectiveness Consistent with AS/NZS 10002:2014 Guidelines for complaints management in organisations</p>	<p>Establish during EIS Operate – ongoing design and construction phase until 8 weeks post project completion</p>	Inform
<b>WestConnex Acquisition Assistance Line</b>	<p>SMC (WestConnex) will host a Toll-free phone line to provide assistance to relocated persons impacted by acquisitions for the Project. The service will be maintained and operated separately from the enquiries and complaints procedure. Assistance to be provided include: dispute resolution, a counselling program and contact information to other relevant services for relocated persons.</p>	<p>Assistance provided to relocated persons Promoted to relevant stakeholders and through various communication channels</p>	<p>Available for a period of up to six months following completion of final acquisition</p>	Inform Consult
<b>Community Information Centre</b>	<p>A Project community information centre (CIC) will be located at the SPI site office, staffed by CRT members and open Monday to Friday from 9.00am to 5.00pm. Facilities and project information will include:</p> <ul style="list-style-type: none"> <li>a community hub for meetings, the centre will include, refreshments, toilet facilities, a projection screen, television and computer for displaying project videos, time-lapse and presentations; and access to a computer and printer</li> <li>visitor sign in and community contact database register (community can sign-up for regular project updates)</li> </ul>	<p>Project has an accessible promotional focal point Stakeholders kept informed with updated information Provide opportunity for face to face contact with CRT &amp; receive feedback Venue for consultation activities and community forums</p>	<p>Establish within 8 weeks after start of construction Operational throughout design and construction delivery phases</p>	Inform Consult Active participation

Specific activity/tool	Detail	Outputs	Timing	Level of engagement
	<ul style="list-style-type: none"> <li>information will be regularly updated and include - project overview, scope of works and an alignment map; easy to interpret design and construction information; artist impressions, diagrams, plans, and photography; construction methodology (tunnelling, structures and earthworks), proposed urban and landscape design (concepts, cross sections treatments and perspective views and details); and environmental matters - protect environmental and cultural features.</li> <li>community information - Project communication materials, project updates, notifications, newsletters, fact sheets, feedback forms (hard copies); and recent and upcoming community involvement activities</li> </ul> <p>The centre will be accessible and suitable for community forums, briefings and as a staging area for site visits.</p>	<p>Staging area for site visitors, and as appropriate, media events</p> <p>Updated project information always available</p> <p>Visitor numbers and enquiries recorded in register and included in regular reports.</p>		
<p><b>Public Displays and community events (mobile displays)</b></p> <p><b>Community Forums, information sessions</b></p>	<p>A program of limited duration public displays/events in accessible locations including local councils, libraries and other appropriate locations. Displays (mobile) will be designed to update and inform local communities of the status of construction works and describe significant events or changes in relations to works for example key project milestones or significant design changes.</p> <ul style="list-style-type: none"> <li>displays will be staffed by CRT and other project representatives and provide the public with opportunities to be updated, seek information and provide feedback. All contact with and feedback from the public will be recorded in the community contact database</li> <li>displays will include general project information including project contact details and the latest issued communication materials such as notifications, project updates, newsletters and fact sheets and community contact cards</li> </ul> <p>At least, two street meetings, two community forums and attendance at a community event will be held annually to keep community informed and or consult on any significant changes to design. Such sessions will be organised in consultation with SMC. (See Appendix F)</p>	<p>An engagement tool to support other engagement activities</p> <p>Visitor numbers &amp; enquiries recorded in community contact database and reported monthly/quarterly</p> <p>Opportunity to seek regular stakeholder feedback on works and design changes</p> <p>Provide up-to-date information about the project</p> <p>Promote project contact for enquiries, complaints and feedback</p> <p>Promote Community Information Centre</p> <p>Community forums provide an opportunity to directly consultation with local communities on project matters including design</p>	<p>Ongoing during design and delivery phase</p> <p>Community forums – quarterly</p>	<p>Inform</p> <p>Consult</p> <p>Active participation</p>
<p><b>Community Information (General)</b></p>	<p>A range of project information will be developed to keep the community informed about work activities associated with the delivery of the project including:</p> <ul style="list-style-type: none"> <li>progress of construction works, urban design and landscaping</li> <li>date, work hours and duration of works</li> <li>construction impacts including any noisy works</li> <li>any changes to traffic, pedestrian or cycle pathways, property access or parking</li> <li>maps, images or diagrams that help to explain the construction work activities..</li> </ul> <p>All community information to contain the project's 24 hour staffed enquiry number; website and email enquiries addresses providing community members with easy access for enquiries and complaints or to provide feedback.</p> <p>A wide range of communication tools and channels include, but are not limited too - notifications; leaflets and notices; questions and answers; project fact sheets; print, and radio advertisements; community update newsletters; traffic alerts, website; email alerts and traffic communication; ATN alerts; variable message sign boards (temporary and permanent) and traffic alerts via livetraffic.com and social media channels.</p>	<p>Community and stakeholders kept informed about works and any impacts with early advice about work activities</p> <p>Promote project contacts for enquiries, complaints and feedback</p> <p>Tailored notifications to meet specific stakeholder information needs</p> <p>Build awareness of project and its benefits</p> <p>Multiple communication channels employed including project email contact list and key stakeholder groups to disseminate information.</p> <p>Community information Centre and site offices a source of updated information about construction works</p> <p>Agreed distribution area for major works</p> <p>Record in the community contact database for regular reporting</p>	<p>Ongoing during early investigation works; early works and site establishment and throughout the design and construction phase through to completion</p>	<p>Inform</p>
<p><b>Community notifications and leaflets</b></p>	<p>Be informed - Keeping the community, key stakeholders and stakeholder groups regularly informed of construction works, traffic changes and potential impacts is a key priority. Community information will be tailored to meet the needs of each stakeholder group, as appropriate, using a mix of communication techniques and channels as detailed in this document.</p> <p>Where appropriate, email notifications will be sent to local residents instead of letterbox notifications to provide more timely and specific information.</p> <ul style="list-style-type: none"> <li>works causing impacts such as road closures - notifications issued 5 days prior to works starting</li> <li>for low impact and localised works – notification will be issued to directly affected stakeholders within the impact zone via letterbox drop; email alert, where possible, should work overrun the notified completion time</li> <li>for major works affecting a wider area distribution will be more extensive</li> <li>distribution channels will include letterbox drops; posted on project website; and emailed to an opt-in-out mailing list.</li> <li>provide notices to key stakeholder groups for dissemination to members, e.g. notice about impacts on pedestrians and cyclists would be sent to pedestrian/cycle groups or for road users via motoring and transport groups, radio station traffic reports and the TMC - see traffic communications below.</li> </ul> <p>Notifications, updates and leaflets will also be distributed to local councils, regulatory authorities and uploaded to the Website. Also available at site offices, the community information centre and any community events or displays.</p>	<p>Affected stakeholders and the community are informed with advance information about works and potential impacts</p> <p>Councils receive notifications prior to letterbox drop.</p> <p>Promote project contacts for enquiries, complaints and feedback</p> <p>Tailored notifications to meet stakeholder information needs</p> <p>Extend the reach of communication using project email contact lists and stakeholders groups to disseminate information</p> <p>Upload to Project website - a valuable source of updated information about all project works</p> <p>CIC and site offices a source of updated information about construction works</p> <p>Record in community contact database for regular reporting</p>	<p>Commence after contract award for early investigation works</p> <p>Release of notifications will be ongoing during early works and site establishment and throughout the construction phase</p>	<p>Inform</p>

Specific activity/tool	Detail	Outputs	Timing	Level of engagement
<b>Construction activity advertisements</b>	<p>Targeted activity specific advertising (radio and or print) used to inform the community about significant impacts including detours, major traffic switches or changes to traffic arrangements.</p> <ul style="list-style-type: none"> <li>all advertising (print and electronic) will conform to NSW Government Guidelines for advertising.</li> <li>any proposed advertising via Social Media will be developed in accordance with the Transport for NSW Social media Management Policy (January 2013) and approved by SMC.</li> <li>print advertisements will appear in local suburban and metropolitan newspapers, where appropriate.</li> </ul>	<p>Widespread promotion of project information and significant impacts and key milestones</p> <p>Build awareness of the project and its benefits</p> <p>Complement other communication materials</p> <p>Project contact details promoted</p> <p>Record in community contact database for regular reporting</p>	<p>Initial notification at commencements of construction</p> <p>During construction – seven days before disruptive works commence</p>	Inform
<b>Community Update and Newsletters</b>	<p>A project newsletter/community/construction updates will be produced for each major construction milestone from commencement through the completion of the construction work and not less than every six months. An initial list of major milestones is included in this strategy.</p> <p>Construction update newsletters will be distributed every three months for each zone to update residents on progress of construction activities and day works.</p> <ul style="list-style-type: none"> <li>updates to include project contact details and website address, content may include construction progress and upcoming construction stages, environmental management initiatives, urban and landscape design, and traffic management (and changes or major planned traffic switches), project facts and figures and other related project information such as community involvement activities and achievements, events and community forums construction.</li> <li>copies will be uploaded to the project website, available from the community information centre, and site offices across the project corridor and at short duration off site public displays and community events.</li> </ul>	<p>Widespread distribution along the project corridor and surrounding suburbs</p> <p>Build awareness and promote contact details</p> <p>Promote an understanding of the complexity of building large infrastructure projects – community education.</p> <p>Community and affected stakeholders are kept informed and build awareness across all stakeholder groups</p> <p>Record in community contact database for regular reporting</p>	<p>Produce quarterly or more regularly as agreed with SMC</p>	Inform
<b>Frequently asked questions (FAQs)</b>	<p>Developed as required to provide consistent and accurate responses to frequently asked questions or topic areas – e.g. environmental management; property condition surveys; and construction methodology.</p> <ul style="list-style-type: none"> <li>prepared and uploaded to the Project website, as appropriate</li> <li>regularly updated to reflect project phase and stakeholder information (enquiry or complaint topics)</li> <li>production recorded in community contact database for regular reporting</li> </ul>	<p>Tailored communication material to address specific topics or areas of concern</p> <p>Provide consistent responses to enquiries and complaints</p> <p>Compliment other communication materials</p> <p>Electronic copy available from the WestConnex Project website</p> <p>Method to monitor local community/stakeholder information needs</p>	<p>Prepared as required and updated regularly</p>	Inform
<b>Project fact sheets</b>	<p>Developed to explain specific aspects of construction activities and mitigation measures. Also a useful educational tool to inform local communities and stakeholders (e.g. schools programme) about the complexities of large infrastructure project. Potential topics include: caring for the environment; urban and landscape design; road construction; tunnelling construction; and traffic management/staging.</p>	<p>Topic specific communication material</p> <p>Compliment issue of other communication materials</p>	<p>Prepared as required during all stages of the project</p>	Inform
<b>Project Website Electronic and online information</b>	<p>Electronic and online information - WestConnex has an established website, which is widely promoted on all communication materials. The New M5 content will be regularly reviewed and updated in consultation with CPBDS-JV's CRM.</p> <ul style="list-style-type: none"> <li>all community information (notifications, leaflets, newsletters and construction and traffic updates (changes or major planned traffic switches), advertisements and other publications) as well as project imagery of construction progress, key milestones, frequently asked questions, project overview, contractors information and community involvement activities and will be provided to SMC for uploading to the website.</li> <li>the website is also an avenue to register for email updates and to provide feedback, comments or make an enquiry or complaint. All project contact details are also available.</li> <li>other key project information and documentation available from the website includes the EIS, planning and environmental assessment, approval documents, contractor project management plans, fact sheets and information on urban design, and official reports including documents on environmental investigations.</li> </ul>	<p>Key focal point and source of updated project information and key project documentation</p> <p>Interactive element for detailed information about the tunnel alignment and property locations</p> <p>Promote two-way communication for community enquiries, complaints and feedback</p> <p>Source of timely information on construction and traffic updates to keep the community informed</p> <p>Widespread promotion of project contact details – 1800 number, email enquiries and postal address details</p> <p>Opt in / out email mailing list for regular project updates</p>	<p>Established prior to construction commencement</p> <p>Communications materials and images uploaded regularly</p> <p>Continue until 8 weeks after the date of works completion</p>	Inform Consult
<b>Social media</b>	<p>Managed by SMC, social media is an effective and complimentary communication channel to keep local communities informed about the Project and construction activities and progress.</p> <p>CPBDS-JV will work with SMC to supply content and timely responses to enquiries, feedback and complaints received through social media channels including Facebook and Twitter.</p> <p>Monitoring of social media activity will also be undertaken.</p>	<p>Promote two-way communication for community enquiries, complaints and feedback</p> <p>Clear guidelines for interactive dialogue with local communities and stakeholders</p> <p>Widespread promotion of project contact details – 1800 number, email enquiries and postal address details</p>	<p>Ongoing during design and construction phases</p>	Inform Active participation
<b>Traffic and Transport Notifications</b>	<p>Preparation of notification of planned changes to traffic conditions will require close liaison with the construction and traffic teams, and consultation with a range of key stakeholders and affected local communities/social facilities.</p> <p>Notification provided in a variety of forms including specific radio, print and electronic media and other outlets identified as a distribution channel (and range of distribution for each type of media)</p> <p>Transport and freight sector – including oversized vehicle (ODV) operators - As required, tailored notifications will be developed in consultation with the transport sector.</p> <p>Information provided as part of the regular consultation through the TTLG</p>	<p>Advance notice to stakeholders of traffic changes</p> <p>Available - electronic and hard copy (Website / social media)</p> <p>Clear and informative signage</p> <p>Tailored approach - transport and freight operators minimising impacts to business operations</p> <p>Key stakeholder groups disseminate information</p> <p>Record in community contact database and monthly reporting</p>	<p>Ongoing during construction for major traffic changes, detours and switches</p>	Inform



Specific activity/tool	Detail	Outputs	Timing	Level of engagement
<b>Project documentation – photography</b>	Photography will occur quarterly and the team will undertake monthly photography of the project’s progress. The photographs will be available for use on the website, in communication materials, and award submissions and be provided to SMC for use in media activities to promote the project. Use of Project photography in accordance with established protocol. Use to produce videos/ time-lapse productions.	Visual promotional tool to promote the project and increase awareness and understanding of the project Updated imagery available and uploaded to the Website Key milestones & works progress recorded	Ongoing during project delivery – through to completion and demobilisation	Inform
<b>Consultation and engagement tools</b>	Early and ongoing consultation and engagement with local communities and affected stakeholders will be undertaken throughout all phases of Project’s delivery, including with adjoining and directly affected property owners, regular interface meetings with Councils, government agencies, social facilities and other key stakeholders. Consultation will provide a forum to share information, seek input and feedback. Engagement activities include: <ul style="list-style-type: none"> <li>consultative committees – e.g. Air Quality Community Consultative Committee (AQCCC); Urban Design Review Panel (UDRP); and Traffic and Transport Liaison Group (TTLG)</li> <li>community forums (quarterly), and presentations</li> <li>door-knocking – directly impacted stakeholders</li> <li>Key stakeholder interface meetings e.g. Councils, government agencies and special interest groups</li> <li>one-on-one consultation with individual stakeholders – construction impacts, temporary noise walls, site compounds</li> <li>community, events, meetings, short term displays, community event participation and Community Information Centre (CIC)</li> <li>site visits (as agreed with SMC)</li> </ul>	Proactive early and ongoing consultation with local communities, individual property owners, sensitive and key stakeholders Open two-way communication Implementation of the community issues and business issues management strategies Potential issues identified early Effective management of stakeholder specific issues/concerns management process/mitigation measures Record of issues, actions and meetings are held in the community contact database and reported monthly and quarterly	From contract award, pre-construction Regular and scheduled during detailed design and construction phases	Inform Consult Active Participations
<b>Consultative groups and interface meetings</b>	Targeted consultation undertaken early and continuously during preparation of management plans and strategies; detailed design and construction delivery All records of interactions, matters discussed and agreed will be maintained in the community contact database and included in monthly and quarterly reporting. Implemented for relevant Councils, government agencies and key stakeholders and special interest groups. Topics to be include but are not limited to: air quality; traffic management; biodiversity; flood mitigation; water quality; stormwater drainage; heritage and conversation; transport, parking and access; pedestrian and cycleway; dilapidation reporting (council roads and infrastructure); urban and landscape design; tree removal and planting; overshadowing; social impact management; residual land management; property and land use; construction – site establishment; settlement, noise and vibration; spoil management; traffic and transport management; and flora and fauna management.	Proactive early and ongoing consultation with sensitive and key stakeholders Open two-way communication forum to inform, consult and seek input and feedback Identify early and effectively manage stakeholder issues/concerns Agreed outcomes on detailed design and construction and environment impact management Record of all consultation outcomes maintained and included in regular reporting including compliance tracking	Initiated during pre-construction/start-up phase Regular and scheduled during detailed design and construction phases	Inform Consult Active Participations
<b>One-on-one stakeholder engagement / meetings</b>	One-on-one meetings, briefings and presentations will be used to inform, consult, facilitate feedback and identify and manage potential impacts and issues including pedestrian and cycleway connectivity and access; respite support; temporary and permanent noise walls, temporary site hoarding and fencing and barrier and overshadowing; noise and vibration; property condition surveys; construction hours. Street meetings will be held with local residents near the project to update them on activities in their area and answer questions. The meetings will be held in a public area near the work zone such as on the footpath or nearby green space. <ul style="list-style-type: none"> <li>this will be particularly important in relations to stakeholder and property owners adjoining construction sites and sensitive stakeholders, e.g. St Peters Public School; Canterbury and Kogarah Golf Course; directly affected stakeholders and landowners adjoining site compounds – hoarding, fencing and temporary noise walls</li> <li>one-on-one engagement will also be undertaken to address specific issues or complaints</li> </ul>	Established sensitive stakeholder management strategy based on active and ongoing consultation and engagement Implement community issues and business issues management strategies to identify issues and mitigation measures early Effective management of stakeholder specific issues/concerns Record of issues, actions and meetings are held in the community contact database and reported monthly and quarterly	Initiated during start-up phase – first 180 days Ongoing during design and construction phases	Inform Consult Active Participation
<b>Doorknocking</b>	Complementing the issuing of community notifications, doorknocking is undertaken to advise local residents and businesses of project impacts and proposed mitigation measures. Calling cards (sorry we missed you) helps to promote project contact details and sources of electronic information and location of the Community Information Centre A targeted approach that supports the objectives of this strategy	Complement issue of other communication activities Builds awareness and put a human face to construction Provides an opportunity to seek feedback and gain a better understanding of stakeholder concerns Record in community contact database and monthly reporting	During early investigation works Ongoing during construction	Inform Consult
<b>Project Presentations or briefings</b>	Project presentations to local community, service, business and industry groups are a useful engagement tool to broaden community awareness of the project and deliver key messages. <ul style="list-style-type: none"> <li>Requests for project presentations will be discussed and approved in consultation with SMC</li> <li>CRT will generally be involved in delivering presentations and maintaining a record including the presentation date, time, group, number of attendees and any enquiries/questions or feedback.</li> </ul>	Presentation request protocol established Audience reach extended – create broad community awareness and understanding of the project Targeted information and engagement Requests assessed on an individual basis Record of all project presentations maintained in the community contact database	Establish protocol during project start-up – first 180 days Ongoing during design and construction phase	Inform Consult Active Participation

Specific activity/tool	Detail	Outputs	Timing	Level of engagement
<b>Community events (including media events)</b>	<p>The CRM will actively support and work collaboratively with SMC to plan media and community events focused around key milestones and as required. These events provide opportunities for engagement with the community and key stakeholders, build awareness and seek and receive feedback</p> <p>A list of indicative key project milestones is included in the body of this Strategy.</p> <p>Media liaison will be undertaken by SMC with assistance from CPBDS-JV as required</p>	<p>Collaborative one team approach achieved</p> <p>Project key milestones are promoted</p> <p>Generate interest and awareness of the project and its benefits</p> <p>Provides an opportunity for elected representatives to be actively involved and promote project milestones and benefits</p> <p>Events recorded in community contact database and reported monthly and quarterly</p>	<p>Official commencement of construction (sod turning)</p> <p>Ongoing for key milestones during design and construction phase</p>	<p>Inform</p> <p>Consult</p> <p>Active Participation</p>
<b>Surveys - Stakeholder community, agencies</b>	<p>A key evaluation tool to capture feedback and monitor communication and engagement performance and effectiveness and implement improvements - communication channels and consultation methods, as required.</p> <p>Surveys will be conducted as detailed in sections 6 and 9 of this strategy.</p> <p>Online and hard copy feedback and survey forms will be used including the provision of postage paid envelopes to encourage regular stakeholder feedback.</p>	<p>Evaluation of communication and consultation effectiveness</p> <p>Improvements to communication and consultation processes delivers better outcomes</p> <p>Provides stakeholders an opportunity to have their say and be heard</p>	<p>Ongoing annual and after key consultation activities</p>	<p>Inform</p> <p>Active Participation</p>
<b>Site Visits</b>	<p>Noting that interest in the project and requests for site visits from a range of organisation and groups is expected to be high. CRT will coordinate all site visits with the assistance of construction and environment teams and keep a site visit register.</p> <p>Note: Site visit requests will be assessed on an individual basis and approved by SMC</p>	<p>Protocol established</p> <p>Provide hands-on experience, information, education and consultation opportunities</p> <p>Site visit register maintained and reported monthly</p> <p>Promote project to a wide audience including media, elected representatives and construction industry professionals</p>	<p>Protocol established - first 180 days</p> <p>Design and construction phase – including key project milestones</p>	<p>Inform</p> <p>Active Participation</p>
<b>Internal communications and staff training</b>	<p>All project communication materials and communication protocols and processes will be available to project personnel</p> <ul style="list-style-type: none"> <li>specific project information - CR communication protocols and processes will be included in compulsory project inductions e.g. community enquiry and complaints management</li> <li>CRT will assist deliver CR component of the induction</li> <li>community contact cards will also be distributed to all project staff, placed on staff notice boards and inside project motor vehicles. Copies will also be given to subcontractors, consultants and suppliers</li> <li>toolbox talks and pre start meetings will also be used to brief project personnel on CR related matters and help build a culture of community consciousness. Recognition awards, staff briefings and presentations will also promote CR obligations</li> <li>where appropriate, sensitive stakeholder maps will be prepared, discussed and issued to work crews to highlight sensitive areas or specific community issues and mitigation measures used to minimise the impacts</li> </ul>	<p>CRT actively contributes to site inductions, toolbox talks and pre start meetings</p> <p>Project community contact cards are widely available</p> <p>Project staff are well informed and refer all stakeholder contact / enquiries to the CRT</p> <p>Culture of respect for the communities in which we operate (strong community consciousness) nurtured.</p> <p>All project personnel understand how construction works impacts on the community / businesses</p> <p>Site personnel and work crews are regularly briefed about community concerns and sensitive stakeholders, their issues and what mitigation measures are being implemented to minimise impacts.</p>	<p>Throughout all stages of the Project</p> <p>Ongoing during design and construction phase</p>	<p>Inform</p>



## Appendix D: Conditions of Approval which require stakeholder consultation

<p>In addition to the consultation and communications proposed in this strategy, a number of strategies and plans require consultation with the community and stakeholders as required in the conditions below. This consultation will be conducted as a part of the development and implementation of these strategies and plans.</p>		
	<p><b>Conditions of Approval Requiring Consultation :</b></p>	
B23	<p><b>Soil, Water Quality and Hydrology</b>  <b>Flood mitigation</b>                      Prepare and implement a <b>Flood Mitigation Strategy</b> by a suitably qualified and experienced person in consultation with directly affected landowners, Sydney Water, OEH and relevant councils.                      Flood mitigation measures must be developed in consultation with directly affected landowners, Sydney Water, OEH and relevant councils.</p>	<p>Sections 6.4, 6.8 and 6.9</p>
B28	<p><b>Water Quality Plan and Monitoring Report</b> must be prepared and implemented to monitor and avoid or mitigate impacts on surface and groundwater quality and resources, during construction and operation. The Water Quality Plan and Monitoring Programme must be developed in consultation with DPI (Water), Sydney Water and relevant councils.</p>	<p>Section 6.4 and 6.9</p>
B29	<p><b>Stormwater Drainage</b>                      The Proponent must undertake further hydrological and hydraulic modelling based on the detailed design of the SSI to determine the ability of the receiving drainage systems to effectively convey pavement drainage from the SSI once operational. The modelling must be undertaken in consultation with the relevant council(s) and the outcomes documented in a Stormwater Drainage Report.</p>	<p>Section 6.4 and 6.9</p>
B35 and B40	<p><b>Heritage</b>  <b>Non-Aboriginal Heritage items and Conservation Areas</b>                      The Proponent must salvage items and materials from heritage items as advised by an independent heritage consultant. The list of items and materials to be salvaged must be developed in consultation with the relevant council(s) and submitted to the Secretary for consideration prior to demolition of any heritage items. How the items are reused in the project is to be detailed in the <b>Urban Design and Landscape Plan</b> required by condition B61.                      A <b>Heritage Interpretation Plan</b> must be prepared in consultation with the Heritage Council of NSW and the relevant local councils.</p>	<p>Section 6.4 and 6.9</p>
B50 and B51	<p><b>Transport and Access</b>                      The Proponent must undertake a <b>Pedestrian and Cycleway Network Review</b>. The Review must be prepared and approved by the Secretary within six months from the date of this approval (or as otherwise agreed by the Secretary) to identify pedestrian and cycle facilities that are to be provided by the Proponent as part of the SSI.                      The Review must be undertaken in consultation with the relevant councils and Bicycle NSW and address the matters raised during consultation.                      A detailed <b>Pedestrian and Cycle Implementation Strategy</b>. The strategy must be prepared in consultation with relevant councils and Bicycle NSW.</p>	<p>Section 6.4 and 6.9</p>

# Community Communication Strategy



In addition to the consultation and communications proposed in this strategy, a number of strategies and plans require consultation with the community and stakeholders as required in the conditions below. This consultation will be conducted as a part of the development and implementation of these strategies and plans.		
<b>Conditions of Approval Requiring Consultation :</b>		
B57	<p><b>Utilities and Services</b></p> <p>Utilities, services and other infrastructure potentially affected by construction and operation must be identified prior to construction to determine requirements for access to, diversion, protection, and/or support. Consultation with the relevant owner and/or provider of services that are likely to be affected by the SSI must be undertaken to make suitable arrangements for access to, diversion, protection, and/or support of the affected infrastructure as required.</p>	Section 6.4, 6.5 and 6.9
B58	<p><b>Dilapidation Surveys</b></p> <p>The Proponent must undertake dilapidation surveys and prepare dilapidation reports on the current condition of buildings, services and utilities identified as at risk from settlement or vibration. The dilapidation surveys and reports must be prepared by a suitably qualified and experienced person(s) and must be provided to the owners of the buildings, services and utilities for review prior to the commencement of potentially impacting construction activities.</p>	Refer CEMP
B61	<p>Prior to commencement of permanent built surface works and/or landscaping, or as otherwise agreed by the Secretary, an Urban Design and Landscape Plan (UDLP) must be prepared.</p> <p>The UDLP must be prepared by a suitably qualified and experienced person(s), in consultation with the relevant council(s) and community, Heritage Council of NSW (or delegate), and the UDRP (condition 860). The UDLP must be approved by the Secretary. The UDLP must present an integrated urban and landscape design for the SSI, and must include, but not be limited to:</p> <p>(a) identification of design objectives, principles and standards based on -</p> <ul style="list-style-type: none"> <li>(i) local environmental and heritage values,</li> <li>(ii) urban design context,</li> <li>(iii) sustainable design and maintenance,</li> <li>(iv) community safety, amenity and privacy, including 'safer by design' principles where relevant,</li> <li>(v) relevant design standards and guidelines,</li> <li>(vi) prioritising the visual amenity and values of adjoining receivers over the road user</li> <li>(vii) experience,</li> <li>(viii) minimising the footprint of the project (including at operational facilities), and</li> <li>(ix) the urban design principles outlined in the documents referred to in conditions A2;</li> </ul> <p>(b) landscaping and building design opportunities to mitigate the visual impacts of road infrastructure and operational fixed facilities (including the ventilation facilities, emergency smoke extraction outlet, the Motorway Operations Complex, noise walls etc.);</p> <p>(c) details on the location of existing vegetation and proposed landscaping (including use of endemic and advanced tree species where practicable). Details of species to be replanted/re-vegetated must be provided, including their appropriateness to the area and habitat for threatened species. Where feasible and reasonable, top soil and vegetation to be removed must be reused;</p> <p>(d) a description of disturbed areas (including compounds) and details of the strategies to progressively rehabilitate, regenerate and/ or revegetate these areas;</p>	Section 6.1



<p>In addition to the consultation and communications proposed in this strategy, a number of strategies and plans require consultation with the community and stakeholders as required in the conditions below. This consultation will be conducted as a part of the development and implementation of these strategies and plans.</p>		
	<p><b>Conditions of Approval Requiring Consultation :</b></p>	
	<p>(e) a description of the SSI design features, including the graphics such as sections, perspective views and sketches for key elements of the SSI;                  (f) information on the reuse of heritage items and materials (condition 834 and 835);                  (g) detail controlled and safe public access to an example of an exposed section(s) of the former St Peters Brickpit Geological Site, unless demonstrated to be impracticable for safety reasons;                  (h) an assessment of the location, design and impacts of operational lighting associated with the SSI and measures proposed to minimise lighting impacts;                  (i) details of where and how recommendations from the UDRP have been incorporated into the plan;                  (j) the Pedestrian and Cycle Implementation Strategy (condition B51);                  (k) the sub-plans identified in conditions 862(a)-(f);                  (l) the timing for implementation of access, landscaping and open space initiatives;                  (m) monitoring and maintenance procedures for the built elements, rehabilitated vegetation and landscaping (including weed control) including performance indicators, responsibilities, timing and duration and contingencies where rehabilitation of vegetation and landscaping measures fail; and                  (n) evidence of consultation with the relevant councils and the community on the proposed urban design and landscape measures, prior to finalisation of the Plan.                  The UDLP must be implemented within one year of operation unless otherwise required by these conditions.                  Note: <i>The UDLP may be submitted in parts to address the built elements of the SSI and landscaping aspects of the SSI.</i></p>	
B63	<p><b>Tree Removal and Plantings</b></p> <p>The SSI must be designed to retain as many trees as possible and provide a net increase in the number of replacement trees. The Proponent must commission an independent experienced and suitably qualified arborist, to prepare a comprehensive Tree Report(s) prior to removing any trees on the periphery and/or outside the construction footprint as identified in the figures in Section 6 of the document referred to in condition A2(b), including any tree(s) removed along Euston Road.</p> <p>In the event that trees are to be removed, then replacement trees are to be planted within, or in close proximity to, the SSI boundary, including along Euston Road where feasible and reasonable. The location of the trees must be determined in consultation with the relevant council(s).</p>	<p>Sections 6.6.1 and 6.9</p>
B65	<p><b>Overshadowing</b></p> <p>Existing residential properties (and approved residential developments) that are affected by overshadowing from the final detailed design of the SSI (including any noise mitigation measures) are to receive a minimum of three hours of direct sunlight in habitable rooms and in at least 50% of the principal private open space area between 9:00 am and 3:00 pm on 21 June. Such properties must be identified for further consideration by the Proponent in a Solar Access and Overshadowing Report which addresses compliance with these requirements.</p> <p>The <b>Solar Access and Overshadowing Report</b> must be submitted to the Secretary within 12 months of the SSI approval or prior to the construction of any structures that may cause overshadowing of residential premises, whichever is the sooner and must include:</p>	<p>Section 6.4 and Appendix B</p>



<p>In addition to the consultation and communications proposed in this strategy, a number of strategies and plans require consultation with the community and stakeholders as required in the conditions below. This consultation will be conducted as a part of the development and implementation of these strategies and plans.</p>		
<p><b>Conditions of Approval Requiring Consultation :</b></p>		
	<ul style="list-style-type: none"> <li>(a) identification of potentially affected properties</li> <li>(b) assessment of the detailed design's compliance at each property, informed by –                             <ul style="list-style-type: none"> <li>(x) a review of the habitable rooms within structures,</li> <li>(xi) the size and nature of private open spaces, and</li> <li>(xii) shadow diagrams in plan and elevation at hourly intervals between 9.00 am and 3.00 pm on 21 June;</li> </ul> </li> <li>(c) a consultation plan to detail how potential impacts and mitigation measures will be discussed and negotiated with potentially affected property owners in the event that compliance with this condition is not achieved.</li> </ul> <p>Where existing residential development currently receives less than the required amount of solar access, existing access to sunlight should not be unreasonably reduced. Where affected properties include dwellings held under strata or community title, this condition must be interpreted in relation to individual units within those properties.</p>	
B66	<p><b>Social Impact Management</b></p> <p>No later than 12 months from the date of this approval, unless otherwise agreed to by the Secretary, the Proponent must prepare a <b>Community and Social Management Plan</b> for precincts directly impacted by the SSI. The Community and Social Management Plan must be prepared by a suitably qualified and experienced person(s) and in consultation with relevant council(s) and the community and submitted to the Secretary for approval. The Community and Social Management Plan must include but is not limited to:</p> <ul style="list-style-type: none"> <li>(a) identification of the social impacts of the SSI, including cumulative impacts resulting from the various stages of the SSI (including construction and operation) in directly affected precincts including -                             <ul style="list-style-type: none"> <li>(i) a refined precinct-based spatial analysis based on representative local communities and stakeholders impacted by the SSI,</li> <li>(ii) at what stage the identified impact is likely to occur,</li> <li>(iii) identification of stakeholders and communities directly affected by each identified impact,</li> <li>(iv) assessment of the identified social impacts including type, probability and consequence,</li> <li>(v) details of management and mitigation measures, including responsibilities for the implementation of each measure, and an assessment of the likely effectiveness of the measures,</li> <li>(vi) identification of access and connectivity enhancements or new provisions to assist in mitigating impacts directly resulting from the SSI including, but not necessarily limited to, community cohesion, public transport and social facility accessibility, connectivity and accessibility to goods and services,</li> <li>(vii) mechanisms for monitoring social impacts and reviewing the effectiveness of mitigation measures,</li> <li>(viii) mechanisms for the reporting of social impacts during construction and operation of the SSI, and</li> <li>(ix) mechanisms for ongoing consultation with communities and key stakeholders; and</li> </ul> </li> <li>(b) a <b>Community Cohesion Programme</b> to enhance community cohesion in precincts directly affected by the SSI through initiatives including, but not limited to -                             <ul style="list-style-type: none"> <li>(i) enhancement of open space and recreation areas,</li> <li>(ii) active community involvement and engagement,</li> <li>(iii) provision or facilitation of cycling facilities within Camdensville Park, in consultation with the relevant council,</li> </ul> </li> </ul>	Section 6.10



In addition to the consultation and communications proposed in this strategy, a number of strategies and plans require consultation with the community and stakeholders as required in the conditions below. This consultation will be conducted as a part of the development and implementation of these strategies and plans.		
<b>Conditions of Approval Requiring Consultation :</b>		
	(xiii) support of community initiatives and programmes, and (xiv) provision of grants to local community groups.	
B72 and B73	<p><b>Property and Land Use</b></p> <p>The Proponent must design and construct the SSI with the objective of minimising impacts to, and interference with, third party property and infrastructure and that such infrastructure and property is protected during construction and operation. Any damage caused to property as a result of the SSI must be rectified or the landowner compensated, within a timeframe defined in the <b>Construction Environmental Management Plan</b>.</p> <p>The Proponent must construct and operate the SSI with the objective of minimising light spillage to residential properties and be generally consistent with the requirements of Australian Standard 4282-1997 Control of the obtrusive effects of outdoor lighting. Notwithstanding, the Proponent must provide mitigation measures to manage any residual night lighting impacts to protect properties adjoining or adjacent to the project, in consultation with affected landowners.</p>	<p>CEMP</p> <p>Sections 6.4 and Appendix B</p>
D1 and D2	<p><b>Part D – Construction Environmental Management, Reporting and Auditing</b></p> <p><b>Environmental Representative</b></p> <p>Prior to the commencement of construction of the SSI, or as otherwise agreed by the Secretary, the Proponent must appoint a suitably qualified and experienced Environmental Representative(s) that is independent of the design and construction personnel, and that has been approved by the Secretary. The Proponent must employ the <b>Environmental Representative(s)</b> for the duration of construction, or as otherwise agreed by the Secretary. The Environment Representative(s) must:</p> <ul style="list-style-type: none"> <li>(a) be the principal point of advice in relation to the environmental performance of the SSI;</li> <li>(b) monitor the implementation of environmental management plans and monitoring programmes required under this approval and advise the WCX M5 AT upon the achievement of these plans/programmes;</li> <li>(c) have responsibility for considering, and advising the Proponent on, matters specified in the conditions of this approval, and other licences and approvals related to the environmental performance and impacts of the SSI;</li> <li>(d) ensure that environmental auditing is undertaken (but not undertake the audit) in accordance with the Prononent 's Environmental Management System(s);</li> <li>(e) be given the authority to approve/reject minor amendments to the Construction Environment Management Plan. What constitutes a "minor" amendment must be clearly explained in the Construction Environment Management Plan;</li> <li>(f) be given the authority and independence to require reasonable steps be taken to avoid or minimise unintended or adverse environmental impacts; and</li> <li>(g) be consulted in responding to the community concerning the environmental performance of the SSI where the resolution of points of conflict between the Proponent and the community is required.</li> </ul>	<p>Section 4.3 and Section 8</p>



<p>In addition to the consultation and communications proposed in this strategy, a number of strategies and plans require consultation with the community and stakeholders as required in the conditions below. This consultation will be conducted as a part of the development and implementation of these strategies and plans.</p>		
<b>Conditions of Approval Requiring Consultation :</b>		
D7 & D8	<p><b>Soil, Water Quality and Hydrology</b></p> <p><b>Settlement</b></p> <p>The Proponent must undertake a review of property and infrastructure at risk from damage to determine appropriate settlement criteria to prevent damage, prior to commencement of construction activities that may pose a settlement risk.</p> <p>Where exceedances of the criteria established in condition 07 the Proponent must identify and implement mitigation measures such as appropriate support and stabilisation structures in consultation with the relevant land and/or infrastructure owners prior to excavation and tunnelling works to ensure where possible that underground services, infrastructure and adjacent buildings will not experience settlements exceeding the criteria.</p>	<p>Refer CEMP</p> <p>CCS Section 6and Appendix B</p>
D15	<p><b>Construction Hours</b></p> <p>Notwithstanding conditions D12 and D14, construction works associated with the SSI may be undertaken outside the hours specified under those conditions in the following circumstances:</p> <p>(a) construction works that cause LAeq (15 minute) noise levels that are -</p> <ul style="list-style-type: none"> <li>(i) no more than 5 dB(A) above rating background level at any residence in accordance with the Interim Construction Noise Guideline (DECC, 2009), and</li> <li>(ii) no more than the noise management levels specified in Table 3 of the Interim Construction Noise Guideline (DECC, 2009) at other sensitive land uses, and</li> <li>(iii) continuous or impulsive vibration values, measured at the most affected residence are no more than those for human exposure to vibration, specified in Table 2.2 of Assessing vibration: a technical guideline (DEC, 2006), and</li> <li>(iv) intermittent vibration values measured at the most affected residence are no more than those for human exposure to vibration, specified in Table 2.4 of Assessing vibration: a technical guideline (DEC, 2006);or</li> </ul> <p>(b) where a negotiated agreement has been reached with affected receivers, where the prescribed noise and/or vibration levels cannot be achieved; or</p> <p>(c) for the delivery of materials required by the police or other authorities for safety reasons; or</p> <p>(d) where it is required in an emergency to avoid the loss of lives, property and/or to prevent environmental harm; or</p> <p>(e) construction works approved through an Out-Of-Hours Work Protocol prepared as part of the Construction Noise and Vibration Management Plan required by condition D68(b), provided the relevant council, local residents and other affected stakeholders and sensitive receivers are informed of the timing and duration at least five days and no more than 14 days prior to the commencement of the works; or</p> <p>(f) construction works approved through an EPL.</p>	<p>Refer CEMP</p> <p>CCS – Appendix B</p>







In addition to the consultation and communications proposed in this strategy, a number of strategies and plans require consultation with the community and stakeholders as required in the conditions below. This consultation will be conducted as a part of the development and implementation of these strategies and plans.		
	<b>Conditions of Approval Requiring Consultation :</b>	
	activities will be undertaken in a manner that will not generate unacceptable noise and vibration impacts or pose a significant risk impact to residences and sensitive receptors.	
D51	<p><b>Spoil Management</b></p> <p>Prior to commencement of any tunnelling works, the Proponent must prepare and implement a <b>Spoil Management Plan</b> for the SSI. The Plan must be developed in consultation with relevant councils.</p>	Refer CEMP CCS – Section 6.9 and Appendix B
D57	<p><b>Ancillary Facilities</b></p> <p>Prior to the establishment of the ancillary facilities (including vegetation clearing) described in the documents referred to in conditions A2(b) and A2(c) the Proponent must prepare and implement a Ancillary Facilities Management Plan (AFMP) which outlines the environmental management practices and procedures for the establishment and operation of the ancillary facilities. This Plan must be prepared in consultation with relevant council(s). The Plan must include</p> <p>(i) details of the community consultation to be undertaken with affected and adjoining landowners and sensitive receivers</p>	Refer AFMP CCS – Section 6  Section 6.4 and 6.9 and Appendix B
D67 and D68	<p><b>Construction Environmental Management Plan and sub plans</b></p> <p>Prior to the commencement of construction, or as otherwise agreed by the Secretary, the Proponent must prepare and implement a Construction Environmental Management Plan (CEMP) for the SSI. The CEMP is to be prepared in consultation with the, OEH, DPI (Water) and the relevant council(s).</p>	Section 6.4, 6.9 and Appendix B

## Appendix E: Stakeholder surveys, outline of methodology

### Introduction

Stakeholder feedback and surveys will be undertaken at specified intervals to measure stakeholder satisfaction with communication and consultation activities undertaken for the WestConnex New M5 project.

### Regular feedback

Verbal and/or written feedback will be requested at every forum and street meeting. Feedback forms will be provided and a report will be compiled and provided to SMC and included in Consultation Manager.

Request for feedback will include

- satisfaction with information provided
- satisfaction with general project information
- timeliness of information provided
- feedback on improvement that can be incorporated in to future communication and engagement

### Surveys

Surveys will be undertaken where relevant, to determine stakeholder preferences where the project can incorporate into final design and construction methodology. To date, surveys have been undertaken for stakeholders to choose

- preference for when out of hours works take place (Euston Road)
- landscaping and noise wall design (Kingsgrove)

Such surveys will include at least 80% of impacted stakeholders. Stakeholders will be letterbox dropped, emailed and door knocked to ensure that all stakeholders are adequately consulted and involved in the decision making process.

### Key stakeholder survey

An **annual** survey of stakeholders with whom CPBDS-JV has regular contact will be conducted. This will include representatives of:

- Councils
- Government authorities
- Traffic and Transport bodies

This survey will focus on involvement of these stakeholders on an ongoing basis through regular liaison/interface meetings.

The objective of this survey is to improve consultation and communication with these stakeholders based on feedback received.

### Regular Ongoing Surveys

- Have your say, feedback forms will be provided at the Community Information Centre. This will help with providing further information at the centre and updating exhibits.
- 
- Exit surveys will be held for attendees at community information forums to identify the effectiveness, appropriateness and clarity of the information provided. Feedback will also be sought on future ideas for forums.
- Business surveys will be done as community relations team members contact businesses. The objective of these surveys is to identify areas where the construction team can improve outcomes for businesses impacted by construction. Refer to Appendix B.

## PRIVACY OF INFORMATION COLLECTED AT SURVEYS

Information provided at the surveys is collected by CPBDS-JV solely for the purpose of keeping community members informed about the New M5 works activities. Information provided is voluntary and respondents can choose to unsubscribe from project email updates at any time. Respondents also have the right of access to, and correction of, information provided by them.

All contact details collected will be maintained to comply with the *Privacy and Personal Information Protection Act 1998 (NSW)*.

## Appendix F: Community forums, outline of methodology

### Community Forums

Community forums/street meeting will be held during the construction of the project with the objective of:

- Sharing information and seeking feedback on specific issues/items of interest/project updates (overall and area specific)
- Provide a forum where community members can ask project team members questions
- The forums will provide a direct method of consultation, as an information sharing platform. Information and feedback received will be considered by the project team as appropriate.

The program of community forums will be agreed with SMC. Some of the issues which could be forum topics include:

- Construction traffic and haulage routes (information only)
- Tunnelling at different locations
- Managing flora and fauna
- Urban design – separate forums at different locations
- Specific forum on permanent noise barrier/noise mound at Kingsgrove
- Noise barriers
- Environmental monitoring and management
- Construction methodology at different locations, including interesting facts and figures
- Community involvement activities and opportunities.

### Structure

The forums will be conducted as community drop-in sessions held at various locations across the project alignment. A minimum of one forum will be held per year for each area: East, West and Central.

Forums will be promoted mainly via email and may also include website, social media, and notifications.

### Scope

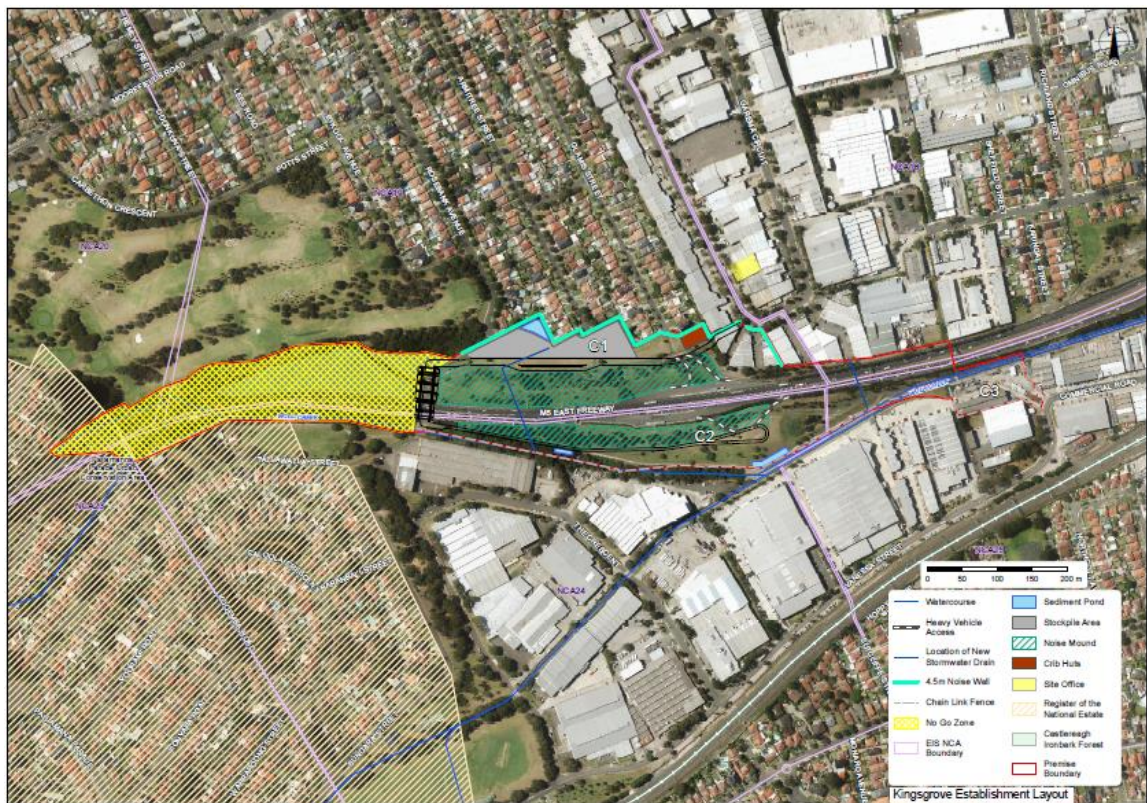
The forums will be for information dissemination and sharing as well as provide an opportunity for attendees to provide feedback or input. Forums are not intended to be a decision making mechanism, and all comments and feedback received will be recorded and the information gathered may be used to inform some aspects of the projects design and construction.

## Appendix G: Compounds and tunnelling, impacts and mitigation strategies

Note – Stakeholders identified as impacted are directly adjacent to or in very close proximity to project sites or compounds. These stakeholders will potentially be impacted by a range of construction activities. Determining which stakeholders will be consulted will be based on several factors such as construction activities, methodology, timing and duration of impacts. E.g those in a noise catchment area, located on a haulage route or indirectly impacted will be identified when the construction planning for activities has been done.

Stakeholders impacted for construction sites and for tunnelling are identified and must include sensitive receivers and commercial receivers, as relevant to the sites.

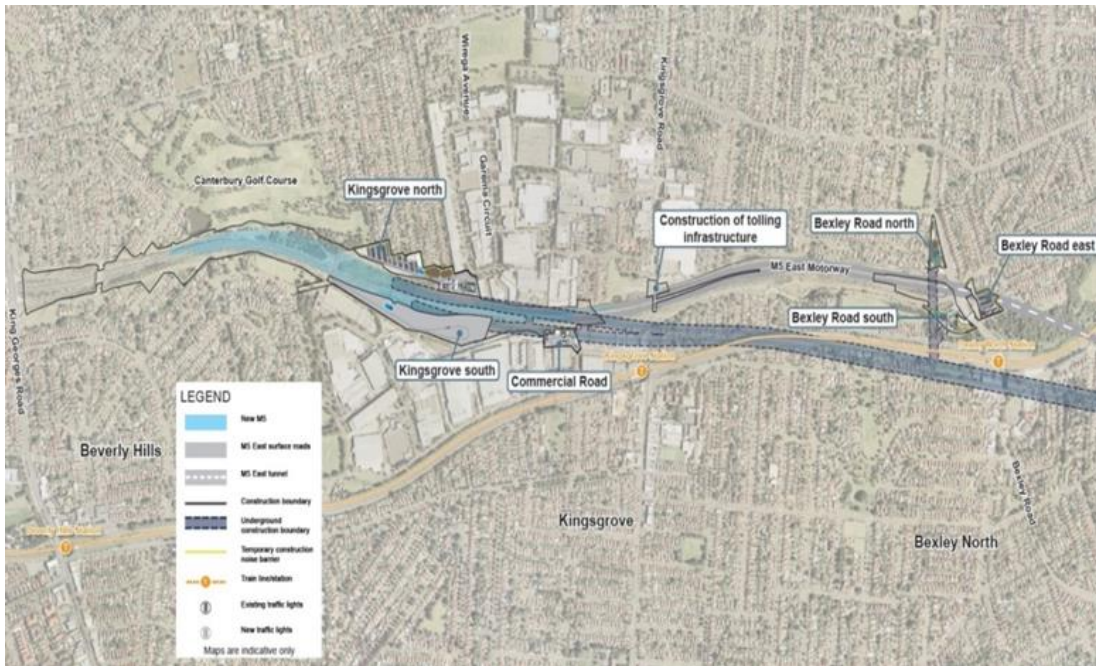
### Kingsgrove Construction Compounds: C1 (Beverly Grove Park), C2 (south of M5 Motorway), C3 (Commercial Road).



Stakeholders Impacted	Main Impacts	Management Strategies
<p>Residents and commercial properties on:</p> <ul style="list-style-type: none"> <li>• Glamis Street</li> <li>• Armitree Street</li> <li>• Rosebank Avenue</li> <li>• Karingal Street</li> <li>• Tallawalla Street</li> <li>• Kooemba Road</li> <li>• Kirrang Street</li> <li>• Cooloongatta Road</li> <li>• Elouera Street</li> <li>• Wirega Avenue</li> <li>• Garema Circuit</li> <li>• Commercial Road</li> <li>• Vanessa Street</li> <li>• The Crescent</li> <li>• Caloola Crescent</li> <li>• Baranbali Street</li> </ul>	<ul style="list-style-type: none"> <li>• Loss of open space and recreational areas</li> <li>• Vegetation clearing (tree removal)</li> <li>• Pedestrian and cyclist access – changes to Kindilan underpass/changes to shared user path</li> <li>• Dust</li> <li>• Vibration</li> <li>• Noise associated with construction, movements in compound and loss of mound</li> <li>• Possible asbestos during removal of noise mound and demolition of building structures</li> <li>• Traffic congestion and noise, especially from haulage</li> </ul>	<ul style="list-style-type: none"> <li>• Measures in place to manage impacts early – temporary noise walls, dust suppression measures, wheel washes etc.</li> <li>• Inductions and tool box talks with workforce</li> <li>• Regular one-on-one communication including information on whom to call</li> <li>• Signage to communicate changes to shared user path</li> <li>• Noise and vibration monitoring if required</li> <li>• Letters and notifications to inform of work</li> <li>• Information on website</li> <li>• Pre and post condition property surveys</li> <li>• Surveys to gauge satisfaction with level of communication</li> <li>• Forum on noise mound removal and reinstatement</li> <li>• Close liaison with golf course</li> </ul>

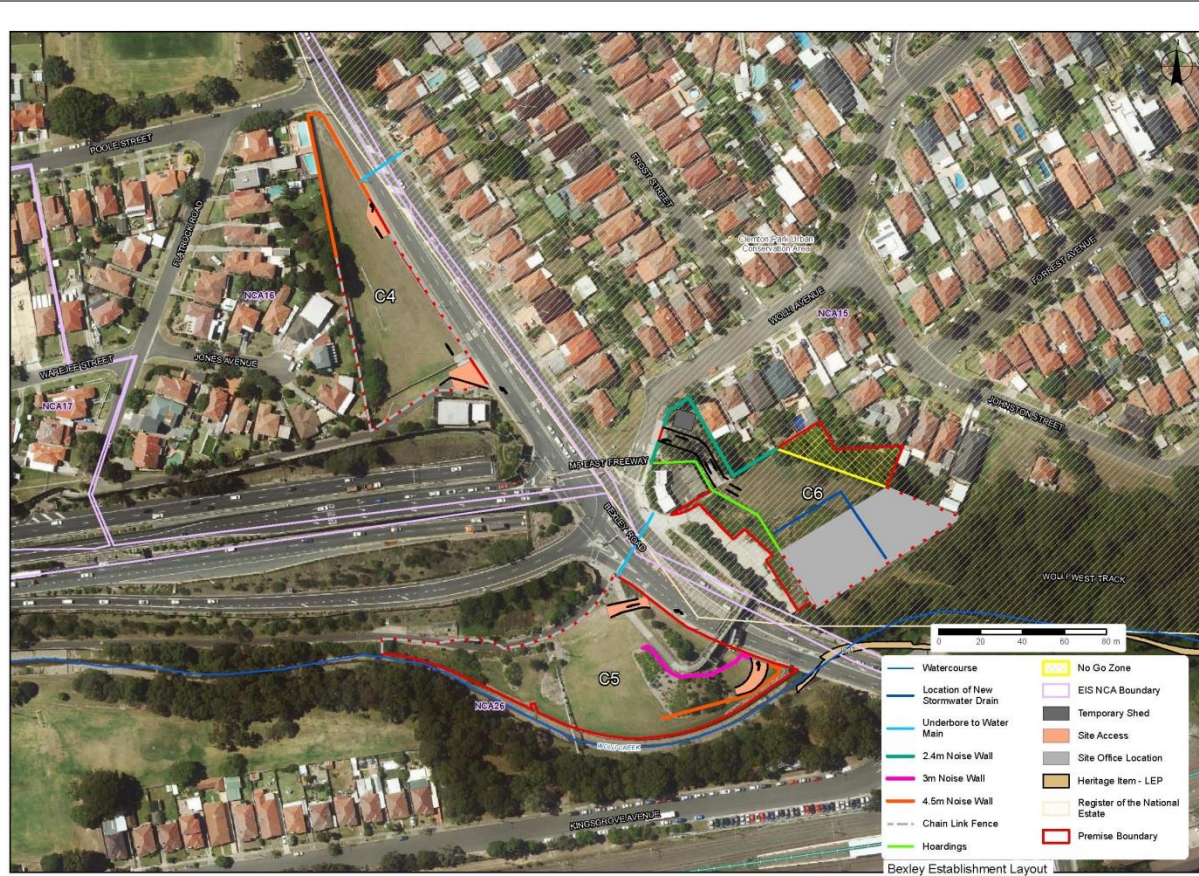
Stakeholders Impacted	Main Impacts	Management Strategies
<ul style="list-style-type: none"> <li>Pallamana Parade</li> <li>Allambee Crescent</li> <li>Booragul Street</li> </ul> <p>Users of:</p> <ul style="list-style-type: none"> <li>Shared user path between Kingsgrove Road and King Georges Road</li> <li>Beverly Grove Park</li> </ul> <p>Canterbury Golf Course</p>	<ul style="list-style-type: none"> <li>Impacts on golf course including land resumption</li> </ul>	<ul style="list-style-type: none"> <li>Regular health checks and door knocks to maintain close contact with residents and stakeholders</li> </ul>

## Western area tunnel (between Kingsgrove Road and Bexley Road)



Stakeholders Impacted	Main Impacts	Management Strategies
<p>Sensitive receivers and commercial receivers, within 50m of the tunnelling activities, and beyond this distance where the Noise Management Level is to be exceeded</p>	<ul style="list-style-type: none"> <li>Vibration</li> <li>Changes in traffic volume</li> <li>Impacts on property</li> </ul>	<ul style="list-style-type: none"> <li>Letters and notifications to inform of tunnelling work and whom to contact for further information and complaints</li> <li>Vibration monitoring if required</li> <li>Information on website</li> <li>Pre and post condition property surveys</li> <li>Regular health checks and door knocks to maintain close contact with residents and stakeholders</li> </ul>

## Bexley Construction compounds (C4-C6)



Stakeholders impacted	Main impacts	Management Strategies
<p>Properties including residential and commercial along:</p> <ul style="list-style-type: none"> <li>Bexley Rd</li> <li>Flat Rock Rd</li> <li>Poole St</li> <li>Jones Ave</li> <li>Wolli Ave</li> <li>Frost Street</li> <li>Johnson Street</li> <li>Kingsgrove Avenue</li> </ul>	<ul style="list-style-type: none"> <li>Noise disturbance including 24 hour haulage from Bexley south compound</li> <li>Increased traffic volume on Bexley Road</li> <li>Vibration</li> <li>Loss of open space and recreational areas</li> <li>Dust</li> <li>Traffic congestion and noise, especially from haulage</li> </ul>	<ul style="list-style-type: none"> <li>Measures in place to manage impacts early – temporary noise walls, dust suppression measures, wheel washes etc.</li> <li>Inductions and tool box talks with workforce</li> <li>Regular one-on-one communication including information on whom to call</li> <li>noise and vibration monitoring if required</li> <li>Letters and notifications to inform of work</li> <li>Information on website</li> <li>Pre and post condition property surveys</li> <li>Surveys to gauge satisfaction with level of communication</li> <li>Regular health checks and door knocks to maintain close contact with residents and stakeholders.</li> </ul>



## Arncliffe Construction compound (C7)



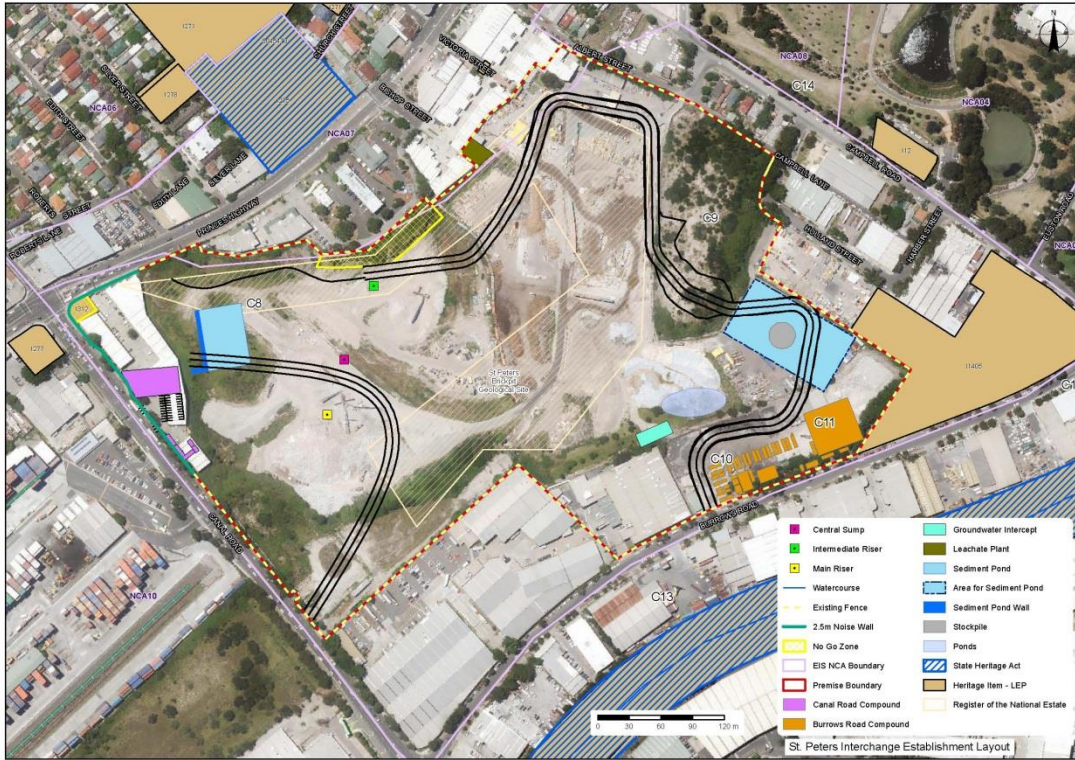
Stakeholders impacted	Main impacts	Management Strategies
<p>Properties including residential and commercial along:</p> <ul style="list-style-type: none"> <li>• Marsh St</li> <li>• Flora St</li> <li>• Valda Ave</li> <li>• Eve Street</li> <li>• West Botany Street</li> <li>• Innesdale Road</li> <li>• Kogarah Golf Club</li> <li>• Levey Street</li> </ul>	<ul style="list-style-type: none"> <li>• Noise disturbance including 24 hour haulage from construction compound</li> <li>• Increased traffic volumes on Marsh, Flora Streets</li> <li>• Vibration</li> <li>• Loss of open space and recreational areas</li> <li>• Dust</li> <li>• Traffic congestion and noise, especially from haulage</li> </ul>	<ul style="list-style-type: none"> <li>• Measures in place to manage impacts early – temporary noise walls, dust suppression measures, wheel washes etc.</li> <li>• Inductions and tool box talks with workforce</li> <li>• Regular one-on-one communication including information on whom to call</li> <li>• noise and vibration monitoring if required</li> <li>• Letters and notifications to inform of work</li> <li>• Information on website</li> <li>• Pre and post condition property surveys</li> <li>• Surveys to gauge satisfaction with level of communication</li> <li>• Regular health checks and door knocks to maintain close contact with residents and stakeholders</li> </ul>

## Central area tunnel (between Bexley Road and Tempe)



Stakeholders Impacted	Main Impacts	Management Strategies
<p>Sensitive receivers and commercial receivers, within 50m of the tunnelling activities, and beyond this distance where the Noise Management Level is to be exceeded</p>	<ul style="list-style-type: none"> <li>• Vibration</li> <li>• Changes in traffic volume</li> <li>• Impacts on property</li> </ul>	<ul style="list-style-type: none"> <li>• Letters and notifications to inform of tunnelling work and whom to contact for further information and complaints</li> <li>• Vibration monitoring if required</li> <li>• Information on website</li> <li>• Pre and post condition property surveys</li> <li>• Regular health checks and door knocks to maintain close contact with residents and stakeholders</li> </ul>

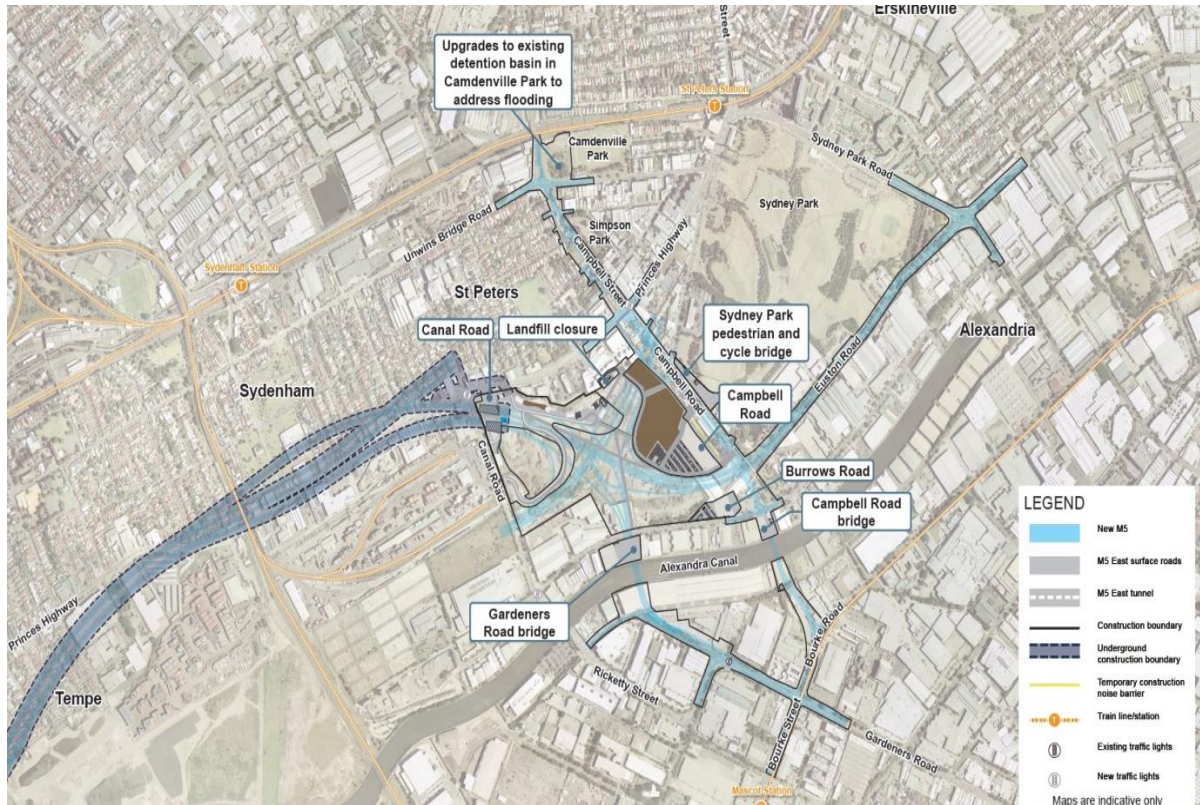
## St Peters Interchange construction compounds, located at the former Alexandria Landfill site and Local roads upgrade (C8-C14)



Stakeholders impacted	Main impacts	Management strategies
<p>Properties including residential and commercial along:</p> <ul style="list-style-type: none"> <li>• Canal Road</li> <li>• Princes Highway</li> <li>• Alfred Street</li> <li>• Mary Street</li> <li>• Campbell Street</li> <li>• Campbell Road</li> <li>• Barwon Park Road</li> <li>• Crown Street</li> <li>• Canal Road</li> <li>• Burrows Road</li> <li>• Edith Street</li> <li>• Silver Street</li> <li>• Church Street</li> <li>• Goodsell Street</li> <li>• May Street</li> <li>• Brown Street</li> <li>• Florence Street</li> <li>• St Peters Street</li> <li>• Hutchinson Street</li> <li>• Lackey Street</li> <li>• Appleby Street</li> <li>• Roberts Lane</li> <li>• Roberts Street</li> <li>• Edith Lane</li> <li>• Silver Lane</li> <li>• Bishop Street</li> <li>• Victoria Street</li> <li>• Euston Road</li> </ul>	<ul style="list-style-type: none"> <li>• Dust</li> <li>• Noise disturbance, including 24 hour haulage</li> <li>• Loss of street parking</li> <li>• Increased traffic volumes on local roads</li> <li>• Traffic entering site via Campbell Road, Burrows Road and Canal Road</li> <li>• Footpath and traffic changes</li> <li>• Vibration and property damage</li> <li>• Debris on local roads</li> <li>• Potential contamination concerns during earthworks at landfill and removing of building structures</li> </ul>	<ul style="list-style-type: none"> <li>• Measures in place to manage impacts early – temporary noise walls, dust suppression measures, wheel washes etc.</li> <li>• Inductions and tool box talks with workforce</li> <li>• Notifications regarding night works and other high impact works</li> <li>• Door knock properties adjoining the compound to ensure they are aware of who to call and construction timing</li> <li>• Close cooperation during peak periods of work</li> <li>• Regular health checks and door knocks to maintain close contact with residents and stakeholders</li> </ul>

Stakeholders impacted	Main impacts	Management strategies
<ul style="list-style-type: none"> <li>• Campbell Lane</li> <li>• Albert Street (partial demolition)</li> <li>• Holland Street (partial demolition)</li> <li>• Harber Street (partial demolition)</li> </ul>		

## Eastern area tunnel (between Tempe and St Peters)



Stakeholders Impacted	Main Impacts	Management Strategies
<p>Sensitive receivers and commercial receivers, within 50m of the tunnelling activities, and beyond this distance where the Noise Management Level is to be exceeded</p>	<ul style="list-style-type: none"> <li>• Vibration</li> <li>• Changes in traffic volume</li> <li>• Impacts on property</li> </ul>	<ul style="list-style-type: none"> <li>• Letters and notifications to inform of tunnelling work and whom to contact for further information and complaints</li> <li>• Vibration monitoring if required</li> <li>• Information on website</li> <li>• Pre and post condition property surveys</li> <li>• Regular health checks and door knocks to maintain close contact with residents and stakeholders</li> </ul>