

COMMUNITY COMMUNICATION STRATEGY

MANAGEMENT PLAN

Client:	Sydney Metro
Project/Facility Name:	The Bays Road Relocation
Project Number:	6119-000
Project Commencement Date:	November 2020
Estimated Project Completion Date:	31 July 2021
Issue Date:	6 November 2020
ID Code and Version:	

©2020 Georgiou Group Pty Ltd

Reproduction of this document, in whole or in part, in any format or media is prohibited without express permission from the authorised Quality Representative of Georgiou.

REVISION HISTORY

REVISION HISTORY				Approvals		
Rev #	Date	Chapter/Section/Page Revised, plus any remarks	Compiled by:	Reviewer	Director Project Communications	Project Manager
A	6 Nov 20		J Williams	C Peat	A Brown	B Collins
B						
C						

This sheet records the version and a summary of approved changes to the document. If only a few revisions are made, only the new or revised pages may be issued. The nature of the revision is briefly noted under “Remarks”, but these remarks are not part of the document.

This document is the property of Georgiou and its issue is controlled. The information contained herein may not be disclosed in whole or in part, either verbally or in writing, without the prior consent of the Company.

APPROVALS**Project Manager**

Signed: B Collins

Date: 6 November 2020

The issue and use of this Project Delivery Plan is with my authority. All personnel employed on this project shall perform their duties in accordance with the requirements of this plan and in compliance with Company GMS requirements, any specific project procedures and associated instructions. All subsequent revisions and issue of this Project Delivery Plan shall be completed by the authority of the Project Director in consultation with the Construction Manager.

NSW Construction Manager

Signed: T Page

Date: 6 November 2020

TABLE OF CONTENTS

APPROVALS	2
SECTION 3: PROJECT CONTEXT AND CONSTRUCTION ACTIVITIES	13
SECTION 4: COMMUNICATION APPROACH	19
SECTION 5: STAKEHOLDERS	22
Section 6: Community	25
SECTION 7: BUSINESSES	26
SECTION 8: MITIGATION	30
SECTION 9: COMMUNICATION TOOLS	32
SECTION 10: PROCEDURES	39
SECTION 11: EVALUATION AND MONITORING	39
Reporting	40
Appendices	40
Site establishment implementation plan.....	40

Author:	Jenny Williams - Community Place Manager (Sydney Metro)
Date:	11 2020
Version:	1
Reference:	Reference
Division:	
Review date:	05 2021

Revision	Revision date	Status	Brief reason for update	Name/ position/ company	Author/ Reviewer/ Approver	Signature
1	6 Nov 2020	Not rejected	Initial endorsed plan	Jenny Williams / Place Manager / Sydney Metro Chris Peat / Snr Comms Mgr / Sydney Metro Brad Collins / Project Mgr / Georgiou	Jenny Williams / Chris Peat / Brad Collins /	B Collins

Table 1 - requirements of the CCS

Requirement	Reference	Review	Approve
General specification requirements			
Section 5 - plans and reporting			
Community Communication Strategy	1. Strategy overview	CP	AB
Monthly progress report	11. Evaluation and monitoring	CP	AB
Stakeholder and community engagement report	11. Evaluation and monitoring	CP	AB
Communication process for property condition surveys	8. Mitigation	CP	AB
Communications process for property records register	N/A	CP	AB
Communication process for access to private property	8. Mitigation	CP	AB
Communication process for site investigations	4. Communication approach	CP	AB
Section 6 - community and stakeholder engagement			
Commitment to general obligations including timeframes and notification	4. Communication approach	CP	AB
Roles and responsibilities including stakeholder and community engagement personnel	2. Roles and responsibilities	CP	AB

Information to the Principal's Representative	2. Roles and responsibilities	CP	AB
Communication Interface Coordination Group	9. Communication tools	CP	AB
Community information sessions	9. Communication tools	CP	AB
Public Communication Material (PCM)	9. Communication tools	CP	AB
Marketing and Promotional Material (MPM)	9. Communication tools	CP	AB
Site boundary hoarding, sheds, walls and fences	9. Communication tools	CP	AB
Branding and logos	9. Communication tools	CP	AB
Community display material	N/A	CP	AB
Animations	N/A	CP	AB
Community engagement database	9. Communication tools	CP	AB
Enquiries and complaints management process	4. Communication approach	CP	AB
Media and government relations process	2. Roles and responsibilities	CP	AB
Crisis and incident communication procedures	4. Communication approach	CP	AB
Site visit and event requirements	9. Communication tools	CP	AB
Photography and filming requirements	2. Roles and responsibilities	CP	AB
Site inductions and training	9. Communication tools	CP	AB
Overarching Community Communication Strategy requirements			
Values including alignment with Sydney Metro values	1. Strategy overview	CP	AB
Approach to community and stakeholder engagement	4. Communication approach	CP	AB
Relationship of the CCS to other plans in the communication hierarchy and environmental management framework	1. Strategy overview	CP	AB
Objectives	1. Strategy overview	CP	AB
Site specific stakeholder scan	5. Stakeholders	CP	AB
Site specific community scan, including community demographics	6. Community	CP	AB
Communication approaches for key demographics including CALD as required	6. Community	CP	AB
Site specific business scan	7. Business	CP	AB
Process for identification of small businesses that may qualify under the small business owners engagement plan	7. Business	CP	AB

Communication tools	9. Communication tools	CP	AB
Site specific communication coordination plans (cumulative impacts)	Appendices	CP	AB
Complaint management processes across nearby projects including processes for resolving any property damage complaints	4. Communication approach	CP	AB
Site establishment communication action plan (per site)	Appendices	CP	AB
Site specific issues identification and mitigation measures	8. Mitigation	CP	AB
Process for managing communication around cumulative impacts, including resolving any property damage complaints	4. Communication approach	CP	AB
Process for evaluating and updating the CCS as per requirements of the OCCS	N/A - due to length of contract	CP	AB
Process for reporting on businesses engagement as per the OCCS	11. Evaluation and monitoring	CP	AB
Other requirements			
Communication process for unexpected finds during demolition	10. Procedures	CP	AB
Identification of key potential community and stakeholder issues relating to the construction scope of works	5. Stakeholders	CP	AB
Communication approach for managing respite including alternative accommodation	N/A - all work has been identified to date as standard hours only	CP	AB

SECTION 1: STRATEGY OVERVIEW

1.1 Working together

Georgiou Group believe in working alongside our clients and partners to achieve the best possible results for all our projects. Our vision to be “the best people to work with” drive our teams to be strategic and collaborative when working with communities and stakeholders throughout construction.

From design to handover, Georgiou Group will work with Sydney Metro to deliver high-quality work, manage community impacts and a no-surprises approach to communication with our neighbours.

Sydney Metro will dedicate a communication and engagement resource Community Place Manager (Sydney Metro) to the Road Relocation Early works for the duration of construction to deliver activities and requirements outlined in this strategy and to maintain and update this document.

Georgiou Group will ensure information about all construction activity and key milestones are communicated with Sydney Metro representatives regularly and upon request.

1.2 Considering the impact of our work

Throughout construction Georgiou Group will endeavour to minimise construction impacts including any delays to local road users or inconvenience to nearby residents and businesses.

Community and key stakeholder concerns include:

- Traffic impacts and changes to The Bays local road network
- Noise, vibration and dust for neighbouring businesses and White Bay Power Station
- Maintaining access for smooth operations for Port activities
- Protecting property, environment and heritage
- Cumulative impacts of projects underway at the same time as the road relocation works

Georgiou Group and the Community Place Manager (Sydney Metro) will address these concerns through regular, transparent communication, adapting where required and seeking continual improvement throughout the construction process.

1.3 Communication objectives

Georgiou Group will work with the Community Place Manager (Sydney Metro) as a Project Delivery Communications Team (PDCT) to ensure the following communication objectives are met:

- Comply with Project Planning approvals
- Work cooperatively with Sydney Metro to provide a coordinated and consistent approach
- Where possible, seek to minimise impacts of work on the local community and businesses
- Provide a “no-surprises” approach to communication about the work, impacts and mitigation measures
- Ensure communication and engagement is consistent and coordinated across the stakeholders and communities affected by the Contractor’s activities and Interface Contractor Activities

- Enhance and protect the reputation of the NSW Government and Sydney Metro in the delivery of the works
- Make appropriate personnel available to attend meetings with the community or other stakeholders or provide responses to media as required
- Aim to develop project goodwill with all stakeholders optimistic for the successful management and delivery of future stages of Sydney Metro West.

1.4 Purpose and structure

The Community Communication Strategy (CCS) - The Bays is a specific guide to outline the communication and engagement approach for The Bays Road Relocation enabling works. It sits as a sub-plan to the Overarching Community Communication Strategy (OCCS) and is designed to minimise the impacts of construction and provide a high level of satisfaction in meeting community expectations.

This plan aims to address contract and site specific needs of the community, stakeholders and businesses. These strategies reflect the requirements of the OCCS and also adhere to the requirements outlined in the relevant contract specification - Stakeholder and Community Engagement.

The Small Business Owners Engagement Plan (SBOEP) is a stand-alone approach which supports these strategies.



Figure 1: Communication strategy hierarchy

This strategy contains:

- Details of contractor roles and responsibilities with regards to all project communications
- A list of communication tools and procedures
- Enquiry, complaint and reporting procedures
- Details of site-specific stakeholders including key issues
- Key dates for the commencement and conclusion of construction activities.

SECTION 2: ROLES AND RESPONSIBILITIES

2.1 Working with Sydney Metro

Sydney Metro is managing strategic planning and overall project delivery and multiple construction contracts for the Sydney Metro West project. They will maintain long-term relationships with many stakeholders throughout the project lifecycle - from planning, approvals, procurements, construction and operations.

In accordance with the Sydney Metro Overarching Community Communication Strategy, Sydney Metro maintains certain communication systems and processes to facilitate clear access to information and contacts for the community and stakeholders. These include the Sydney Metro website, email address, social media, the school education program and media liaison.

Certain obligations, consultation and reporting required by the Project Approval are retained by Sydney Metro. This includes responsibility for key stakeholder relationships including government ministers, MPs and other stakeholders. The PDCT will support and participate, as necessary, where relevant to the road relocation scope of works.

Stakeholder enquiries and complaints outside the road relocation scope of works will be referred back to Sydney Metro.

2.2 Georgiou Group

Georgiou Group will ensure that all members of the onsite team have a commitment to the delivery of high quality communications throughout project delivery and will comply with all Sydney Metro procedures, processes, protocol and plans including:

- The current versions of the TfNSW Editorial Style Guide and the Sydney Metro Project Brand Guidelines; and
- The accessibility requirements for Web Content Accessibility endorsed by the Australian Government for all documents required by the Planning Approval or the General Specification - Stakeholder and Community Engagement.

Georgiou Group will provide a 24 hour contact who will be available to support the Community Place Manager as required.

2.3 Community Place Manager

The Community Place Manager (Sydney Metro) is embedded within the site construction team. Here they are best positioned to alert the construction team to issues and advise on how to minimise impacts. These roles will directly interact with local stakeholders and communities and implement the site-specific sub-plan.

Working together, the PDCT will:

- Collaborate with Sydney Metro communication and engagement team for consistent communication approach
- Support senior stakeholder and strategic partner engagement
- Document project progress through photography and videography.

The Enabling Works PDCT roles and responsibilities in relation to the delivery of outstanding communication and stakeholder management throughout construction are listed below.

Table 1: Roles and responsibilities

Sydney Metro Roles	
Role	Responsibility
Community Place Manager (Sydney Metro)	<ul style="list-style-type: none"> • Understand and comply with Sydney Metro OCCS communication and consultation requirements • Responsible for positive community engagement and stakeholder relationships • Provide strategic advice and guidance to project team to contribute to the planning of construction activities to minimise community impacts • Work with construction team to address site specific issues inducting all contractors and subcontractors in community relations issues and expectations • Work with construction team to provide ongoing support and community notifications ensuring compliance with Sydney Metro OCCS requirements and environmental requirements • Write notifications, newsletters and community updates • Undertake personal consultation with stakeholders as required • Coordinate business or resident meetings as required • Assist with coordination of media events between Sydney Metro Communications/Events and site contractor teams • Organise and attend communication interface meetings with neighbouring projects to ensure coordinated works and communication with local stakeholders and to share information regarding emerging issues • Manage complaints in accordance with Sydney Metro expectations and timeframes • Coordinate monthly photography and video as per contract specifications • Provide onsite support for the Sydney Metro media and events team in coordinating site visits or media events.
Communications Manager - Early Works	<ul style="list-style-type: none"> • Provide support to the Place Manager to ensure communications and stakeholder engagement are met • Seek necessary Sydney Metro approvals for all communication materials prior to distribution to the public.
Environment Officer	<ul style="list-style-type: none"> • Assist in resolving complaints associated with works in accordance with this strategy.

	<ul style="list-style-type: none"> • Provide details of mitigation measures to manage impacts.
Georgiou Group Roles	
Role	Responsibility
Project Engineer	<ul style="list-style-type: none"> • Support and work cooperatively with the Community Place Manager (Sydney Metro) to provide a coordinated approach to stakeholder and community engagement, that is consistent across the stakeholders and communities affected by the Contractor’s Activities and Interface Contractor Activities • Ensure all information relating to construction activities, including changes to program are advised to the Community Place Manager (Sydney Metro) as they arise and consider the necessary timeframes to deliver communication and engagement advice in the implementation of the project. • Attend meetings with the community or other stakeholders as required • Support the Community Place Manager (Sydney Metro) to provide resolutions to stakeholder complaints
Project Manager	<ul style="list-style-type: none"> • Support and work cooperatively with the Community Place Manager (Sydney Metro) to provide a coordinated approach to stakeholder and community engagement, that is consistent across the stakeholders and communities affected by the Contractor’s Activities and Interface Contractor Activities • Provide a two week and four week look ahead to the Community Place Manager (Sydney Metro) on a weekly basis • Provide accurate information regarding current and upcoming activities including: <ul style="list-style-type: none"> – Key dates for commencement of construction activities – Associated impacts on stakeholders and the community – Contractor’s strategy for minimising those impacts – Notifications and release of other information – Production and distribution of all public communication materials and – Media milestones. • Make appropriate senior personnel and subject matter experts available to attend meetings with the community or other stakeholders, or provide responses to the media, as required or requested by the Community Place Manager (Sydney Metro) • Support the Community Place Manager (Sydney Metro) to provide resolutions to stakeholder complaints • Provide information as required to the Community Place Manager (Sydney Metro) for responses to media enquiries/government queries or other public material

	<ul style="list-style-type: none"> • Provide notification prior to key milestones and support the organisation of events and site visits including: <ul style="list-style-type: none"> – Key milestone media events and – Other events and site visits. • Ensure all incidents are reported immediately to the Community Place Manager (Sydney Metro) including: <ul style="list-style-type: none"> – Safety incident – Environmental incident – Unexpected find - including heritage or items of cultural significance – Complaints made to onsite personnel – Government/media/stakeholder incident – Unplanned disruption to utilities – Unplanned impacts to local residents – Damage to property/cars – Public abuse • Seek permission and comply with contract requirements regarding the use of any Marketing and Promotional Material • Provide appropriate support with coordination of time lapse footage
--	--

In line with Sydney Metro’s expectations, the Community Place Manager (Sydney Metro) as a representative of the PDCT, will establish genuine relationships with stakeholders and the community. This is underpinned by the belief that effective communication is a crucial element in the successful delivery of all projects.

Stakeholder and community approach and objectives for the road relocation works include:

- Identifying stakeholders and community members potentially affected by the works
- Establishing strong relationships with stakeholders and the local Rozelle community to facilitate two-way communication
- Providing information about construction progress, scope and timing of works and the mitigation measures undertaken to reduce these impacts of construction activities
- Collaborating in communications to minimise cumulative impacts from nearby projects
- Maintaining and protecting the reputation of Sydney Metro with the community as a project that provides clear information and delivers work as advised.

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

SECTION 3: PROJECT CONTEXT AND CONSTRUCTION ACTIVITIES

3.1 The Bays Precinct

The Bays precinct is located two kilometres west of the Sydney CBD, encompassing areas including Blackwattle Bay, Wentworth Park, Glebe Island, White Bay, Rozelle Bay, Rozelle Railyards and White Bay Power Station.

The precinct is currently undergoing urban renewal and transformation within three key sites:

- Sydney Fish Markets
- Blackwattle Bay and
- Bays West.

The Bays has been identified as a location for a future metro station as part of Sydney Metro West. The proposed station is one of the first major infrastructure projects required to facilitate the long term urban renewal of the Bays West area.

In order to facilitate the orderly urban renewal of the Bays West, while maintaining access to the White Bay Cruise Terminal and other port operations at Glebe Island and White Bay, Sydney Metro will re-configure the internal port road network at Rozelle. This includes long-term urban renewal initiatives for the Bays West area and works for various future developments within the locality, including critical works for the proposed Sydney Metro West. The work also provides the opportunity to improve road safety by reducing conflicting traffic movements along the internal port road network.

Sydney Metro as the proponent is progressing the necessary road network changes to Port Access Road, Sommerville Road and Solomons Way.

3.2 Scope of work

Georgiou Group has been contracted to deliver the road network changes within the White Bay precinct to facilitate future stages of construction for Sydney Metro West and ongoing urban renewal throughout the Bays precinct.

The road relocation work will include:

- Approximately 300 metres of new roadway with associated surface and subsurface drainage, pavement, street lighting and utilities relocation requirements
- Tie-in works to Port Access Road to the west of the adjusted intersection
- Converting Solomons Way / Sommerville Road into a one-way circuit
- Relocation of the Cement Australia Truck Parking Licenced area to the north-east
- Minor road verge widening works on Solomons Way.

Construction hours for this work are Monday to Friday 7am - 6pm, Saturday 8am - 1pm with no work on Sundays or public holidays. Out-of-hours work will be subject to relevant approvals and will require additional notification to the community and affected stakeholders.

Stages of construction are discussed in Table 3 providing insight into potential issues arising from construction activities on site. Mitigation options are discussed in greater detail in Sections three, four, five, seven and eight.

Figure 2: Road relocation works at completion



Table 3: Construction stages - The Bays

Description of works	Key potential issues	Timeframe
<ul style="list-style-type: none"> • Site mobilisation 	<ul style="list-style-type: none"> • Increased construction traffic on local roads is expected to be minor to negligible 	<p>Nov 2020 (@2 weeks)</p>
<ul style="list-style-type: none"> • Conduct site survey validation work • Complete site clearing • Implement one-way traffic conditions on Port Access Road, Sommerville Road and Solomons Way. • Commence lighting installation • Remove existing barrier to allow access to Cement Australia loading hopper in subsequent stages • Construct new truck parking area • Construct retaining wall - concrete works • Construct minor pavement widening at WestConnex site entrance 	<ul style="list-style-type: none"> • Construction noise - would be “minor” noise impacts for the majority of construction scenarios. • “Moderate” and “high” impacts for receivers under worst case scenario are predicted during site clearing works. Assuming use of rockbreakers, chippers, concrete saws and chain saws. • Dust from site clearing, given the distance and low density of sensitive receivers around the proposal site, the expected impact from dust is considered low. • Changes to traffic conditions. Traffic will be changed permanently to one-way outbound on Port Access Road and Sommerville Road and one-way inbound on Solomons Way within the local port area. • Temporary power and utility interruptions during relocation work. To be notified in advance if likely to occur. • Generally there will be no noticeable change to the visual amenity from most local viewpoints. Views of construction fencing may provide minor/adverse visual impacts. • Additional signage and barriers on roads will provide a minor changes to the local road users. • Coordination with JHCPBG when working near the WestConnex site entrance 	<p>Dec 2020 - Jan 2021 (@ 2 months)</p>

	<ul style="list-style-type: none"> • Coordination with Port Authority in the event of any modified/restricted access to the White Bay Cruise Terminal 	
<ul style="list-style-type: none"> • Construct security fencing for new truck parking area • Install drainage and commence kerb work • Install new street lights • Port Access Road pavement construction • Cut and fill work on Solomon Way • Access to the WestConnex site will be via Solomon Way after implementation. 	<ul style="list-style-type: none"> • Construction noise - would be “minor” noise impacts for the majority of construction scenarios. • Work on local roads - minor risk of delays • Access change to WestConnex site • Potential utility issues if unexpected finds • Dust from site clearing, given the distance and low density of sensitive receivers around the proposal site, the expected impact from dust is considered low. • Increased construction traffic on local roads is expected to be minor to negligible 	Feb 2021- Mar 2021 (@ 2 months)
<ul style="list-style-type: none"> • Construction of new roadway to new, higher level along Sommerville Road • Construction of revised drainage and lighting along Sommerville Road • Road pavement and kerb and gutter construction on Port Access Road • Construction of the revised drainage and lighting on Port Access Road 	<ul style="list-style-type: none"> • Construction noise - would be “minor” noise impacts for the majority of construction scenarios. • Dust from site clearing, given the distance and low density of sensitive receivers around the proposal site, the expected impact from dust is considered low. • Additional signage and barriers on roads 	Apr - May 2021 (@ 2 months)
<ul style="list-style-type: none"> • Construction of the realignment of Port Access Road including road pavement and kerb • Final wearing course on all work 	<ul style="list-style-type: none"> • Construction noise - would be “minor” noise impacts for the majority of construction scenarios. • Dust from site clearing, given the distance and low density of sensitive receivers around the proposal site, the expected impact from dust is considered low. • Traffic impacts while completing final work - possible temporary road closures or out-of-hours work 	June 2021 (@ 1 month)

3.3 Key issues and minimising impacts

Due to the local port functions, arrivals and departures of cruise ships from White Bay and construction activities underway within the Rozelle area including for, Glebe Island Multi-User Facility and WestConnex coordination with local activities will be critical to the successful delivery of the Road Relocation works project and to minimise community impacts.

Georgiou Group will work across multiple disciplines and incorporate lessons learned from previous projects to avoid and minimise impacts of construction to the community and local businesses and adhere to the conditions of approval for work.

Key issues are summarised in Table 4. Where appropriate, comprehensive management plans have been developed to mitigate the impact of construction works within relevant disciplines.

Table 4: Key stakeholder and community issues - The Bays

Key Issue	Description	Mitigation measures
Construction noise	Airborne noise effects from construction activities including: demolition, clearing vegetation, road paving. Construction noise from equipment including: excavators	Potentially affected receivers will be notified in advance of work prior to commencement of activities. The notification will include details on the natures of works to be carried out, the expected noise levels, duration of noise generating construction works and contact details throughout construction. Further information regarding an explanation of mitigation measures employed may also be included. Direct consultation with affected residents and businesses about respite periods and other mitigation identified in the Noise and Vibration Management Plan and the CNVS. (refer to appendix for map highlighting affected stakeholder)
Construction vibration	Construction vibration from equipment including: rollers, excavators, rock hammers	Potentially affected receivers will be notified in advance of work prior to commencement of activities. The notification will include details on the natures of works to be carried out, the expected noise levels, duration of noise generating construction works and contact details throughout construction. Further information regarding an explanation of mitigation measures employed may also be included. Direct consultation with affected residents and businesses about respite periods and other mitigation identified in the Noise and Vibration Management Plan and the CNVS. When necessary consultation with property owner will be undertaken and attended vibration monitoring completed. Condition surveys of buildings and structures near to the proposed work will be undertaken in consultation with the property owner prior to the commencement of vibration intensive works.
Traffic and Parking	Changes to local traffic conditions (wayfinding)	Notification provided prior to commencement of changes and clear wayfinding and safety signage to be provided for vehicular and pedestrian traffic. Port Authority and lease holders will be notified in advance of any proposed road changes within the ports area, and the potential for short term delays.

Traffic congestion	Increased number of construction vehicles on local road network	Construction traffic will be managed to minimise movements during peak periods. Information relating to this measure will be communicated in community notification updates.
Property access	Access to businesses	Access to all leased areas will be maintained in consultation with Port Authority and lease holders.
Parking	Worker parking	All staff parking to be provided on-site and not on surrounding local streets. Information regarding parking expectations and provisions will be provided in site/project inductions.
Dust	Dust potentially generated by construction activities, including vegetation clearing, earthworks and demolition	Notification and newsletters explaining mitigation measures such as use of water carts, not working in periods of high winds or spraying polymer in periods of non-use.
Removal of vegetation	Removal of vegetation around construction site	Notification and newsletters explaining mitigation measures
Night works	Noise from works required at night due to day time traffic restrictions Lighting during night-time construction activities	Notifications, doorknocks and other mitigation measures identified in the Noise and Vibration Management Plan and the CNVS
Heritage	Protection of White Bay Power Station Potential discovery of significant historic or Aboriginal heritage items.	Newsletters and social media - including updates of any significant finds.
Cumulative impacts from nearby projects	Close interface with projects including WestConnex and Western Harbour Tunnel Link.	Newsletters to advise mitigation management of potential cumulative impacts and confirm project coordination. The Bays Communication Control Group has representatives from DPIE, Port Authority, Western Harbour Tunnel, WestConnex and Sydney Metro to discuss upcoming work and communication coordination opportunities.
Business impacts	Potential impact to businesses adjacent to the site, including noise and vibration and other impacts to business operations	Early engagement with businesses to establish needs, mitigation and respite requirements. This information will be used to provide future support to the project team when coordinating work.
Safety and security concerns	Safety of road users particularly near site entry/exit points Worker behaviour	Inductions for all workers and sub-contractors Vehicle management plans, signage and notification of traffic changes

Property impacts	Disruption to utilities or services Potential residential and property damage due to works	Notifications including emergency works notifications if required Consultation with property owners as required
Visual amenity	Loss of amenity due to clearing vegetation, graffiti on site hoardings/fences, plant and equipment visible over hoardings`	The design and maintenance of construction fencing will aim to minimise the visual amenity impacts, where visible from public areas. Site maintenance and prompt removal of graffiti. Signage and graphics on hoardings.

SECTION 4: COMMUNICATION APPROACH

Georgiou Group aim to create long lasting, positive legacies in the communities where we work. Our projects are life-changing and we want the experience of those living and working near us to feel involved and informed along the way.

Our communication will be guided by a no surprises, up-front and transparent approach describing our work and the likely impacts.

At every stage our stakeholders will be:

- informed prior to the commencement of works and their likely impacts;
- able to seek out more information
- have concerns dealt with promptly and professionally.

4.1 Cumulative impacts

The Rozelle, Balmain and Lilyfield communities have experienced several years of construction activity and impacts from various projects. With this in mind, it is critical that The Bays Road Relocation works are undertaken in such a way to minimise the cumulative effect of construction on these stakeholders. Fundamental to our commitment to provide clear communication with our stakeholders, will be to ensure they have an understanding of the breadth of work in their local area. Our aim is to work in collaboration with neighbouring projects sharing relevant information and working together to address local community matters.

The Bays Communication Coordination Group will meet regularly with neighbouring projects including:

- Glebe Island Multi-User Facility
- WestConnex Rozelle Interchange &
- Western Harbour Tunnel.

This group will aim to manage works to minimise construction impacts where possible, and to ensure a coordinated approach to communication with the local community.

Construction has been ongoing in this area for several years including the Sydney Metro City & Southwest truck marshalling facility operating near White Bay Power Station to coordinate truck movements into the Sydney CBD and WestConnex Rozelle Interchange.

Work on WestConnex will continue until 2023, with additional projects including the Western Harbour Tunnel and Glebe Island Multi-user Facility contributing to an area undergoing significant change with high levels of construction activity.

Management of community fatigue with regards to consultation and construction needs to be monitored throughout the entirety of the works by all projects operating within this area.

Given the sensitives and ongoing scope of work being undertaken by WestConnex, Western Harbour Tunnel, Glebe Island Multi-User Facility and Blackwattle Bay redevelopment, Sydney Metro will coordinate the works packages and minimise where possible, any potential community impacts.

Sydney Metro will look to combine communication with neighbouring projects where possible.

The Bays Communication Coordination Group will work with the Rozelle Interchange and, Western Harbour Tunnel, Port Authority and the Interface Project teams, to ensure coordination of work and communication to affected stakeholders.

Coordination will also include:

- Provision of regular updates regarding the construction program
- Coordination of traffic notifications between projects where applicable
- Coordination of engagement activities such as newsletters, complaint resolution, notifications and community forums.

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

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

4.2 Complaints management

Enquiries and complaints management handling will be dealt with in a manner consistent with Sydney Metro's values and objectives and in line with the Construction Complaints Management System (CCMS). Complaints will generally be received by:

- Sydney Metro West Community Information Line 1800 612 173 or
- Email to sydneymetrowest@transport.nsw.gov.au .

Complaints may include any interaction with a stakeholder who expresses a general dissatisfaction with the project, policies, contractor's services, staff member's actions or proposed actions during the period.

The 24-hour telephone number and email address are maintained by TfNSW who will notify the contractor of all contact specific to the Project for investigation and response in accordance with required response timeframes. The phone number and email are included on all written project communications

All calls to 1800 612 173 are answered and responded to 24 hours a day, seven days a week. A call centre reception service managed by TfNSW records contact details and information about the nature and location of the complaint. The complainant is advised that an on-call officer will contact them shortly to address the issue.

The Community Place Manager (Sydney Metro) will be on a 24/7 on-call roster to respond to enquiries and complaints. The Community Place Manager (Sydney Metro) will manage the ongoing communication with the complainant until they are satisfied with the actions taken to resolve the complaint.

The Community Place Manager (Sydney Metro) will be available to receive calls, answer any questions, concerns, complaints or enquiries in the relation to the construction activities in a responsive and consistent manner within the required timelines to ensure feedback is considered and addressed in a timely and productive way.

The Community Place Manager (Sydney Metro) with the support of the PDCT will manage the ongoing communication with the complainant until they are satisfied with the actions taken to resolve the complaint. The PDCT must ensure to have relevant staff available to assist the Community Place Manager (Sydney Metro) with information and able to address stakeholder concerns if and when required.

In the event that a complainant remains unsatisfied, the complaint will be escalated to Senior Communications Manager from TfNSW. Complaints that cannot be resolved by PDCT will be further escalated according to the Construction Complaints Management System.

The Community Place Manager (Sydney Metro) will also respond to enquiries and complaints received through letters mailed to the project team, during information sessions/doorknocks or through construction/site staff.

Any enquiry or contact received from the media or elected government representative will be notified to Sydney Metro within 2 hours.

The contact response times will be met in line with the Sydney Metro Construction Complaints Management System. Timeframes are listed below.

Table 5: Contact response times

Category	Response timeframe
Enquiries - telephone, in person or via social media	At least a verbal response within 2 hours unless agreed otherwise with enquirer
Enquiries - written (letter or email)	Written response within 24 hours
Complaints - telephone, in person or via social media	Commence investigation upon receipt; Verbal response within 2 hours of receipt of the complaint unless agreed otherwise with the complainant
Complaints - emails, letters, faxes	Verbal response within 2 business hours of receipt where a phone number is provided or available in CM, or a written

Category	Response timeframe
	response within 2 business hours or receipt where a phone number is not available.
Request for information	Provide a response for requests for information from the Principal's Representative or any other relevant project specialist about complaints within 2 business hours
Record keeping - enquiries and complaints	Record details of enquiries and complaints within; 48 hours of receipt of an enquiry and 24 hours for a complaint. Complaints must be recorded as open or closed accordingly.

SECTION 5: STAKEHOLDERS

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

- Port Authority
- Inner West Council
- Local businesses - Robert Street
- Adjoining projects

The construction area for road relocation and future Metro construction works are located wholly within land under the ownership of Port Authority. In line with requirements of the landholder, all communication with Port Authority tenants, including Cement Australia will be undertaken by Port Authority. Provision of timely and accurate information will be critical in ensuring contractual requirements and stakeholder expectations are achieved.

Local stakeholders have been segmented according to their relationship to The Bays road relocation work site and their issues and expectations relating to the construction activities. This information has been prepared based on a consolidated review of Sydney Metro Consultation Manager database and site inspections to determine the stakeholder mix and potential issues.

Table 6: Stakeholder identification and issues mapping

Sector	Stakeholder	Issues/Interest	Communication strategy and tools
Land owner	Port Authority of NSW	General construction impacts including noise and vibration, dust, construction traffic Impacts to Port operators and tenants Impacts on local infrastructure Cumulative impacts with other projects Potential impacts to heritage building	Briefings with Sydney Metro Meetings regarding specific issues as required Provision of project communications including notifications, newsletters, social media. Bays Communication Coordination Group Ongoing communication with Port Authority's Community Relations Manager
Community - neighbours up to 200m		General construction impacts including noise and vibration, dust, construction traffic Out-of-hours work	Meetings/doorknocks, regular updates, notifications and newsletters Verbal, electronic and social media updates
State Government	Jamie Parker, Member for Balmain	Impacts on residents and businesses during construction Disruption to local roads Cumulative impacts with other projects	Briefings with Sydney Metro Meetings regarding specific issues as required Notifications and other project communication material
Local Government	Inner West Council - Clr Darcy Byrne	Impacts on residents and businesses during construction Disruption to local roads Cumulative impacts with other projects	Briefings with Sydney Metro Meetings regarding specific issues as required Notifications and other project communication material
Government	Transport Coordination Office	Changes to traffic conditions/volumes	Meetings regarding specific issues as required
	Emergency services – Police – Ambulance – NSW Fire and Rescue State Emergency Services	Changes to access	Notifications of upcoming work and changes to local access

Sector	Stakeholder	Issues/Interest	Communication strategy and tools
Neighbouring projects	Western Harbour Tunnel and Beaches Link WestConnex Rozelle Interchange Glebe Island Multi-User facility Revitalisation of Blackwattle Bay and the new Fish Market	Minimising cumulative impacts Coordination of activities Coordination of public information and management of enquiries/complaints	Communications Interface Coordination Group Regular exchange and coordination of information Regular stakeholder meetings Combined communications where appropriate
Utility providers	Sydney Water Water NSW Power utilities Telecommunication providers		Notifications of commencement of work

Section 6: Community

The residents and businesses of Rozelle are the closest receivers to the road relocation work and are located to the west of White Bay. Residents here are a diverse group of predominantly white collar professionals, families and retirees.

Darling Street the local thoroughfare for the area and features boutique shops, quality restaurants and cafes along with significant commercial developments. Closer to White Bay, businesses located on Robert Street are more industrial in nature and

Data from the 2016 Australian Census indicates that the population for the area commonly referred to as Balmain is 36,514. The suburbs of Balmain, Balmain East, Birchgrove, Rozelle, most of Lilyfield and a small part of Leichardt are included in this number.

Community engagement with the local community has been undertaken regularly with the Sydney Metro Scoping Report and more recently the Sydney Metro Environmental Impact Statement, Westmead to the Bays and the Bays road relocation works Review of Environmental Factors.

The Community Place Manager (Sydney Metro) will use existing and develop further stakeholder-specific knowledge to provide appropriate and meaningful assistance throughout construction.

Table 7: 2016 Census Data Summary

	Rozelle	Balmain	Balmain East
Population	9,603	11,921	2,123
Median Age	38	40	43
Aboriginal and Torres Strait Islander	0.7%	0.9%	0.3%
Language at home other than English	14%	12%	11%
Public transport to work	33%	35%	37%

6.1 Culturally and linguistically diverse (CALD) and Languages other than English (LOTE) communities

Both Balmain and Rozelle are predominately made up of people who were born in Australia and over 70% of people only speak English at home.

All communication materials to display information relating to translation services and interpreters. Interpreters or translation services to be provided on request for community meetings/forums.

6.2 Aboriginal and Torres Strait Island (ATSI) communities

Prior to European settlement, this area was inhabited by the Gadigal and Wangal people.

Currently the 0.9% of the population of Balmain and 0.7% of the population of Rozelle identify as Aboriginal and Torres Strait Islander.

The potential for finding items of significance for the ATSI community is considered as part of the Environmental assessment for this area, and was found to be low-moderate due to previous work undertaken in the area.

SECTION 7: BUSINESSES

Business areas around the Bays are dominated by Glebe Island and White Bay Port, but also include industrial areas adjoining the port. Victoria Road and Darling Street provided the nearest mix of retail and restaurants.

Within the White Bay area are many port related businesses. Those within near proximity to this scope of work include Cement Australia and Sugar Australia facilities whose operations are from the Glebe Island Silos.

South of the work area is the Sydney Boathouse and Rozelle Bay Marina supporting a range of businesses that provide boat and marine services.

Adjacent to the construction site located on Robert Street, Rozelle the business mix comprises urban services and light industries within existing warehouse buildings.

The Community Place Manager will work closely with identified businesses to ensure they are kept informed of work and have access to further information and support when required.

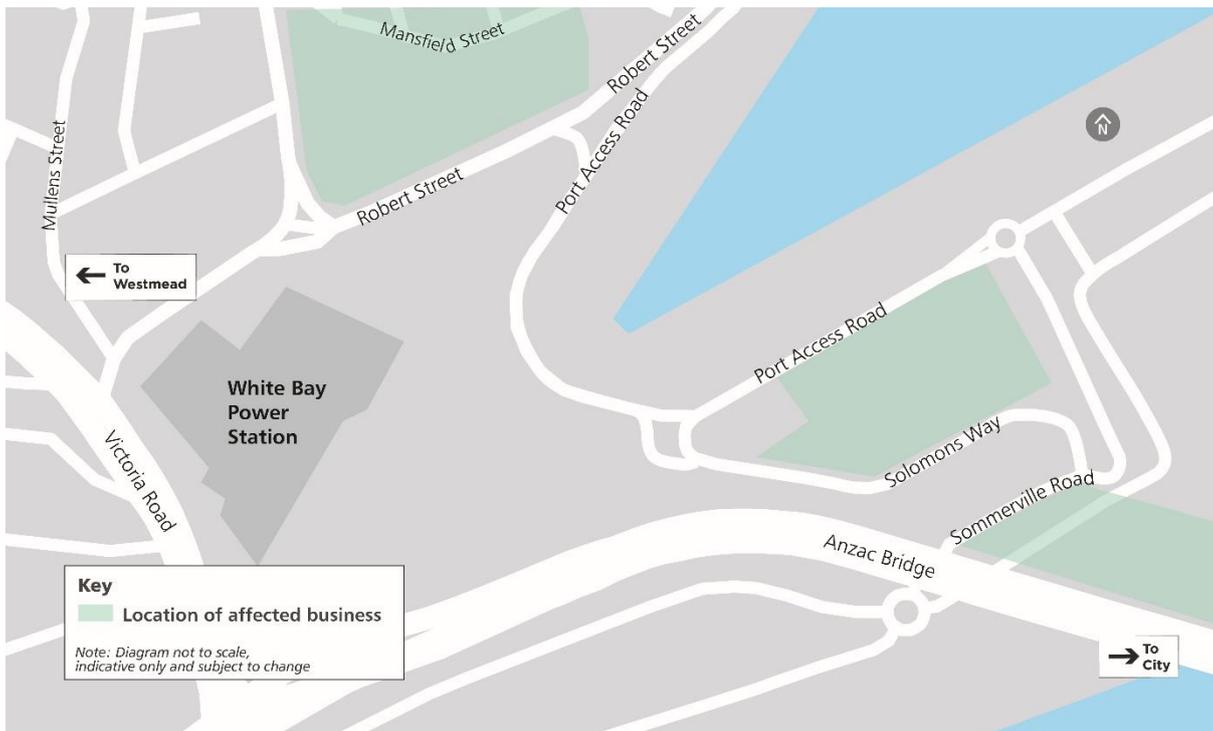
Table 8: Business identification and issues mapping

Sector	Stakeholder	Issues/Interest	Mitigation measures	Communication strategy and tools
White Bay				No surprises approach, clear and concise information and provide adequate opportunity for feedback when or if required
Community - Directly affected businesses	Cement Australia	General construction impacts including noise and vibration, dust and construction traffic	Property condition survey undertaken Vibration monitoring available for high impact work within zone of influence Dust controls including water carts, and considering appropriate construction activities on high wind days Well maintained local traffic controls to manage local traffic Clear communication of changes to local road network and access routes Toolbox talks to remind workforce of behaviour and neighbouring businesses	Meetings/doorknocks, regular updates, notifications and newsletters Verbal and electronic updates
Community - Directly	Sugar Australia	General construction impacts including noise and vibration, dust and construction traffic	Property condition survey undertaken Vibration monitoring available for high impact work within zone of influence	Meetings/doorknocks, regular updates, notifications and newsletters

Sector	Stakeholder	Issues/Interest	Mitigation measures	Communication strategy and tools
affected businesses			Dust controls including water carts, and considering appropriate construction activities on high wind days Well maintained local traffic controls to manage local traffic Clear communication of changes to local road network and access routes Toolbox talks to remind workforce of behaviour and neighbouring businesses	Verbal and electronic updates
Robert Street, Rozelle				No surprises approach, clear and concise information and provide adequate opportunity for feedback when or if required
Community - Directly affected businesses	Prestige Auto Traders	General construction impacts including noise and dust	Dust controls including water carts, and considering appropriate construction activities on high wind days Check-ins with businesses to see if any issues arising from construction noise Toolbox talks to remind workforce of behaviour, parking and neighbouring businesses	Meetings/doorknocks, regular updates, notifications and newsletters Verbal and electronic updates
Community - Directly affected businesses	USG Boral	General construction impacts including noise and dust	As above	Meetings/doorknocks, regular updates, notifications and newsletters Verbal and electronic updates
Community - Directly affected businesses	Balmain Fitness	General construction impacts including noise, dust, loss of parking	As above. All workforce parking in allocated areas provided by project	Meetings/doorknocks, regular updates, notifications and newsletters Verbal and electronic updates

Sector	Stakeholder	Issues/Interest	Mitigation measures	Communication strategy and tools
Community - Directly affected businesses	IKAD Engineering	General construction impacts including noise and dust	As above	Meetings/doorknocks, regular updates, notifications and newsletters Verbal and electronic updates
Community - Directly affected businesses	Europa Seafood	General construction impacts including noise and dust	As above	Meetings/doorknocks, regular updates, notifications and newsletters Verbal and electronic updates
Community - Religious facilities	C3 Church -	General construction impacts including noise and dust. Impacts to weekend services	As above. Early advice when/if OOH work is required	Meetings/doorknocks, regular updates, notifications and newsletters Verbal and electronic updates
Community - Directly affected businesses	Global by Nature	General construction impacts including noise and dust	As above	Meetings/doorknocks, regular updates, notifications and newsletters Verbal and electronic updates

Location of potentially nearby businesses



SECTION 8: MITIGATION

Working with all disciplines in construction to ensure impacts to construction are reduced or removed where possible.

A number of plans are available that will provide information to assist in managing issues relating to construction and environmental impacts. These include:

- Construction Environmental Management Framework
- Construction Traffic Management Framework
- Construction Noise and Vibration Standard and
- Environmental Management System.

Georgiou Group will develop methodologies that ensure project requirements are met and consideration of lessons learned from previous projects are implemented throughout the current program of work.

Key issues and proposed mitigation measures are highlighted in the table below.

Table 9: Issues and mitigation measures

Issue	Communication and mitigation measure
<p>Information about construction</p> <ul style="list-style-type: none"> • Lack of information • Coordination with other projects 	<ul style="list-style-type: none"> • Regular notifications and newsletters • Email updates • One on one meetings are requested • Doorknocks as required • Community contact facilities widely promoted
<p>Noise and vibration</p> <ul style="list-style-type: none"> • Effects of sensitive receivers • Vibration generated by construction activities • Effects on quiet enjoyment • General noise caused by construction 	<ul style="list-style-type: none"> • Early engagement with neighbouring stakeholders on likely noise and vibration impacts • Implementation of mitigation measures in the Construction noise and vibration Management Plan, OOH approvals and other plans/regulations as required • Noise minimised through use of appropriate plant, tools and techniques and adaptive programming • High impact noise works staged with respite periods as required by any planning approval • Temporary noise screens used where appropriate • Staff induction and toolbox meetings prior to noisy activities to highlight acceptable workforce behaviour • Noise and vibration monitoring undertaken on any adjoining heritage structures if required

	<ul style="list-style-type: none"> Expected noise and vibration levels from construction including mitigation measures included in notifications.
Dust <ul style="list-style-type: none"> Dust generated by construction activities Concern about health impacts of dust 	<ul style="list-style-type: none"> Dust minimised by using water carts, water sprayers, street sweepers, chemical and organic ground cover, limiting activities on windy days Updates regarding mitigation measures included in notifications.
Access <ul style="list-style-type: none"> Traffic changes on local roads Access for deliveries and customers Utility works affecting road access Access to private property 	<ul style="list-style-type: none"> Coordination of works with deliveries and business priorities where possible Installation of suitable signage to direct traffic, delivery drivers where appropriate Meetings with relevant businesses and land owners as required Access to property requests as per Sydney Metro procedures in consultation with property owners.
Construction traffic <ul style="list-style-type: none"> Heavy vehicle movements on local roads 	<ul style="list-style-type: none"> Implement site specific Traffic Management Plan Coordinate traffic management with the Sydney Coordination Office Construction traffic movements minimised at peak times, where possible Heavy vehicle access and egress locations and routes to minimise local congestion Truck driver toolbox meetings on localised conditions Mitigation controls detailed in notifications where required
Property Impacts <ul style="list-style-type: none"> Concerns about potential property damage Potential effects of vibration 	<ul style="list-style-type: none"> Property condition surveys offered where eligible in line with the CNVIS Vibration modelling information Develop and distribute fact sheets if required Consultation with property owner as required.
Visual amenity <ul style="list-style-type: none"> Removal of vegetation 	<ul style="list-style-type: none"> Retain vegetation where possible for as long as is practical Protection of trees to be retained Vegetation removed in line with relevant approvals Details of vegetation removal included in notifications

<ul style="list-style-type: none"> • Graffiti removal 	<ul style="list-style-type: none"> • Site maintenance - including daily inspection for graffiti, unauthorised advertising or damage • Offensive graffiti will be removed or covered within 24 hours • Highly visible yet non-offensive graffiti will be removed or covered within one week • Graffiti that is neither offensive or highly visible will be removed within one month • Hoarding designed in line with Sydney Metro Brand Style Guidelines
<ul style="list-style-type: none"> • Impacts to visual amenity 	
Cumulative impacts <ul style="list-style-type: none"> • Cumulative impacts from nearby projects 	<ul style="list-style-type: none"> • Coordinate communication through the communication interface group.
Business impacts <ul style="list-style-type: none"> • Concerns regarding impact of construction on business 	<ul style="list-style-type: none"> • Consultation with affected businesses

Due to the location of work and anticipated scheduling and type of activities, it is not expected that alternate accommodation will be a required mitigation during construction.

SECTION 9: COMMUNICATION TOOLS

The following communication tools will be utilised during construction.

The application of these tools to specific consultation and/or communication activities and opportunities will be determined in consultation with TfNSW.

All public communication material will be consistent with the Sydney Metro Branding Style Guidelines and be approved by TfNSW prior to its release. TfNSW will be given five business days to review and approve all public communication material.

Table 10: Sydney Metro communication and engagement tools

Tool	Explanation and purpose	Responsibility
Community contact tools		
Community information line 1800 612 173	Operational 24 hours a day and included on all public communication materials Translation services are available for those with English as a second language.	Sydney Metro (SM) to maintain Community Place Manager (CPM) on roster to be available to respond 24/7 Georgiou Group (GG) to provide site contact for CPM to obtain information to respond to enquiries. All enquiries to be responded to within business hours and complaints 24 hours a day. For telephone enquiries a verbal response will be provided within 2 hours of receipt.
Community email address	This allows stakeholders and the community to have access to the	SM to maintain

Tool	Explanation and purpose	Responsibility
	<p>project teams and is to be used when providing feedback and ask questions.</p> <p>The email address is to be included on all communication materials and the website.</p>	<p>CPM to respond as per contract response timeframes.</p> <p>Georgiou Group to provide site contact for CPM to obtain information to respond to enquiries.</p> <p>For email, fax, letter enquiries a response is to be provided within 1 business day of receipt.</p>
Community post box	<p>All stakeholders can use the postal address: PO Box K659, Haymarket NSW 1240 for all Sydney Metro enquires.</p>	<p>SM to maintain.</p> <p>CPM to respond as per contract response timeframes.</p> <p>Georgiou Group to provide site contact for CPM to obtain information to respond to enquiries.</p>
CALD Translation services	<p>All communication will promote our translation services for those with English as a second language.</p>	<p>SM to maintain</p> <p>Available for use as required</p>
Information tools		
Newsletters	<p>Site-specific newsletters will include information on:</p> <ul style="list-style-type: none"> • construction progress • upcoming construction stages and milestones • environmental management achievements • community involvement achievements • three month look-ahead • community contact information. • The community, stakeholders and businesses will be offered the opportunity to register to receive Sydney Metro milestone updates. <p>Newsletters will be distributed to local communities, stakeholders and businesses and made available of the Sydney Metro website.</p>	<p>SM to provide template and approval of content prior to distribution.</p> <p>PDCT to coordinate content and arrange for printing, distribution and upload to Sydney Metro website.</p>
Community update email	<p>Email updates for work used to supplement the information provided in notifications and newsletters.</p> <p>The community, stakeholders and businesses will be offered the opportunity to register to receive construction updates.</p> <p>Distribution lists will be managed on Consultation Manager database</p>	<p>SM to provide template and approval of content prior to distribution</p> <p>PDCT to coordinate content and distribute to appropriate mailing list</p>

Tool	Explanation and purpose	Responsibility
Fact sheets	Used to explain key aspects/issues of the project	SM to provide template and approval of content prior to distribution PDCT to coordinate content and arrange for printing, distribution and upload to Sydney Metro website
Photography and videography	Photos and videos will be used to record the construction process and assist with explaining aspects of Sydney Metro to stakeholders and the community. Images and footage will be used in notifications, newsletters, on the Sydney Metro website, presentations and reports as required.	PDCT to coordinate their own photography and videography as per contract requirements and provide access to SM appointed photographer or videographer as and when required
Site signage and hoarding banners	Site signage and hoarding banners will identify Sydney Metro and provide project, safety, site contact and community contact information.	SM to provide artwork and approval prior to printing and installation. PDCT to arrange printing, installation and maintenance as per contract requirements
Online tools		
Sydney Metro website	Information will be made available in .pdf web content accessibility format for upload to the Sydney Metro website on the day they are delivered. Information to include: <ul style="list-style-type: none"> • Public communication materials and • Any other copy or information as requested 	SM to maintain PDCT to provide relevant communication materials in line with contract requirements including notifications, newsletter and factsheets
Contractor webpage	Contractor will establish and maintain a web site or maintain a page on their existing organisations' web site to publish and maintain up-to-date electronic information relating to the Contractor's activities. Information to include: <ul style="list-style-type: none"> • Employment or supplier opportunities • Information required to be published to comply with Planning Approval or General Specification and • Web content and documents that comply with the current accessibility requirements for West Content Accessibility endorsed by 	PDCT to seek approval for content from SM prior to uploading information regarding Sydney Metro project

Tool	Explanation and purpose	Responsibility
	<p>the Australian Government.</p> <p>A link will be provided to the Sydney Metro website.</p>	
Social media	<p>Facebook, Twitter and Instagram may be used to provide updates to stakeholders.</p> <p>Information to be provided for social media platforms</p> <p>Stakeholders should be offered the opportunity to join social media feeds via public materials produced for Sydney Metro.</p>	<p>SM to maintain social media accounts</p> <p>PDCT to provide content as per contract requirements.</p> <p>Enquiries from social media will be provided a response within 2 business hours or receipt.</p>
Face-to-face and interactive tools		
Door knock meetings	<p>Individual door knock meetings will be used as required to discuss potential impacts of Sydney Metro with highly impacted stakeholders, especially residents, businesses directly neighbouring construction sites.</p>	<p>CPM to undertake door knocking meetings as required with impacted stakeholders. GG to provide appropriately qualified staff if required for technical or site specific information</p>
Meetings with individuals or groups	<p>Stakeholder meetings will be used as required to discuss Sydney Metro activities including work in progress and upcoming work or any issues in connection with the activities.</p>	<p>CPM to undertake meetings as required with impacted stakeholders/groups. GG to provide appropriately qualified staff if required for technical or site specific information</p>
Site visits	<p>Site visits will be used where appropriate to inform select stakeholders about the progress of Sydney Metro and any key milestones or activities taking place.</p>	<p>PDCT to provide access as per contract requirements</p> <p>CPM to be on site support for site visits as required.</p>
Notifications		
Emergency works* - notification (within two hours)	<p>Written and verbal notification to properties immediately adjacent to or impacted by emergency works within two hours of commencing such works.</p> <p>Use of email and phone call is acceptable for providing notification.</p> <p>In cases where contact details are not available, a doorknock and written notification will be left to the occupier.</p> <p><i>*Work required to repair damaged utilities and/or make an area safe after an incident outside standard construction hours.</i></p>	<p>GG to provide all relevant information to the CPM</p> <p>CPM will call affected stakeholders, prepare content for written notifications seeking SM approval prior to distribution</p>

Tool	Explanation and purpose	Responsibility
Community Signage - 7 days prior	<p>Signage that identifies changes to traffic and access arrangements at least 7 days prior to commencement of activity. This includes:</p> <ul style="list-style-type: none"> • Making changes to pedestrian routes • Impacting cycle ways • Changing traffic conditions. <p>Signage could include A-frames, mobile Variable Message Sign (VMS), hoarding or similar and be placed at either end of the corridor of work.</p>	PDCT to provide appropriate signage in line with approved plans relevant to current working conditions
Traffic alert email - 7 days prior	<p>Communication to transport operators and emergency services to advise of traffic changes caused by construction activities. Email to be sent at least 7 days prior to any works commencing. Recipients should include:</p> <ul style="list-style-type: none"> • Port Authority NSW • Emergency services • Transport operators such as bus, coach and taxi operators. 	PDCT/Traffic/Project Engineer to prepare content and distribution after approval from SM CPM to assist with seeking approval from SM
Utility notification - 7 days	A notification will be sent to relevant utility service authorities at least 7 days before utility service work, to provide detailed information for their relevant call centre messaging.	GG to provide all relevant information to the CPM CPM will prepare content for written notification seeking SM approval prior to distribution CPM to arrange printing and distribution
Notification letter - 7 day	<p>Notification letters will be provided at least seven days prior to the start of any activity likely to impact the community and stakeholders.</p> <p>The notification will be delivered to an area of 100m around the construction site for day works and 200m around the site for night works.</p> <p>Wherever possible works notifications should be combined for the month to include all proposed site activities.</p> <p>Following up communication should be implemented for night works including the use of email, door knock or MetroConnect App reminders.</p>	GG to provide all relevant information to the CPM CPM will prepare content for written notification seeking SM approval prior to distribution CPM to arrange printing and distribution

Tool	Explanation and purpose	Responsibility
	<p>Notifications are required for:</p> <ul style="list-style-type: none"> • start of construction • significant milestones • changes to scope of work • night works • changes to traffic conditions • modifications to pedestrian routes, cycle ways and bus stops • out of hours work • changes to residential or business access • changes or disruptions to utility services and • investigation activities. <p>Notifications will be issued on Sydney Metro letterhead and include the following:</p> <ul style="list-style-type: none"> • scope of work • location of work • hours of work • duration of activity • type of equipment to be used • likely impacts including noise, vibration, traffic, access and dust • mitigation measures and • contact information. 	
Advertisements - 7 day	<p>Advertise when required to comply with Law and all Approvals and for significant traffic management changes, detours and disruptions. Advertising must be available 7 days prior to associated work/changes to local conditions.</p>	CPM to prepare and book in relevant advertising
Notification email	<p>Email notifications via Consultation Manager distribution lists are utilised once on the ground notification distribution has been completed.</p>	CPM to distribute to appropriate email distribution list in accordance with contract requirements
MetroConnect App	<p>Information to be provided for a native digital application may be utilised to provide brief construction information updates to the community. Stakeholders will be offered the opportunity to sign up for 'App' updates. MetroConnect is expected to be available from late 2020.</p>	SM to establish App. GG to use as relevant when available

Tool	Explanation and purpose	Responsibility
Other requirements		
Site inductions	Site inductions will include communication and engagement requirements to ensure all members of the Sydney Metro and contractor teams are aware and respectful of our residential and business neighbours.	CPM to prepare content for site inductions. CPM to monitor content and update as required. SM to approve prior to use.
Stakeholder database	Consultation Manager is a web-based program used for the collection and recording of details regarding stakeholder and community contact and correspondence.	CPM to utilise CM as per contract requirements. All interactions with stakeholders will be entered into the consultation database within 48 hours.
The Bays Communication Coordination Group	<p>The role of the Communications Interface Coordination Group is to:</p> <ul style="list-style-type: none"> • To coordinate with nearby projects including WestConnex, Glebe Island Multi User Facility, Western Harbour Tunnel Link. • Provide an update on current and upcoming milestones, construction program and stakeholder and community issues. • Provide a forum to exchange information and coordinate communication and consultation activities to ensure a consistent approach to stakeholders, the community and others is delivered. • Information to be provided includes; <ul style="list-style-type: none"> – the 2 and 4 week look ahead for communications planning; – a calendar including a forward plan of: – upcoming work and planned engagement and promotion activities; – Stakeholder and community meetings; and – notifications and newsletters; – an update on any current or emerging issues; and – an update on any neighbouring construction 	CPM to coordinate as required with interface contractors.

Tool	Explanation and purpose	Responsibility
	projects where cumulative impacts need to be communicated and managed.	

SECTION 10: PROCEDURES

The Community Place Manager (Sydney Metro) will operate in accordance with Sydney Metro procedures and approaches to stakeholder engagement to ensure stakeholders are dealt with in a consistent manner and to a high standard.

Procedures available include but are not limited to:

- Alternative accommodation and respite offer implementation
- Community notifications and newsletters
- Complaint handling and reporting
- Door knocking
- 24-hour call handling
- WhatsApp incident reporting.

SECTION 11: EVALUATION AND MONITORING

Throughout the road relocation works, the following can be undertaken monitor engagement with local businesses and the community:

- Monitor complaints and enquiries received -
 - repeat issues to be addressed with site team for further mitigation on site where possible
 - Provide further communication to clarify the construction activities, expected duration and measures in place to minimise impacts.

Lessons learnt will be captured using reviews and regular feedback from stakeholders and used to improve the approach to stakeholder management.

Due to the seven month timeframe duration of The Bays Road Relocation enabling work, it is not expected that a review of this strategy will be undertaken.

Reporting

Table 11: Reporting requirements

Document	Frequency	Contents
Consultation Manager	Daily	All enquiries and complaints recorded in Consultation Manager within 24 hours
Complaints Report	Daily	Details of complaints received, including response times and details of actions reported to relevant authorities.
Monthly Project Report	Monthly	Report to address: Performance against requirements Stakeholder and community emerging issues Media/government enquiries and events Stakeholder and community complaints Crisis Communications Meetings and presentations Details of notifications and other public communication material

Appendices

Site establishment implementation plan

The table below provides an overview on how the contractor will approach site establishment communication. Where required, tailored communication or consultation strategies, utilising additional communication tools as mentioned in Table #, will be developed for specific activities or phases of work.

This implementation plan is designed to be flexible and will be updated if and when required throughout construction.

Timing	Project Activity	Communication/mitigation action	Stakeholder category	Resources	Implementation
November 2020	Site mobilisation	Signage and hoarding	TfNSW	Project Manager/Community Place Manager (Sydney Metro)	As soon as boundary hoarding/fencing is installed
		Doorknock & Business survey	Directly affected businesses and religious facility	Community Place Manager (Sydney Metro)	Prior to commencement of site mobilisation 7 days prior to site mobilisation End of month as required
		Notification			
		Email update			
		Notification	Neighbouring properties within 200m	Community Place Manager (Sydney Metro)	
December 2020 -	Conduct site survey validation work Complete site clearing	Briefings with key stakeholders	Land owner State Government including Local MP	Strategic Partnerships Manager	Ongoing
		The Bays Communication Coordination Group	Neighbouring projects Land owner	Community Place Manager (Sydney Metro)	Ongoing
December 2020 -	Conduct site survey validation work Complete site clearing	Notification	Directly affected businesses; Directly affected community	Project Manager / Community Place Manager (Sydney Metro)	Monthly - 7 days prior for OOH

Timing	Project Activity	Communication/mitigation action	Stakeholder category	Resources	Implementation
January 2021 (approx. 2 months)	Establish traffic barriers and one-way traffic implementation on Port Access Road Commence lighting installation Remove existing barrier to allow access to Cement Australia loading hopper in subsequent stages Construct new truck parking area Construct retaining wall - concrete works Construct minor pavement widening at WestConnex site entrance	Email update Stakeholder meetings	up to 200m; Religious facilities		Monthly As required
		The Bays Communication Coordination Group	Neighbouring projects Land owner	Community Place Manager (Sydney Metro)	Ongoing
February 2021- March 2021 (approx. 2 months)	Construct security fencing for new truck parking area Install drainage and commence kerb work Install new street lights Undertake traffic switch Port Access Road pavement construction	Notification Email update Stakeholder meetings	Directly affected businesses; Directly affected community up to 200m; Religious facilities	Project Manager / Community Place Manager (Sydney Metro)	Monthly - 7 days prior for OOH Monthly As required 7 days prior to traffic changes

Timing	Project Activity	Communication/mitigation action	Stakeholder category	Resources	Implementation
	Cut and fill work on Solomon Way	Signage			
	Access to the WestConnex site will be via Solomon Way after implementation.	The Bays Communication Coordination Group Stakeholder meetings	Neighbouring projects Land owner	Project Manager / Community Place Manager (Sydney Metro) / Strategic Partnerships Manager	Ongoing
		Notification	Government including: Traffic Coordination Office; Police; Ambulance; Fire; Transport Providers	Project Manager, Community Place Manager (Sydney Metro)	Monthly - 7 days prior for OOH
April - May 2021 (approx. 2 months)	Construction of new roadway to new, higher level along Sommerville Road Construction of revised drainage and lighting along Sommerville Road Traffic changes including truck parking area changes. Road pavement and kerb and gutter construction on Port Access Road	Notification Email update Stakeholder meetings Signage	Directly affected businesses; Directly affected community up to 200m; Religious facilities	Project Manager / Community Place Manager (Sydney Metro)	Monthly - 7 days prior for OOH Monthly As required 7 days prior to traffic changes
	Construction of the revised drainage and lighting on Port Access Road	The Bays Communication Coordination Group	Neighbouring projects Land owner	Project Manager / Community Place Manager (Sydney Metro) / Strategic Partnerships Manager	Ongoing

Timing	Project Activity	Communication/mitigation action	Stakeholder category	Resources	Implementation
		Stakeholder meetings			
		Notification	Utility providers	Project Manager / Community Place Manager (Sydney Metro)	Prior to works
June 2021 (approx. 1 month)	Construction of the realignment of Port Access Road including road pavement and kerb Implement final traffic changes Final wearing course on all work	Notification	Directly affected businesses; Directly affected community up to 200m; Religious facilities	Project Manager / Community Place Manager (Sydney Metro)	Monthly - 7 days prior for OOH
	Email update	Monthly			
	Stakeholder meetings	As required			
	Signage	7 days prior to traffic changes			
		The Bays Communication Coordination Group	Neighbouring projects Land owner	Project Manager / Community Place Manager (Sydney Metro) / Strategic Partnerships Manager	Ongoing
		Stakeholder meetings			
		Notification	Utility providers	Project Manager / Community Place Manager (Sydney Metro)	Prior to works

