



COMMUNITY COMMUNICATIONS STRATEGY

Sydney Metro City & Southwest



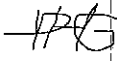

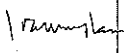


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Document and Version Control

The current reviewed and approved version of this management plan is available on TeamBinder for all project personnel to access. Downloaded management plans are deemed uncontrolled and it is the responsibility of the user to ensure they are using the latest revision.

All changes to this document are recorded, any major revision or amendment must be approved before being distributed and implemented.

Approval Record

Revision	Function	Position	Name	Date	Signature
Rev 03	Prepared by	Stakeholder and Community Liaison Manager	Melissa Maurer	06/01/2021	
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Rev 03	Endorsed by	MTS Representative	Robin Barlass	21/1/21	
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Quality Approval

Revision	Position	Name	Date	Signature
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Amendment Record

Revision	Amendment description	Prepared By	Position	Date
Rev 00	First Issue	Melissa Maurer	Stakeholder and Community Liaison Manager	15/06/2020
Rev 01	First Revision – Amended following comments from SMA	Melissa Maurer	Stakeholder and Community Liaison Manager	25/08/2020
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Rev 03	Third Revision - Amended following comments from SMA	Melissa Maurer	Stakeholder and Community Liaison Manager	24/12/2020

Compliance Matrix

Appendix 54 - Project Plan Requirements

Section 3.23 Community Communications Strategy

Reference

<p>(a) OpCo2's level of Community Communication is limited and will involve informing the Foundation Infrastructure Works contractors on any relevant information necessary to be communicated on OTS2 Works by the Foundation Infrastructure Works contractor as part of their commitments and obligations. OpCo2 must develop, implement and maintain a Community Communication Strategy – Stations, which identifies how OpCo2 will provide the necessary information to inform the Foundation Infrastructure Works Contractors with respect to OpCo2's stakeholder and community involvement requirements of the deed during the Delivery Phase.</p>	<p>This Plan</p>
<p>(b) The Community Communication Strategy – Stations, must be consistent with the <i>Sydney Metro Overarching Community Communications Strategy</i>.</p>	<p>This Plan</p>
<p>(c) The Community Communication Strategy – Stations, must reflect the stakeholder and community involvement requirements of the deed during the Delivery Phase level of requirement contained within the OpCo2 Works and as a minimum, address and detail the:</p>	
<p>(i) the stakeholder and community liaison management team structure, including key personnel, authority and roles of key personnel, lines of responsibility and communication, minimum skill levels of each role and interfaces with the overall project organisation structure;</p>	<p>Section 3.1 and Figure 4</p>
<p>(ii) procedures and processes for the management of community liaison issues and dealing with stakeholders;</p>	<p>Section 8</p>
<p>(iii) strategies for the management of community liaison issues and dealing with stakeholders;</p>	<p>Section 8</p>
<p>(iv) specific key messages that will be used in information materials and when responding to enquiries and complaints;</p>	<p>Section 6</p>
<p>(v) development and implementation of community and consultation tools, including community-based forums;</p>	<p>Section 5</p>
<p>(vi) community and stakeholder liaison policies, processes and procedures, including;</p>	
<p>A. reporting;</p>	<p>Section 3.3</p>
<p>B. approvals;</p>	<p>Section 5.13</p>
<p>C. community and stakeholder consultation and timeframes for undertaking this consultation;</p>	<p>Section 5</p>
<p>D. handling complaints and enquiries;</p>	<p>Section 8</p>
<p>E. handling of media and government enquiries;</p>	<p>Section 9</p>
<p>F. crisis communication management and reporting;</p>	<p>Section 12</p>
<p>G. management of the interface between OpCo2 and the Principal's Representative;</p>	<p>Figure 3, Section 3.1 and Section 3.2</p>
<p>H. monitoring and evaluation; and</p>	<p>Section 15</p>
<p>I. ensuring Subcontractors comply with the communications requirements of the deed;</p>	<p>Section 7</p>
<p>(vii) innovative programs, processes, and methodologies to engage with and provide support to local communities, including engagement with schools, seniors, environmental groups, sporting groups, young people, businesses and other community groups;</p>	<p>Section 13.2</p>

(viii) stakeholder and community liaison site induction information to be provided to Staff;	Section 7
(ix) analysis of other major projects/influences around the construction sites with the potential to result in cumulative impacts to the community and strategies for managing these combined impacts; and	Section 4.5
(x) interfaces with other Project Plans.	Section 2.5
(d) The Community Communication Strategy - Stations must include a comprehensive list of community liaison issues relating to OpCo2's Activities and a comprehensive list of stakeholders and stakeholder issues/interests.	Appendix 3
(e) The Community Communication Strategy – Stations must include a detailed plan of project milestones for media and promotional opportunities by the Principal.	Section 2.2

Definitions

Abbreviation	Definition
CCS	Community Communications Strategy
TfNSW	Transport for NSW
SMCSW	Sydney Metro City & Southwest
FIW	Fixed Infrastructure Works
CMCG	Communications Management Control Group
SMA	Sydney Metro Authority
MTS	Metro Trains Sydney
MTR	Mass Transit Railway
O&M	Operation and Maintenance
PPP	Public Private Partnership
CMS	Communications Management System
CIC	Community Information Centre
CALD	Culturally and Linguistically Diverse
WCAG 2.0	Web Content Accessibility Guidelines 2.0

Notes: Definitions in the OTS2 Project Deed apply in this plan unless the relevant term is defined herein.

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1 OpCo2 Contract Structure and Responsibilities

The Principal (SMA) has engaged OpCo2 to deliver systems packages relating to control and communications systems, radio communications, trains and signalling for the Sydney Metro City and the Sydney Metro Southwest sections (SMCSW), as well as platform screen doors and platform edge barriers on the Sydney Metro City section. The engagement also includes operations and maintenance packages for SMCSW sections on the terms of the OTS2 Project Deed.

The OTS2 delivery and operations obligations are passed through to the Core Contractors under the Public Private Partnership (PPP) structure. OpCo2 has engaged the following Core Contractors:

- The Integrator (MTR) to deliver the systems packages relating to control and communication systems, radio communications, trains and signalling for the SMCSW sections, as well as platform screen doors and platform edge barriers on the Sydney Metro City section on the terms of the Integrator Deed; and
- The Operations and Maintenance (O&M) Contractor (MTS) to operate and maintain the Sydney Metro on the terms of the O&M Contract (OTS2).

This contractual structure is described by the following diagram:

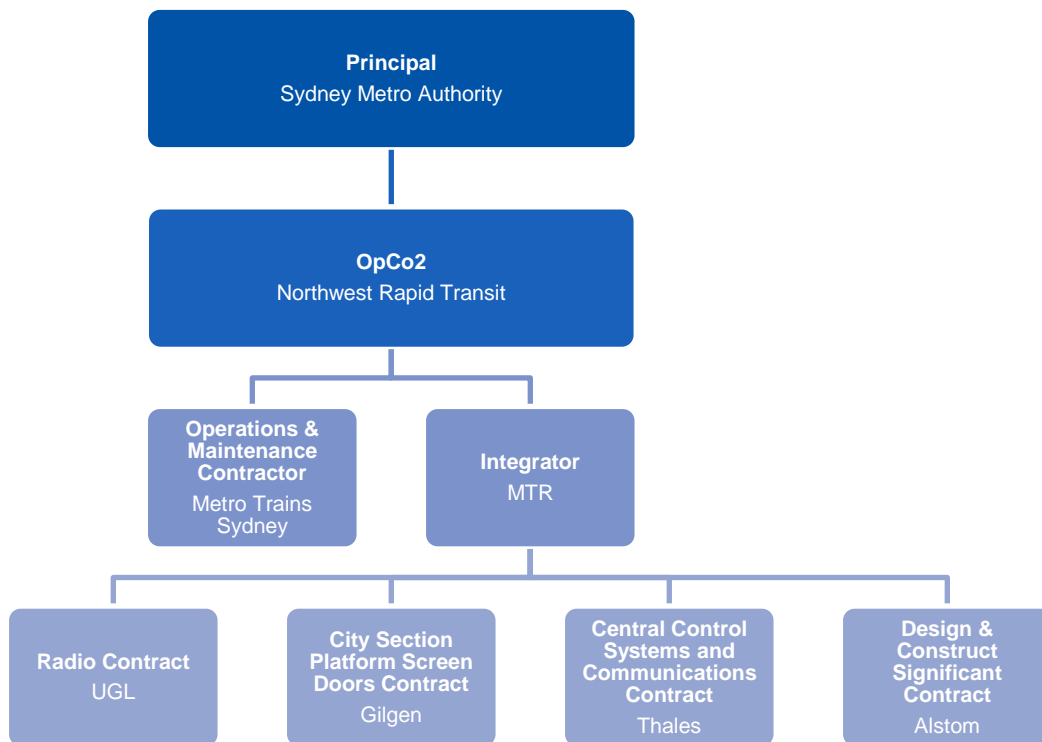


Figure 1 SMCSW Contract structure

As the Core Contractor responsible for the delivery obligations, the Integrator is responsible for the development and implementation of a suite of required project plans.

Each plan has been prepared recognising the contractual structure and the entities directly responsible for the relevant obligations described therein. The terminology and referencing within each plan reflect this.

2 Introduction

2.1 Project Presentation

As Australia's largest public transport project, Sydney Metro is a new standalone railway that will deliver 31 metro stations and more than 66 km of new metro rail for Australia's largest city. The Project will revolutionise the way the people of Sydney travel. Customers will not require a timetable when the Sydney Metro opens and will be able to simply 'turn up and go'.

Sydney Metro is made up of:

- **Sydney Metro North West Line** – commenced services in May 2019, with a metro train every four minutes in the peak periods. It includes 36 kilometres of rail, eight new metro stations, five upgraded stations and 4,000 commuter car spaces.
- **Sydney Metro City & Southwest** – an extension of the metro rail from the end of Sydney Metro Northwest at Chatswood, going under Sydney Harbour, through new CBD train stations and beyond to Bankstown. It is due to open in 2024 with seven new metro stations and 11 upgraded stations
- **Sydney Metro West** - a new underground railway connecting Greater Parramatta and the Sydney CBD. This once-in-a-century infrastructure investment will transform Sydney for generations to come, doubling rail capacity between these two areas, linking new communities to rail services and supporting employment growth and housing supply between the two CBDs. The locations of seven proposed metro stations have been confirmed at Westmead, Parramatta, Sydney Olympic Park, North Strathfield, Burwood North, Five Dock and The Bays. The NSW Government is assessing an optional station at Pyrmont and further planning is underway to determine the location of a new metro station in the Sydney CBD.
- **Sydney Metro – Western Sydney Airport** - Metro rail will also service Greater Western Sydney and the new Western Sydney International (Nancy Bird Walton) Airport. The new railway line will become the transport spine for the Western Parkland City's growth for generations to come, connecting communities and travellers with the rest of Sydney's public transport system with a fast, safe and easy metro service. Six new stations will be delivered at St Marys, Orchard Hills, Luddenham, Airport Business Park, Airport Terminal and Western Sydney Aerotropolis. The Australian and NSW governments are partners in the delivery of this new railway.

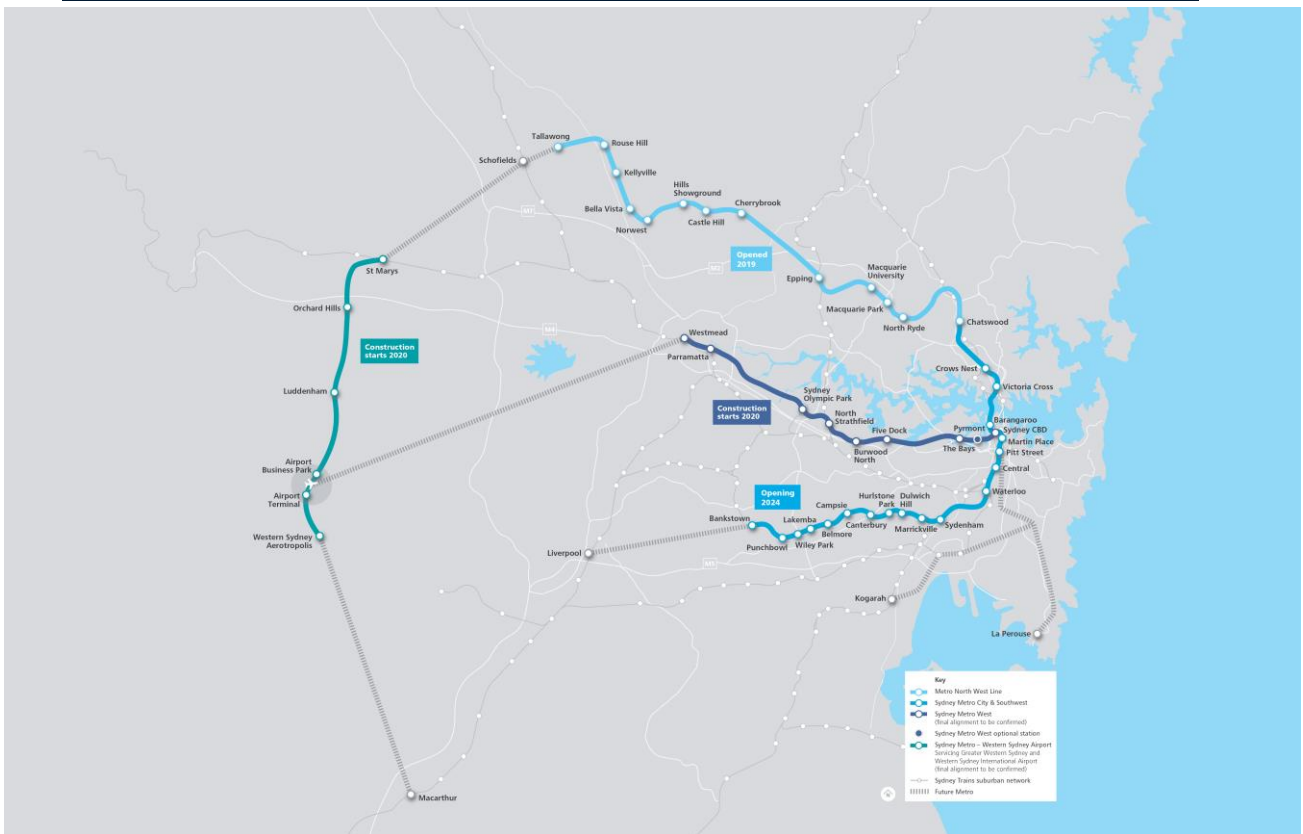


Figure 2 SMNW and SMCSW Projects

2.2 Purpose

This Community Communications Strategy (CCS) outlines the stakeholder and community involvement arrangements by which the Integrator, in partnership with Sydney Metro Authority (SMA), is delivering the OTS 2 PPP component of the Sydney Metro City & Southwest Project (SMCSW).

The Community Communications Strategy, which is hereafter referred to as the CCS, identifies how the Integrator will meet its stakeholder and community involvement requirements during the delivery phase of the project.

The CCS outlines:

- How the Project team will coordinate with the Principal and other FIW Contractors to deliver effective community relations
- Roles, lines of communication and responsibilities
- Procedures and strategies for the management of community liaison issues, including the management of enquiries and complaints
- Key stakeholder groups with an interest in the project
- Engagement tools to be implemented to ensure the community and stakeholders receive timely and relevant information about Project activities
- Monitoring and reporting measures to ensure continuous improvement.

Community Communications subplans will be developed for key activities or milestones which are likely to impact stakeholders and the community, including:

- Delivery of the Southwest Section
- Transportation and delivery of trains to site
- Testing and commissioning phase.

2.3 Interface with other Plans

Figure 3 below outlines the hierarchy of plans to be delivered by the Integrator, which sit under SMCSW's Overarching Community Communication Strategy.

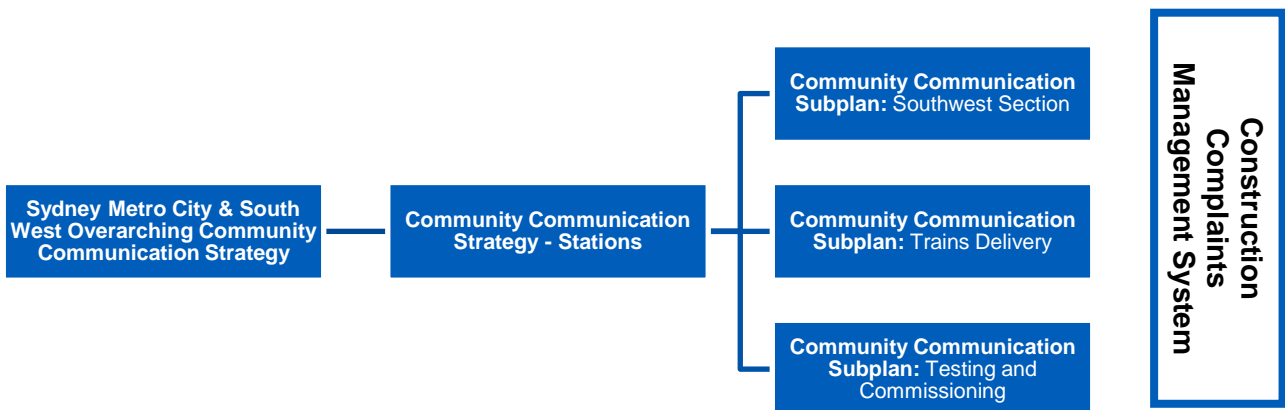


Figure 3 Plans hierarchy

The following table illustrates the anticipated interfaces between the Community Communications Strategy – Stations and other key Integrator's Project Plans.

Table 1 Interface with Project Plans

Project Plans	Interface with Community Communications Strategy
Incident Management Plan	Referenced in Section 12 Crisis Communications of this Plan
Construction Environmental Management Plan	Refers to community engagement requirements referred to in this Plan

2.4 Update and ongoing development

The CCS will be updated every six months to ensure it reflects and remains consistent with:

- The status and progress of Integrator's activities
- Changes in scope of OTS2 Works
- SM-17-00083972 *Sydney Metro Overarching Community Communications Strategy* (Revision 6.2 – 31 July 2019).

3 Roles and Responsibilities

3.1.1 Community Engagement Team

The key roles within the Community Engagement Team and their key responsibilities are outlined below.

3.1.2 Stakeholder and Community Liaison Manager

A Stakeholder and Community Liaison Manager will lead the delivery of a stakeholder engagement program for the duration of the Integrator's work, including:

- Community notifications and newsletters
- Community communications subplans
- Internal communications
- Complaints and enquiries management.

3.1.3 Public Affairs and Events Manager

A Public Affairs and Events Manager will lead the delivery of:

- Event strategies
- Photography and filming
- High quality digital resources, website, social media, display, print, electronic and broadcast material
- Media support to Sydney Metro and major site visits.

3.1.4 Place Manager

A Place Manager will be available to support the Stakeholder and Community Liaison Manager when required.

3.1.5 Graphic Designer

A graphic designer will be available to support the Integrator's Community Engagement Team when required.

3.2 Communications Management Control Group

A Communications Management Control Group (CMCG) will be established by the Principal. The CMCG is a forum to exchange information and coordinate communication and consultation activities with the Principal and Other Contractors to ensure a consistent approach to key stakeholders and the community is delivered.

The Stakeholder and Community Liaison Manager will attend the CMCG, which will be held as requested by the Principal. Information to be provided by the Integrator includes:

- Current and upcoming works, impacts and proposed mitigation strategies
- Two and four-week lookahead programs
- Update on current or emerging issues and/or any promotional opportunities

- Update on complaints and actions taken to resolve them
- Other information, as requested by the Principal.

3.3 Communications Management System

Consultation Manger (CM) will be used as the project's Communication Management System (CMS) to collect and record details of all project contact and correspondence with stakeholders.

Consultation Manager will be updated to:

- Record all complaints received and the actions resulting from these within 24 hours
- Record all contacts with stakeholders and the community (apart from complaints) and the actions resulting from these contacts within 48 hours
- Track the progress and closeout of enquiries and complaints
- Identify trending issues and opportunities, enabling the implementation of mitigation strategies
- Maintain accurate contact details of stakeholders
- Prepare monthly or adhoc reports to the Principal on communications activities

The Stakeholder and Community Liaison Manager will be responsible for updating CM in a timely manner and ensuring all relevant personnel complete formal CM training with the Principal.

4 Community and stakeholder engagement

4.1 Objectives

The following objectives provide the foundation for the Integrator's approach and delivery of communications and stakeholder engagement for the project.

We are committed to working with the Principal, Other Contractors, stakeholders and the community to deliver the project by:

- Providing a safe workplace for our people, the community and our environment
- Building trust and confidence in the project by informing and engaging with stakeholders in meaningful dialogue through a variety of proactive engagement and communication activities
- Minimising disruption by focusing on a 'no surprises' approach through early, regular and meaningful engagement
- Ensuring timely responses are given to issues and concerns raised
- Capturing feedback from the community throughout the project to ensure we are always learning from our interactions
- Promote the benefits of the project to the community creating a sense of excitement and momentum.

These objectives are underpinned by the shared project objectives identified in the *Sydney Metro Overarching Community Communications Strategy*:

- Build stakeholder support for, and understanding of the Sydney Metro
- Minimise, where possible, project impacts on stakeholders and the community
- Appropriately address stakeholder and community issues
- Ensure stakeholders and the community fully understand the activities to be undertaken by the contractors, their objectives, benefits, potential impacts and expected outcomes
- Communicate early and often.

4.2 Principles

Our aim throughout the delivery phase of the project is to minimise disruption and build long-term relationships to generate support for the extension of Sydney Metro through the City & Southwest.

We will work collaboratively with the Principal and the FIW Contractors when required to provide necessary information and ensure a coordinated approach to keep stakeholders and the community informed about project activities.

All the Integrator's communications activities will be guided by the following principles:

- **Respectful and responsive** – listening and acknowledging concerns and engaging in a manner that fosters mutual respect and trust
- **Upfront, open and honest** – providing clear and accurate information that responds to concerns, views and expectations
- **Focused on sustainable outcomes** – looking for opportunities to seek mutually beneficial, sustainable, employment and community legacy outcomes.

4.3 Approach

FIW Contractors will assume the primary role as the 'Contractor delivery communication team' as outlined in the *Sydney Metro Overarching Community Communications Strategy*. The Integrator will support the FIW Contractors' community communication strategies by providing necessary information about the Integrator's activities for inclusion in notifications and other communications collateral.

The Integrator's overall approach to consultation is outlined in this section and its application to specific stakeholders and groups is included in the stakeholder analysis in **Appendix 3 – Stakeholder and Issues Analysis**.

The communications and engagement tools and activities outlined in this CCS are designed to supplement the activities and engagement tools already adopted by the Principal and FIW Contractors, and will be guided by these core principles:

- **Recognising that communities and stakeholders are the future customers of the Sydney Metro**
Affected communities during construction are the customers of the future and our approach will be customer focussed throughout.
- **Minimising disruption to local communities**
The Project is being delivered in a densely populated urban corridor resulting in changes to local communities, facilities and businesses. Every effort will be made to mitigate these impacts and ensure stakeholders are provided with sufficient information about the nature and duration of impacts and the measures in place to manage them.

A list of tools and activities proposed by the Integrator is provided in **Section 5 Communication Tools**.

4.4 Other Major Projects/Influences

During our planning of key activities and works, we will consider other major projects within the Sydney area that may have a cumulative impact on the community and stakeholders.

As required, interface meetings will be held with contractors on major projects we interface with to ensure activities and related communications activities are planned to help minimise impacts of the community. This approach is outlined in the Integrator's *Interface Management Plan*.

4.5 Stakeholder identification

Stakeholders are persons or groups affected by, or with an interest in, the project. Identified stakeholder groups include:

- Government departments
- State and Federal Members of Parliament
- Media
- Industry partners
- Transport Operators
- Emergency services
- Service providers/utilities
- Business groups

-
- Resident groups
 - Interest groups
 - Commuters
 - Disability and accessibility groups
 - Residents, businesses and general community.

A stakeholder analysis, including known contact details, key issues and impacts, and planned mitigations measures, is provided in **Appendix 1 - Stakeholder and Issues Analysis**.

5 Communication tools

5.1 Communication tools

A list of communication tools to be used across the project is provided below in the below table.

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

Table 2 Communication tools and purpose

Tool	Purpose	Responsibility
Community contact tools		
Community information line	This 1800 number allows stakeholders and the community to have access to the project teams 24 hours a day during construction. All communication materials and the website will include the community information line number. During construction, calls will be redirected to relevant contractors as required. Translation services are available for those with English as a second language.	Sydney Metro Integrator to provide 24-hour contact
Community Information Centre	The Community Information Centre (CIC) is at 243 Beamish Street, Campsie. The centre has displays including maps, photographs, 3D models, virtual reality tours and videos to provide information to visitors.	Sydney Metro
Community email address	This allows stakeholders and the community to have access to the project teams. All communication materials and the website will include the community email address. During construction, emails will be redirected to relevant contractors as required.	Sydney Metro
Community post box	This central postal address allows stakeholders and the community to have access to the project teams. The website will include a central Sydney Metro community postal address. Correspondence will be redirected to relevant project teams and contractors as required.	Sydney Metro
Information tools		
Program newsletters	Newsletters will be issued by the Sydney Metro team (to provide updates on the entire program) as required. The newsletter will be made available on the Sydney Metro website and distributed to project email lists. The newsletter will promote our translation services for those with English as a second language.	Sydney Metro Integrator to provide content as required

Tool	Purpose	Responsibility
Contractor newsletters	<p>Site-specific newsletters will be issued by each contractor for each construction site.</p> <p>The update will be site-specific and contain information on:</p> <ul style="list-style-type: none"> • Construction progress • Upcoming construction stages and milestones • Environmental management achievements • Community involvement achievements • Three months look-ahead • Community contact information. <p>The newsletter will be made available on the Sydney Metro website, distributed to project email lists and distributed to local stakeholders including neighbouring residents and businesses.</p> <p>The notifications will promote our translation services for those with English as a second language.</p>	Principal Contractor Integrator to provide content as required
Program email updates	<p>Email updates will be sent by the Sydney Metro team to inform stakeholders and the community as required about project and planning milestones to subscribers. Stakeholders will be offered the opportunity to register to receive these updates on the Sydney Metro website and via public materials produced for Sydney Metro.</p>	Sydney Metro Integrator to provide content as required
Contractor email updates	<p>Emails will inform the community of the progress of the project and key milestones or activities taking place during the following month.</p> <p>Stakeholders will be offered the opportunity to register to receive these updates via public materials produced for the project and on the Sydney Metro website.</p>	Principal Contractor Integrator to provide content as required
Fact sheets	<p>Fact sheets will be used as required to explain key aspects of Sydney Metro to the community and our stakeholders.</p> <p>The fact sheets will promote our translation services for those with English as a second language.</p>	Sydney Metro/Principal Contractor
Photography and videography	<p>Photos and videos to record the construction process and assist with explaining aspects of Sydney Metro to stakeholders and the community.</p> <p>Images and footage will be used in notifications, newsletters, on the Sydney Metro website, presentations and reports as required.</p>	Principal Contractor Integrator - when directed by the Principal
Site signage and hoarding banners	<p>Site Sydney Metro and provide contact information.</p>	Principal Contractor
Translation services	<p>The following translation services are provided:</p> <ul style="list-style-type: none"> • The Sydney Metro website is translatable into 58 different languages using the Google translate function at the bottom of the home page • All printed materials include contact details for the TIS translation service • Translated Sydney Metro fact sheets are available on the Sydney Metro website in 13 different languages • Advertisements are placed in community language newsletters where appropriate. 	Sydney Metro / Principal Contractor

Tool	Purpose	Responsibility
Online tools		
Sydney Metro Website	<p>Information about the project will be uploaded to the Sydney Metro website. The website will be referenced in all communication materials as a source of information and will be updated on a regular basis. Information will include:</p> <ul style="list-style-type: none"> • Description of the Sydney Metro • Project information including: <ul style="list-style-type: none"> • Description, status and timing • Newsletters • Notifications • Up-to-date project information • Graphics and images on the project background and progress • Copies of relevant reports • Photos, images and maps • Links to documents as required under the relevant projects Conditions of Approval • A link to Sydney Metro contractor webpages. • Contact information • Email subscription service <p>The Sydney Metro website is translatable into 58 different languages using the Google translate function at the bottom of the home page.</p>	Sydney Metro
Contractor webpage	<p>Each contractor will establish and maintain a web site to upload and maintain information required to be published to comply with the relevant projects Conditions of Approval. Including copies of community, environmental, sustainability, transport, traffic and noise and vibration reports and plans.</p> <p>This website will be for information purposes only and will not contain any promotional materials regarding Sydney Metro.</p> <p>A link will be provided to the Sydney Metro website.</p> <p>OpCo2 must only publish on the OTS2 webpage of the NRT Group website:</p> <ul style="list-style-type: none"> • Information provided to comply with the Minister's Conditions of Approval. • Executive summaries of publicly available reports relating to NRT activities <p>No photos or graphics will be included on this site.</p>	Principal Contractor Integrator
Social media	<p>Social media for example Facebook, Twitter and Instagram will be used to provide updates to stakeholders.</p> <p>Stakeholders should be offered the opportunity to join social media feeds via public materials produced for Sydney Metro.</p>	Sydney Metro Integrator to provide one post per month, or as otherwise agreed

Tool	Purpose	Responsibility
Face-to-face and interactive tools		
Community information sessions	<p>The community information centre (CIC) is at 243 Beamish Street, Campsie.</p> <p>The centre has displays including maps, photographs, 3D models, virtual reality tours and videos to provide information to visitors.</p> <p>Information displays at the CIC will include multiple languages or using images, photography, videos, animations and infographics instead of words.</p>	Sydney Metro Integrator to provide staff at the Principal's request
Key Milestone Media Event	Four key media milestone events will be held during construction, each year. The dates will be determined by Sydney Metro.	Sydney Metro Integrator to provide site access, site escorts, safety equipment, site inductions, site transportation and safe viewing areas if relevant.
Stakeholder meetings	Discuss project activities, including work in progress, upcoming activities and any issues associated. Meetings will also be used to discuss potential impacts and proposed mitigation measures.	Integrator to provide suitable personnel if required.
Site visits	To inform select stakeholders about the project's progress and any key milestones or activities taking place.	Sydney Metro Integrator to provide site access, escorts, safety equipment, transport within the site and viewing areas if relevant.
Presentations and forums	To inform stakeholders about the progress of the project and any key milestones or activities being carried out. Collateral for forums and presentations will be developed and suitable project personnel will attend and/or participate as requested.	Integrator on request
Community events	Project team will identify opportunities to participate in or provide information at local community events.	Integrator on request by the Principal
Notifications		
Emergency works notification	Written and verbal notification to properties immediately adjacent to or impacted by emergency works. For any emergency work, notifications will be delivered by doorknock within two hours of commencing the work	Principal Contractor Integrator to provide information for inclusion if required

Tool	Purpose	Responsibility
Seven-day notification letter	<p>Notification letters provided at least seven days prior to the start of any activity likely to impact stakeholders, residents, businesses and relevant Utility Service Authorities.</p> <p>Activities may include:</p> <ul style="list-style-type: none"> • Construction commencement • Significant milestones • Changes to the scope of work • Night works • Changes to traffic conditions • Changes to pedestrian/cycle access and bus stops • Out of hours work • Disruption to residential or business access • Utility Service Works including changing or disrupting utility services • Investigation activities <p>Information provided includes: the scope of work; work locations; hours of work; duration of activity; type of equipment to be used; likely impacts; and relevant contact information.</p>	<p>Principal Contractor</p> <p>Integrator to provide information for inclusion if required</p>
Community signage – 7-day notification	<p>Signage that identifies changes to traffic and access arrangements 7 days before:</p> <ul style="list-style-type: none"> • Making changes to pedestrian routes • Impacting on cycle ways • Changing traffic conditions • Disrupting access to bus stops 	<p>Principal Contractor</p> <p>Integrator to provide information for inclusion if required</p>
Advertisements	<p>Advertise prior to significant construction activities, to notify of events and announce project milestones</p>	<p>Principal Contractor</p> <p>Integrator to provide information for inclusion if required</p>
Briefings and media		
MP briefings	<p>To provide details on project progress or specific project matters</p>	<p>Sydney Metro</p> <p>Integrator to attend on Principal's request</p>
Media briefings	<p>To provide details on project progress or specific project matters</p>	<p>Sydney Metro</p> <p>Integrator to attend on Principal's request</p>
Council briefings	<p>To provide details on project progress or specific project matters</p>	<p>Sydney Metro</p> <p>Integrator to attend on Principal's request</p>

Tool	Purpose	Responsibility
Schools		
School education program	Developed for primary and high school students to educate them about the project, public transport and Principal initiatives	Sydney Metro Integrator to attend and participate when requested by the Principal

5.2 Stakeholder meetings

Meetings or briefings with stakeholders will be held and/or attended as required to discuss contractor activities, including scope, out of hours works, disruption to traffic or access and any other issues as a result of the project.

All Integrator personnel attending stakeholder meetings will be adequately informed and suitably qualified to participate and chair if required.

If the Integrator leads a stakeholder meeting, the following will be provided to Sydney Metro at least 5 Business Days prior to the meeting:

- Details of the proposed meeting, including purpose and timing
- List of attendees
- Any materials required for presentation and/or distribution at meeting.

5.3 Community Information Sessions

Due to the general scope of the Integrator’s activities being centred around signalling and communications, we do not foresee the need for the Integrator to facilitate any community information sessions at this stage.

However, in instances where the Integrator becomes the Principal Contractor and it is deemed necessary, or requested by the Principal, the Integrator will provide appropriate personnel to attend community information sessions.

If the Integrator is required to provide any materials to support these sessions, they will be provided in accordance with **Section 5.13 Approval of Communication Material**.

5.4 Community Information Centre

In agreement with the Principal, the Integrator will provide suitable personnel to attend the Principal’s Community Information Centre or mobile Community Information Centre when requested.

5.5 Notifications

The Stakeholder and Community Liaison Manager will be responsible for providing content regarding the Integrator’s activities to the FIW Contractor and coordinating with them to ensure this information is included in notifications as required.

In the event the Integrator is the Principal Contractor carrying out work with the potential to impact the community and stakeholders, the Integrator will develop a notification and meet the following requirements:

- Distribute at least five business days prior to work starting
- Document notification and distribution in Consultation Manager.

The Principal Contractor will be responsible for distributing the notification. When developed by the Integrator, notifications will be distributed to all properties within 100 metres of its activities carried out during the day and 200 metres of activities carried out at night.

Notifications will include:

- Scope of work
- Location of work
- Hours of work
- Duration of activity
- Alterations to access routes
- Type of equipment used and likely impacts of the work including noise vibration, traffic, access and dust
- Applicable mitigation measures
- Sydney Metro City & Southwest project 24-hour community information line, postal address and email address.

5.6 Notification of emergency work

In the event of works to address an emergency event, the Integrator must notify the FIW Contractor immediately so they may provide written and verbal notification to occupiers of properties immediately adjacent to or impacted by any works within two hours after commencing such works.

5.7 Construction Update Newsletters

The Stakeholder and Community Liaison Manager will provide content regarding the Integrator's activities for newsletters issued by the FIW contractor.

Content may include, but is not limited to:

- Update of work progress
- Key milestones or activities in the next six months
- Photos, maps and illustrations, if relevant.

The FIW contractor will be responsible for distribution of the newsletter and provision at the Community Information Centre.

For all works where the Integrator is the Principal Contractor, the Integrator will develop and distribute the newsletter.

5.8 Project Advertisements

In instances where the Integrator is the Principal Contractor for activities that result in significant traffic management changes, detours, traffic disruptions and work outside any working hours contained in the Planning Approvals, advertisements will be developed and published to advise stakeholders of these activities and their impacts.

All advertisements will be submitted to the Principal at least 5 business days before any detour, disruption, work or change occurs.

Any advertisements required will be placed in local newspapers that cover the geographical areas of the Integrator's Activities.

All advertisements will be designed in accordance with the *TfNSW's Editorial Style Guidelines* and *Corporate Communication Brand Style Guide*.

5.9 Monthly Community Update Email

The Stakeholder and Community Liaison Manager will provide content regarding the Integrator's activities for monthly community update emails issued by the FIW contractor.

Content may include, but is not limited to:

- Update of work progress
- Key milestones or activities in the next six months.

The FIW contractor will be responsible for distributing the email update to all stakeholders registered in the Consultation Manager database.

5.10 Community Signage

The Integrator will prepare and install temporary way-finding signage to direct pedestrians, customers and vehicles around its works when required.

All signage, other than signage containing safety advice or instruction only, must be submitted and approved by the Principal in accordance with that prescribed in **Section 5.14 Approval of Communication Material**.

All advertisements will be designed in accordance with the *TfNSW's Editorial Style Guidelines* and *Corporate Communication Brand Style Guide*.

5.11 Project Website

5.11.1 OpCo2's Project Website

OpCo2 will provide a project-specific page on the NRT website nrt.com.au to provide details of the Integrator's Activities.

Items to be published on the website include:

- Employment or supplier opportunities
- Information required to be published to comply with the Planning Approvals
- Executive summaries of publicly available reports relating to the Integrator's activities

- Environmental, sustainability, transport, traffic and noise and vibration reports (and the executive summaries of these reports) that are publicly available
- Web content and documents that comply with the Level AA accessibility requirements as outlined in Web Content Accessibility Guidelines (WCAG 2.0).

5.11.2 OpCo2's Corporate Website

All content, including references and images, must be submitted to, and approved by, Sydney Metro before public release.

A SMCSW project page will be available on the OpCo2 website and will include a copy of the approved CCS and other relevant project plans.

5.11.3 TfNSW's Sydney Metro City & Southwest Website

The Stakeholder and Community Liaison Manager will provide the following information to be uploaded onto TfNSW's Sydney Metro City & Southwest website:

- Public communication materials
- Marketing and promotional materials
- Any other copy or information as requested by the Principal.

5.12 Social Media Updates

At least one social media update regarding the Integrator's activities will be provided each month, or as otherwise agreed with the Principal, during construction and Temporary Works. Each update will be limited to 180 characters in length and may include:

- Activities scheduled for the forthcoming month
- Construction progress
- Changes to program
- Project team profiles as part of a wider project campaign (Eg; The faces behind Sydney Metro – profiling project team members, their roles and what this project).

All social media updates will be done so in accordance with the *Transport for NSW Use of Social Media Policy*.

6 Key messages

The following key messages will be used in the Integrator's written and electronic communications. They will be updated and tailored accordingly as the Project progresses.

Sydney Metro Program

- Sydney Metro is Australia's biggest public transport project.
- This new standalone railway will deliver 31 metro stations and more than 66 kilometres of new metro rail.
- Metro means a new generation of world-class fast, safe and reliable trains easily connecting customers to where they want to go. Customers don't need timetables – they just turn up and go.
- With customers at the centre of all design decisions, stations will be fully accessible and quick and easy to get in and out of, trains will be fast, safe and reliable; and technology will keep people connected at every step of the journey
- Sydney Metro will integrate with new communities and transform existing urban centres, as well as the broader transport network, so customers have a range of transport options to get to and from their destinations
- Sydney's new metro railway will have a target capacity of about 40,000 customers per hour, similar to other metro systems worldwide. Sydney's current suburban transport systems can reliably carry 24,000 people an hour per line.

Integrator Works

- We have been engaged to deliver the trains, communications and signalling systems on behalf of Transport for NSW for Sydney Metro City & Southwest.
- We will also deliver an extension to the Sydney Metro Operations Control Centre and the platform screen doors at each station.
- We will work closely with other contractors to ensure works are planned to minimise impacts to commuters and other stakeholders.
- Some work will be carried out outside of standard construction hours to help ensure the safety of commuters, the community and our staff, and to minimise impacts on existing train services.
- If work is required outside standard construction hours, nearby businesses, residents and commuters will be notified before work commences.
- We are working closely with other contractors to ensure works are carefully planned and considered to ensure minimal impacts on commuters and the wider community.
- We are committed to keeping you updated as we progress with our work and are proud to be part of the team which will deliver Australia's first fully automated railway.

Further key messages will be developed to meet communication requirements as the Project progresses.

7 Training and induction

All employees, subcontractors and consultants will be required to undertake a project induction, which will incorporate a community and stakeholder management component.

Site inductions and training material will be provided by the FIW contractor and the Integrator will provide information as required.

The Integrator will:

- Ensure its personnel and subcontractors are adequately inducted and trained in all of the stakeholder and community liaison requirements, with a particular focus on respect for the community and stakeholders, minimising impacts, incident management, incident reporting procedures, community enquiries or complaints, and media and government enquiries prior to commencing any activities
- Ensure all inducted personnel are aware of and comply with the stakeholder and community liaison requirements procedures and protocols
- Submit all written material in relation to community and stakeholder engagement for site inductions to the Principal for a minimum review period of five business days.

8 Enquiries and complaints management

Complaints and enquiries may be received via the 24-hour Project Line, email, post or in person. A member of the Integrator’s Community Engagement Team will always be available during construction hours and will respond to enquiries and complaints regarding the Integrator’s activities.

The general management process is outlined below.

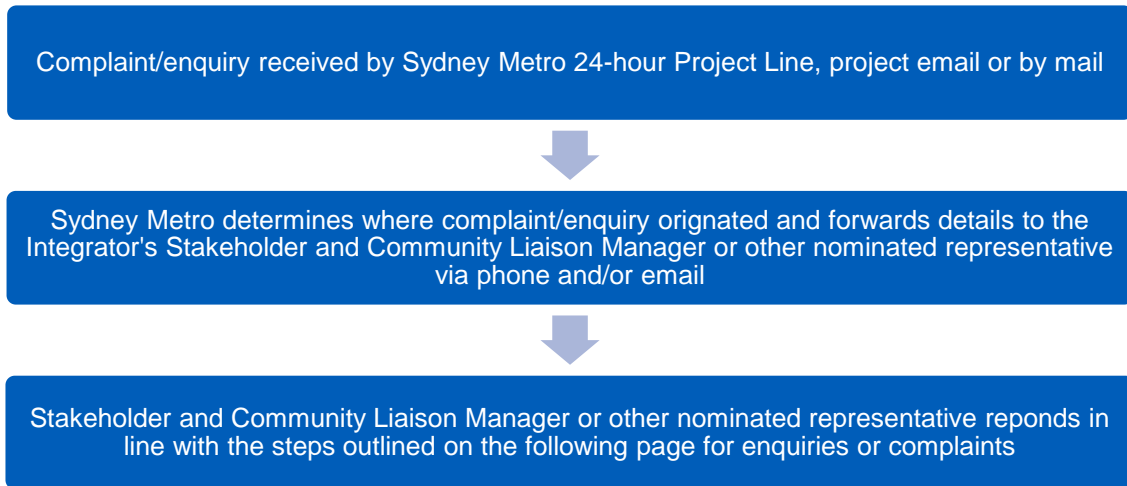


Figure 4 Enquiries and Complaints Management Process

Table 3 Contact response times

Category	Response timeframe
Enquiries – telephone or in person	At least a verbal response within 2 hours unless agreed otherwise with enquirer
Enquiries – email and online comments	Written response within one business day
Enquiries – letter	Written response within five business days
Enquiries – social media	Response within 2 hours during business hours. Outside of business hours, within 2 hours of the start of the next business day
Complaints – telephone or in person	Commence investigation upon receipt; Verbal response immediately on the action being undertaken to investigate and resolve complaint, unless agreed otherwise with complainant
Complaints – emails	Verbal response within 2 hours if phone number is provided; written response within 4 hours during construction hours; and automated response to confirm receipt and written response within 4 hours next business day for written complaints received outside normal hours
Complaints – written (letter or fax)	Written response within one business day or verbal response within 2 hours if phone number provided
Record keeping – enquiries and complaints	All complaints recorded in Consultation Manager database within 24 hours and enquiries recorded within 48 hours Daily report provided to TfNSW and the Environmental Representative

8.1 Enquiry Response Process

The Integrator's Community Engagement Team will:

- Always manage and respond to calls redirected from the Sydney Metro Project Communications team and those received directly during construction hours.
- Provide at least an oral response to calls forwarded from 1800 community information line within two hours unless otherwise agreed.
- Provide feedback to requests for information from the Sydney Metro Communication and Engagement team Sydney Metro Communication and Engagement team within two hours.
- Refer enquiries not associated with contractor activities to Sydney Metro Project Communications team immediately.
- Record all interactions with stakeholders on Consultation Manager in accordance with Consultation Manager data entry procedure within 48 hours.
- Report to the Principal monthly.

8.2 Complaint Response Process

The Integrator's Community Engagement Team will:

- Answer all phone calls transferred by the call centre from the community information line (calls will be answered by a team member 24/7, not an answering machine while construction activities are occurring).
- Refer complaints not associated with contractor activities to the Sydney Metro Project Communications team immediately.
- Investigate and determine the source of a complaint immediately, including an initial call to the complainant (when received by phone or where a telephone number was provided or available on Consultation Manager).
- Provide an initial verbal response to all complaints within two hours (where a phone number is provided or available on Consultation Manager) from the time of the complaint unless the enquirer agrees otherwise.
- Provide a written response to emails, letters/faxes within 24 hours (or verbally within two hours if a phone number is provided or available on Consultation Manager).
- Keep the complainant informed of the process until the complaint is resolved.
- Provide feedback to requests for information from the Sydney Metro Project Communications team or the Community Complaints Mediator within two hours.
- Comply with all directions from the Sydney Metro Project Communications team or the Community Complaints Mediator in relation to the resolution of an escalated complaint.
- Take all actions and implement all measures to prevent the reoccurrence of the complaint.
- Close out complaints within agreed timeframe with complainant.
- Send a completed Complaints Register to the Sydney Metro Project Communications team and the Environmental Representative daily.
- Record all complaints in Consultation Manager in accordance with Consultation Manager data entry procedure within 24 hours. Details will include how it was managed and closed out.

8.3 Social Media enquiries and complaints

During business hours, the Integrator will provide responses to any social media platform enquiries forwarded by the Principal within two hours of receiving the enquiry or complaint. Outside of business hours, the Integrator will provide a written response within two hours of the start of next business day.

9 Media and Government Relations

Sydney Metro will manage all media relations regarding the Sydney Metro City & Southwest Project.

The Integrator will:

- Support Sydney Metro with relevant information when required
- Refer any media requests to Sydney Metro
- Inform Sydney Metro if media visit any Integrator work sites.

9.1 Media milestones

Media and public relations opportunities will be identified and included as part of the two and four-week lookaheads. Opportunities may include, but are not limited to:

- Delivery of the trains
- Start of testing and commissioning
- Completion of testing and commissioning.

10 Branding and Logos

The Integrator will comply with all requirements set out in the *Transport for NSW Editorial Style Guide* and *Sydney Metro Brand Guidelines (Section 3 – City & Southwest)* for all branding and logos used on any item, including:

- Marketing and promotional material
- Site safety signage
- Hoarding and site fencing
- Other structures
- Vehicles
- Plant and equipment
- Clothing, including personal protection equipment.

10.1 Safety Campaign Branding

Safety Campaign branding will be included on a minimum of five heavy vehicles, excluding delivery vehicles, if applicable. Safety campaign branding will be updated each year or as agreed with the Principal.

11 Crisis communications

The Integrator's *Incident Management Plan* provides details on processes and procedures in place to manage major incidents and crises, including flow charts that demonstrate the early notification process for Senior project team members and the Principal.

Incident and crisis plans provide specific protocols to promptly alert neighbouring stakeholders of incidents that may affect them and keep them updated.

In addition, specific communication protocols will be implemented as required for key stakeholders who adjoin construction sites to ensure they receive timely notification and updates on incidents or emergency works that may affect their operations.

12 Marketing and Promotional

12.1 Opportunities

If the Integrator wishes to participate in a public local event or open day, we will seek permission from the Principal prior to doing so. The Integrator will also work collaboratively with the Principal to identify innovative programs, processes, and methodologies to support engagement with, and of, local communities, including engagement with local:

- Schools
- Seniors and youths
- Environmental groups
- Sporting groups
- Businesses and other community groups.

13 Principal's Education Programs

The Integrator will support the Principal's education programs by providing:

- Information and photographs for inclusion
- Two attendant personnel with contracting and construction knowledge to support the Principal at a minimum of five Principal's education programs (for their full duration) each year.

All personnel that interact with children during the education program will undergo the NSW Office of the Children's Guardian's "Working with Children Check" and achieve a clearance to work with children prior to taking part.

14 Auditing

Review of performance against the Project's objectives is supported by conducting regular internal audits of all management plans.

The CCS will be updated every six months, or whenever requested by the Principal, and revised when necessary as a result of any change in performing the works. All updates and revisions to the CCS will be approved by the Principal's Representative.

The auditing process and frequency of audits of the SMCSW management plans will be described in the Quality Plan. Management of the auditing processes will be undertaken by the Health, Safety, Environment and Quality Manager.

Appendix 1 Stakeholder and Issues Analysis

Stakeholder/Group	Name, Title, Company/Group	Phone/Email	Key issues	Mitigation measures	Rating
State Government	NSW Premier Ms Gladys Berejiklian MP	Ph: (02) 8574 5000 Email: https://www.nsw.gov.au/premier-of-nsw/contact-premier	Improved transport and infrastructure Impacts on community and existing transport network Media coverage	Briefings Meetings Newsletters Notifications	High
	NSW Minister for Transport and Roads Mr Andrew Constance MP	Ph: (02) 8574 5807 Email: https://www.nsw.gov.au/nsw-government/ministers/minister-for-transport-and-roads	Improved transport and infrastructure Impacts on community and existing transport network Media coverage	Briefings Meetings Newsletters Notifications	High
	Transport for NSW – Sydney Trains	Ph: (02) 8202 2200	Asset owner Improved transport and infrastructure	Internal project control groups	High

Stakeholder/Group	Name, Title, Company/Group	Phone/Email	Key issues	Mitigation measures	Rating
			Impacts on community and existing transport network Media coverage		
	Transport for NSW – State Transit	Ph: (02) 9508 2900	Improved transport and infrastructure Impacts on services	Internal project control groups	Medium
	NSW Environmental Protection Authority (EPA)	Ph: 131 555 Email: info@epa.nsw.gov.au	Environmental impacts Regulation and compliance	Briefings Meetings Newsletters Notifications	High
	NSW Department of Planning, Industry and Environment - Heritage	Ph: (02) 9873 8500 Email: heritagemailbox@environment.nsw.gov.au	Planning approvals Regulation and compliance Heritage impacts	Briefings Meetings Newsletters Notifications	High
	NSW Department of Education	Ph: 1300 679 332 Email: DoEinfo@det.nsw.edu.au	Engagement with school communities	Briefings Meetings Newsletters	Medium

Stakeholder/Group	Name, Title, Company/Group	Phone/Email	Key issues	Mitigation measures	Rating
			Student safety	Notifications	
	Member for Heffron Mr Ron Hoenig MP	Ph: (02) 9699 8166 Email: heffron@parliament.nsw.gov.au	Improved transport and infrastructure Impacts on community and existing transport network Media coverage	Briefings Newsletters Notifications	High
	Member for Newtown Ms Jenny Leong MP	Ph: (02) 9517 2800 Email: jenny.leong@parliament.nsw.gov.au	Improved transport and infrastructure Impacts on community and existing transport network Media coverage	Briefings Newsletters Notifications	High
	Member for Sydney Mr Alex Greenwich MP	Ph: (02) 9267 5999 Email: sydney@parliament.nsw.gov.au	Improved transport and infrastructure	Briefings Newsletters Notifications	High

Stakeholder/Group	Name, Title, Company/Group	Phone/Email	Key issues	Mitigation measures	Rating
			Impacts on community and existing transport network Media coverage		
	Member for North Shore Ms Felicity Wilson MP	Ph: (02) 9909 2594 Email: northshore@parliament.nsw.gov.au	Improved transport and infrastructure Impacts on community and existing transport network Media coverage	Briefings Newsletters Notifications	High
	Member for Willoughby Ms Gladys Berejiklian MP	Ph: (02) 9439 4199 Email: willoughby@parliament.nsw.gov.au	Improved transport and infrastructure Impacts on community and existing transport network Media coverage	Briefings Newsletters Notifications	High

Stakeholder/Group	Name, Title, Company/Group	Phone/Email	Key issues	Mitigation measures	Rating
	Member for Summer Hill Ms Jo Haylen MP	Ph: (02) 9572 5900 Email: summerhill@parliament.nsw.gov.au	Improved transport and infrastructure Impacts on community and existing transport network Media coverage	Briefings Newsletters Notifications	High
	Member for Canterbury Ms Sophie Cotsis MP	Ph: (02) 9718 1234 Email: canterbury@parliament.nsw.gov.au	Improved transport and infrastructure Impacts on community and existing transport network Media coverage	Briefings Newsletters Notifications	High
	Member for Lakemba Ms Jihad Dib MP	Ph: (02) 9759 5000 Email: lakemba@parliament.nsw.gov.au	Improved transport and infrastructure Impacts on community and existing	Briefings Newsletters Notifications	High

Stakeholder/Group	Name, Title, Company/Group	Phone/Email	Key issues	Mitigation measures	Rating
			transport network		
			Media coverage		
	Member for Bankstown Ms Tania Mihailuk MP	Ph: (02) 9708 3838 Email: bankstown@parliament.nsw.gov.au	Improved transport and infrastructure	Briefings Newsletters Notifications	High
			Impacts on community and existing transport network		
			Media coverage		
Local Government	Inner West Council Acting General Manager Mr Brian Barrett Mayor Cr Darcy Byrne Council's Urban Centres Program Coordinator John Whelan	Ph: (02) 9392 5000 Email: council@innerwest.nsw.gov.au Email: darcy.byrne@innerwest.nsw.gov.au Email: John.Whelan@innerwest.nsw.gov.au Mobile: 0422 004 384	Improved transport and infrastructure	Briefings Newsletters Notifications	Medium
			Integration with existing transport network including local roads		
			Impacts on community		

Stakeholder/Group	Name, Title, Company/Group	Phone/Email	Key issues	Mitigation measures	Rating
	City of Canterbury-Bankstown	Ph: (02) 9707 9000 Email: council@cbc.city.nsw.gov.au Email: khal.asfour@cbc.city.nsw.gov.au	Improved transport and infrastructure	Briefings Newsletters Notifications	Medium
	General Manager Mr Matthew Stewart		Integration with existing transport network including local roads		
	Mayor Cr Khal Asfour		Impacts on community		
	Willoughby Council	Ph: (02) 9777 1000 Email: email@willoughby.nsw.gov.au Email: gail.giles-gidney@willoughby.nsw.gov.au	Improved transport and infrastructure	Briefings Newsletters Notifications	Medium
	CEO Debra Just Mayor Cr Gail Giles-Gidney		Integration with existing transport network including local roads		
	North Sydney Council	Ph: (02) 9936 8100 Email: council@northsydney.nsw.gov.au Email: mayor@northsydney.nsw.gov.au	Improved transport and infrastructure	Briefings Newsletters Notifications	Medium

Stakeholder/Group	Name, Title, Company/Group	Phone/Email	Key issues	Mitigation measures	Rating
	General Manager Ken Gouldthorp Mayor CR Jilly Gibson		Integration with existing transport network including local roads Impacts on community		
	City of Sydney CEO Ms Monica Barone Lord Mayor Cr Clover Moore	Ph: (02) 9265 9333 Email: council@cityofsydney.nsw.gov.au Email: cmoore@cityofsydney.nsw.gov.au	Improved transport and infrastructure Integration with existing transport network including local roads Impacts on community	Briefings Newsletters Notifications	Medium
	Blacktown City Council Lord Mayor Cr Tony Bleasdale	Ph: (02) 9839 6000 Email: council@blacktown.nsw.gov.au Email: tony.bleasdale@blacktown.nsw.gov.au	Improved transport and infrastructure Integration with existing transport	Briefings Newsletters Notifications	Medium

Stakeholder/Group	Name, Title, Company/Group	Phone/Email	Key issues	Mitigation measures	Rating
			network including local roads Impacts on community		
Media - print				Media releases Briefings Media events	Medium
Media - television				Media releases Briefings Media events	Medium
Media - radio				Media releases Briefings Media events	Medium
Industry partners	Australian Services Union	Ph: (02) 9310 4000	Safety Impacts to staff	Newsletters	Medium
	Transport Research Association for NSW (TRANSW)	Contact us online form only http://transw.org.au/?page_id=172	Improved transport and infrastructure	Newsletters	Low
	Australasian Railway Association (ARA)	Ph: (02) 6270 4501 Email: ara@ara.net.au	Improved transport and infrastructure	Newsletters	Low
Transport providers	Sydney Trains		Access	Notifications Meetings Briefings	High

Stakeholder/Group	Name, Title, Company/Group	Phone/Email	Key issues	Mitigation measures	Rating
			Impacts to services Customer access Impacts on customers Cumulative impacts of multiple contractors	Advertisements Website	
Bus Operators	Forest Coach Lines	Ph: (02) 9450 2277 Email: buses@forestcoachlines.com.au	Traffic impacts Customer access Impacts on customers Cumulative impacts of multiple contractors	Notifications Traffic alerts Monthly email updates Traffic Management Plans Signage	Medium
	Plan B Bus and Coach Transport	Ph: 1300 244 383	Traffic impacts Customer access	Notifications Traffic alerts Monthly email updates	Medium

Stakeholder/Group	Name, Title, Company/Group	Phone/Email	Key issues	Mitigation measures	Rating
			Impacts on customers Cumulative impacts of multiple contractors	Traffic Management Plans Signage	
	Transdev	Ph: (02) 8700 0555	Traffic impacts Customer access Impacts on customers Cumulative impacts of multiple contractors	Notifications Traffic alerts Monthly email updates Traffic Management Plans Signage	Medium
	Bankstown Coaches	Ph: 1300 307 442 Email: info@bankstowncoaches.com.au	Traffic impacts Customer access Impacts on customers Cumulative impacts of	Notifications Traffic alerts Monthly email updates Traffic Management Plans Signage	Medium

Stakeholder/Group	Name, Title, Company/Group	Phone/Email	Key issues	Mitigation measures	Rating
			multiple contractors		
	Punchbowl Bus Company	Ph: (02) 8522 5000 Email: admin@punchbowlbus.com.au	Traffic impacts Customer access Impacts on customers Cumulative impacts of multiple contractors	Notifications Traffic alerts Monthly email updates Traffic Management Plans Signage	Medium
	Transit Systems	Ph: (02) 8118 7102 Email: customerserviceNSW@transitsystems.com.au	Traffic impacts Customer access Impacts on customers Cumulative impacts of multiple contractors	Notifications Traffic alerts Monthly email updates Traffic Management Plans Signage	Medium

Stakeholder/Group	Name, Title, Company/Group	Phone/Email	Key issues	Mitigation measures	Rating
	Sydney Bus Company	Ph: (02) 89859709 Email: info@sydneybuscompany.com.au	Traffic impacts Customer access Impacts on customers Cumulative impacts of multiple contractors	Notifications Traffic alerts Monthly email updates Traffic Management Plans Signage	Medium
Taxi services	Sydney Taxis	Ph: (02) 9470 1122 Email: info@sydneytaxis.com.au	Traffic impacts Customer access Impacts on customers Cumulative impacts of multiple contractors	Notifications Traffic alerts Monthly email updates Traffic Management Plans Signage	Low
	Premier Cabs	Ph: 13 10 17	Traffic impacts Customer access	Notifications Traffic alerts Monthly email updates	Low

Stakeholder/Group	Name, Title, Company/Group	Phone/Email	Key issues	Mitigation measures	Rating
			Impacts on customers Cumulative impacts of multiple contractors	Traffic Management Plans Signage	
	C&C Cab Management	Ph: 1800 649 183	Traffic impacts Customer access Impacts on customers Cumulative impacts of multiple contractors	Notifications Traffic alerts Monthly email updates Traffic Management Plans Signage	Low
	Sydney Metro Cab	M: 0412 263 940	Traffic impacts Customer access Impacts on customers Cumulative impacts of	Notifications Traffic alerts Monthly email updates Traffic Management Plans Signage	Low

Stakeholder/Group	Name, Title, Company/Group	Phone/Email	Key issues	Mitigation measures	Rating
			multiple contractors		
Emergency services	NSW Police	Emergency: 000 Police Assistance Line: 131 444	Traffic impacts Safety Customer access Impacts on customers Cumulative impacts of multiple contractors	Notifications Traffic alerts Monthly email updates Traffic Management Plans Signage	Medium
	NSW Ambulance	Emergency: 000 NSW headquarters: 02 9320 7777 Email: Ambulance-GeneralEnquiry@health.nsw.gov.au Central Coast and North Sydney Sector: (02) 9487 8056 Sydney and South Eastern Sector: (02) 9317 8600 Illawarra and South Western Sydney Sector: (02) 4655 1481	Traffic impacts Safety Customer access Impacts on customers Cumulative impacts of	Notifications Traffic alerts Monthly email updates Traffic Management Plans Signage	Medium

Stakeholder/Group	Name, Title, Company/Group	Phone/Email	Key issues	Mitigation measures	Rating
			multiple contractors		
	NSW Fire and Rescue	Emergency: 000 Ph: 02 9265 2999 Email: info@fire.nsw.gov.au	Traffic impacts Safety Customer access Impacts on customers Cumulative impacts of multiple contractors	Notifications Traffic alerts Monthly email updates Traffic Management Plans Signage	Medium
	State Emergency Service	Emergency: 132 500 General enquiries: 138 737	Traffic impacts Safety Customer access Impacts on customers Cumulative impacts of	Notifications Traffic alerts Monthly email updates Traffic Management Plans Signage	Medium

Stakeholder/Group	Name, Title, Company/Group	Phone/Email	Key issues	Mitigation measures	Rating
			multiple contractors		
Service providers/utilities	Sydney Water	Ph: 13 20 92	Access to utility services Damage to utility services Impacts on customers	Notifications Meetings	Medium
	Telstra	Ph: 13 22 00	Access to utility services Damage to utility services Impacts on customers	Notifications Meetings	Medium
	Ausgrid	Emergencies Ph: 13 13 88 Enquiries Ph: 13 13 65	Access to utility services Damage to utility services Impacts on customers	Notifications Meetings	Medium

Stakeholder/Group	Name, Title, Company/Group	Phone/Email	Key issues	Mitigation measures	Rating
	Jemena	Ph: (02) 9867 7000	<p>Access to utility services</p> <p>Damage to utility services</p> <p>Impacts on customers</p>	<p>Notifications</p> <p>Meetings</p>	Medium
Business groups	Chatswood Chamber of Commerce	Ph: (02) 9415 2636 Email: julie@chatswoodchamber.com.au	<p>Local business and economy impact</p> <p>Access to businesses</p>	<p>Newsletters</p> <p>Notifications</p> <p>Monthly email updates</p>	Low
	North Sydney Chamber of Commerce	Email: admin@northsydneychamber.com.au	<p>Local business and economy impact</p> <p>Access to businesses</p>	<p>Newsletters</p> <p>Notifications</p> <p>Monthly email updates</p>	Low
	CBD Sydney Chamber of Commerce Executive Officer Peter May	Ph: (02) 9350 8103 M: 0437 872 052 Email: Peter.May@cbdsydneychamber.com.au	<p>Local business and economy impact</p> <p>Access to businesses</p>	<p>Newsletters</p> <p>Notifications</p> <p>Monthly email updates</p>	Low
	Marrickville Chamber of Commerce	Ph: (02) 9572 6287 Email: info@marrickvillechamber.com.au	<p>Local business and economy impact</p>	<p>Newsletters</p> <p>Notifications</p>	Low

Stakeholder/Group	Name, Title, Company/Group	Phone/Email	Key issues	Mitigation measures	Rating
			Access to businesses	Monthly email updates	
	Marrickville Business Association	Email: admin@marrickvillebusiness.com.au.	Local business and economy impact Access to businesses	Newsletters Notifications Monthly email updates	Low
	Marrickville Manufacturer's Association	Email: MadeinMarrickville@gmail.com	Local business and economy impact Access to businesses	Newsletters Notifications Monthly email updates	Low
	Canterbury Hurlstone Park Chamber of Commerce Incorporated	Ph: (02) 9930 4000	Local business and economy impact Access to businesses	Newsletters Notifications Monthly email updates	Low
	Canterbury Bankstown Chamber of Commerce CEO Mr Wally Mehanna	Email: info@cbchamber.org.au Email: ceo@cbchamber.org.au	Local business and economy impact Access to businesses	Newsletters Notifications Monthly email updates	Low

Stakeholder/Group	Name, Title, Company/Group	Phone/Email	Key issues	Mitigation measures	Rating
Resident groups	Dulwich Hill Urban Centre Committee Chair: Craig Coote	M: 0422 004 384 Email: John.Whelan@innerwest.nsw.gov.au	Local business and economy impact Local resident impacts Access to businesses Access for residents	Stakeholder presentations and meetings Newsletters Website Monthly email updates	Low
Commuters			Access to public transport Impacts to services Multiple contractors working in one area	Notifications Signage Newsletters Advertisements Website Coordinate communications through the Communication Management Control Group	High
Disability and Accessibility Groups	Vision Australia	Ph: 1300 847 329 Email: info@visionaustralia.org	Customer access Impacts to services	Notifications Signage Newsletters Advertisements Website	Medium

Stakeholder/Group	Name, Title, Company/Group	Phone/Email	Key issues	Mitigation measures	Rating
			Multiple contractors working in one area	Coordinate communications through the Communication Management Control Group	
	Guide Dogs Australia	Ph: 1800 484 333 Email: info@guidedogs.asn.au	Customer access Impacts to services Multiple contractors working in one area	Notifications Signage Newsletters Advertisements Website Coordinate communications through the Communication Management Control Group	Medium
	TfNSW Accessible Transport Advisory Committee (ATAC)	Ph: 0466 027 816 Email: ATAC@ transport.nsw.gov.au	Customer access Impacts to services Multiple contractors working in one area	Notifications Signage Newsletters Advertisements Website Coordinate communications through the Communication Management Control Group	Medium

Stakeholder/Group	Name, Title, Company/Group	Phone/Email	Key issues	Mitigation measures	Rating
Residents			Access Traffic impacts Noise and vibration Dust Multiple contractors working in one area	Community Information Centre Newsletters Advertisements Notifications Website Meetings/doorknocks Coordinate communications through the Communication Management Control Group	High
Businesses			Pedestrian and customer access Traffic impacts Noise, dust and vibration Multiple contractors working in one area	Community Information Centre Newsletters Advertisements Notifications Website Meetings/doorknocks Coordinate communications through the Communication Management Control Group	High