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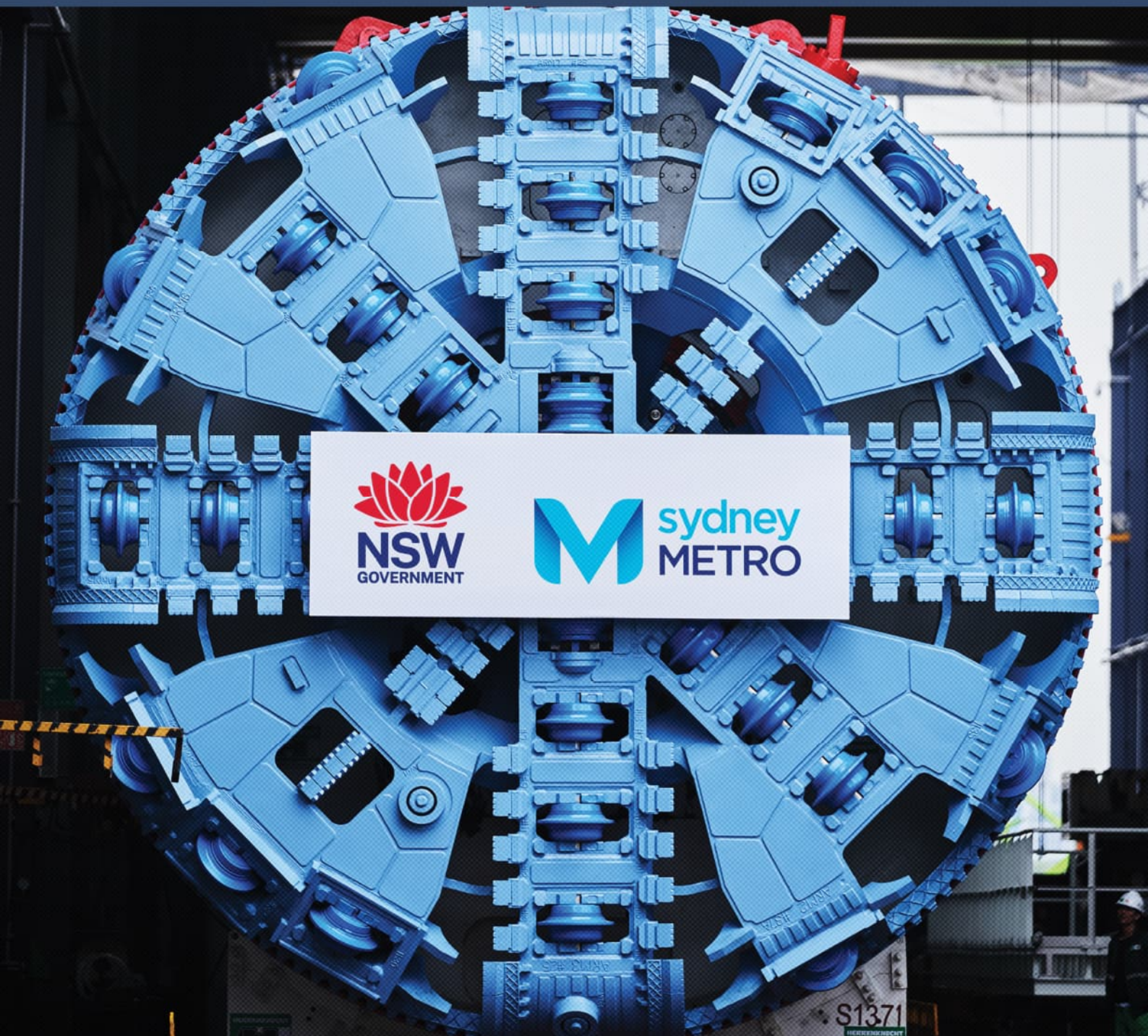
Community Communications Strategy



COMMUNITY COMMUNICATIONS STRATEGY

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Document approval

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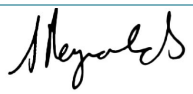
Signature:					
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Revision List

Draft issues of this document shall be identified as Revision A, B, C, etc. Upon initial issue For Use, this shall be changed to a sequential number commencing at Revision 00 with subsequent revision numbers following sequentially (e.g., 1, 2, etc.).

Table 1: Revision details

Date	Rev	Details
11//01/2023	00	Sydney Metro review
17/02/2023	01	Sydney Metro review
15/03/2023	02	Comments closed
	03	Not issued
05/09/2023	04	6 monthly review
23/09/2024	05	Issued for review
31/10/2024	06	Issued for comments closeout
13/05/2025	07	Sydney Metro review
11/06/2025	08	Issued for comment close out

The JCG documents referenced in this plan are all assigned numbers in accordance with the SM ECM Schema and the JCG file naming convention, to allow upload to the PDCS (TeamBinder). The numbers are of the form SMWSTETP-JCG-SWD- SW000-PM-PLN-002001, however for brevity each has been shortened in this document to remove the following fields SMWSTETP-JCG-SWD-SW000-, leaving just the *discipline-document type-six digit number* (e.g., PM-PLN-002001).

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Glossary

Term / Acronym	Definition
AA	Acoustic Auditor
BMP	Business Management Plan
CCS	Community Communications Strategy
CEMP	Construction Environmental Management Plan
CHMP	Construction Heritage Management Plan
CICG	Communication Interface Coordination Group
CMD	Consultation Manager Database
CoS	City of Sydney
CPM	Community Place Manager
CJP	Customer Journey Planning
CTMP	Construction Traffic Management Plan
CRT	Community Relations Team
DPHI	Department of Planning, Housing and Infrastructure
DNVIS	Detailed Noise and Vibration Impact Statement(s)
EIS	Environmental Impact Statement
EPA	Environment Protection Authority
ER	Environmental Representative
ETP	Eastern Tunnelling Package
IPIAP	Independent Property Impact Assessment Panel
ISC	Infrastructure Sustainability Council
IWC	Inner West Council
JCG	John Holland CPB Contractors and Ghella Joint Venture
OOHW	Out of Hours Work
OCCS	Overarching Community Communications Strategy
PAM	Public Affairs Manager
PCEMP	Preliminary Construction Environmental Management Plan
PPE	Personal Protective Equipment
REMM	Revised Environmental Mitigation Measures Rev 2.0 - (Chapter 11 of the Submissions and Preferred Infrastructure Report)
SBOEP	Small Business Owners Engagement Plan
Spoil	All material generated by excavation into the ground including the excavation of dives, station boxes, shafts and tunnels
SM	Sydney Metro
SMW	Sydney Metro West
SLT	Senior Leadership Team
TBM	Tunnel Boring Machine
TfNSW	Transport for NSW
TTLG	Traffic and Transport Liaison Group
TTM	Traffic and Transport Manager

1 Introduction

1.1 Project overview

Sydney Metro is Australia's biggest public transport project, with the vision "to transform Sydney with a world-class metro." In 2030, Sydney will have four metro lines, 46 stations and a 113-kilometre standalone metro railway system, revolutionising the way Australia's biggest city travels. Sydney Metro West (SMW) is a new 24-kilometre metro line with nine new stations confirmed at Westmead, Parramatta, Sydney Olympic Park, North Strathfield, Burwood North, Five Dock, The Bays, Pyrmont, and Hunter Street in the Sydney CBD.

On completion in 2030, the Sydney Metro West project will support a growing city and deliver world-class metro services to more communities. This new underground railway will connect Greater Parramatta and the Sydney CBD.

This once-in-a-century infrastructure investment will transform Sydney for generations to come, doubling rail capacity between the two CBDs, linking new communities to rail services, and supporting employment growth and housing supply. The Sydney Metro West project is expected to create about 10,000 direct and 70,000 indirect jobs during construction.

The new Sydney Metro West tunnel and excavation works for the new stations will be delivered in three contracts – the Western Tunnelling Package (WTP), the Central Tunnelling Package (CTP) and the Eastern Tunnelling Package (ETP).

The CTP, from Sydney Olympic Park to The Bays, is being delivered by the Acciona Construction Australia and Ferrovial Construction (Australia) Pty Ltd Joint Venture (AFJV). The Gamuda Australia and Laing O'Rourke Consortium (GLC) is delivering the WTP, from Westmead to Sydney Olympic Park.

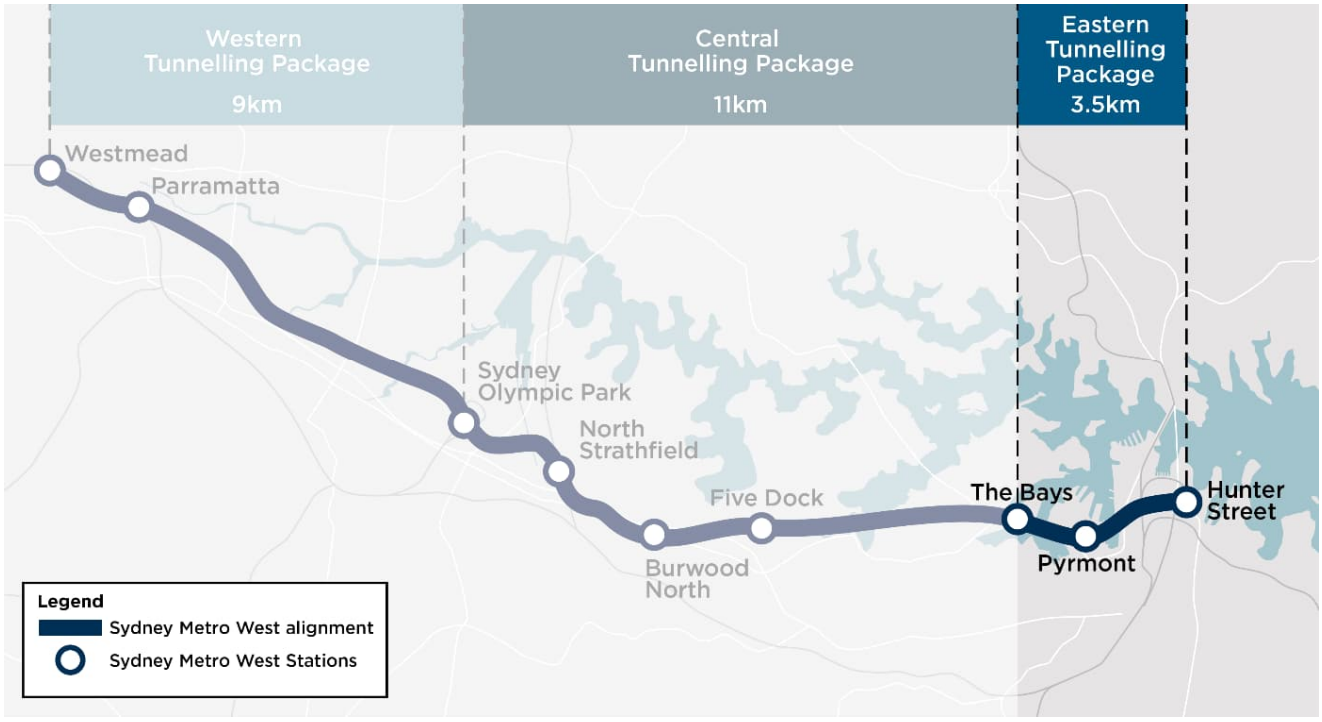


Figure 1: Sydney Metro West alignment

The John Holland, CPB Contractors and Ghella Joint Venture (JCG) will deliver the ETP, which is the focus of this Community Communications Strategy (CCS).

The ETP scope of works includes:

- 3.5-kilometre tunnels from The Bays to Sydney CBD
- A tunnel boring machine (TBM) launch site at The Bays with two TBMs launched towards Hunter Street
- A turnback cavern to the east of the new Hunter Street Station, allowing trains to turn around before travelling back towards Parramatta
- Excavation and civil works for two new cavern stations at Pyrmont and Hunter Street in Sydney CBD
- More than 16,000 segments to line the tunnels

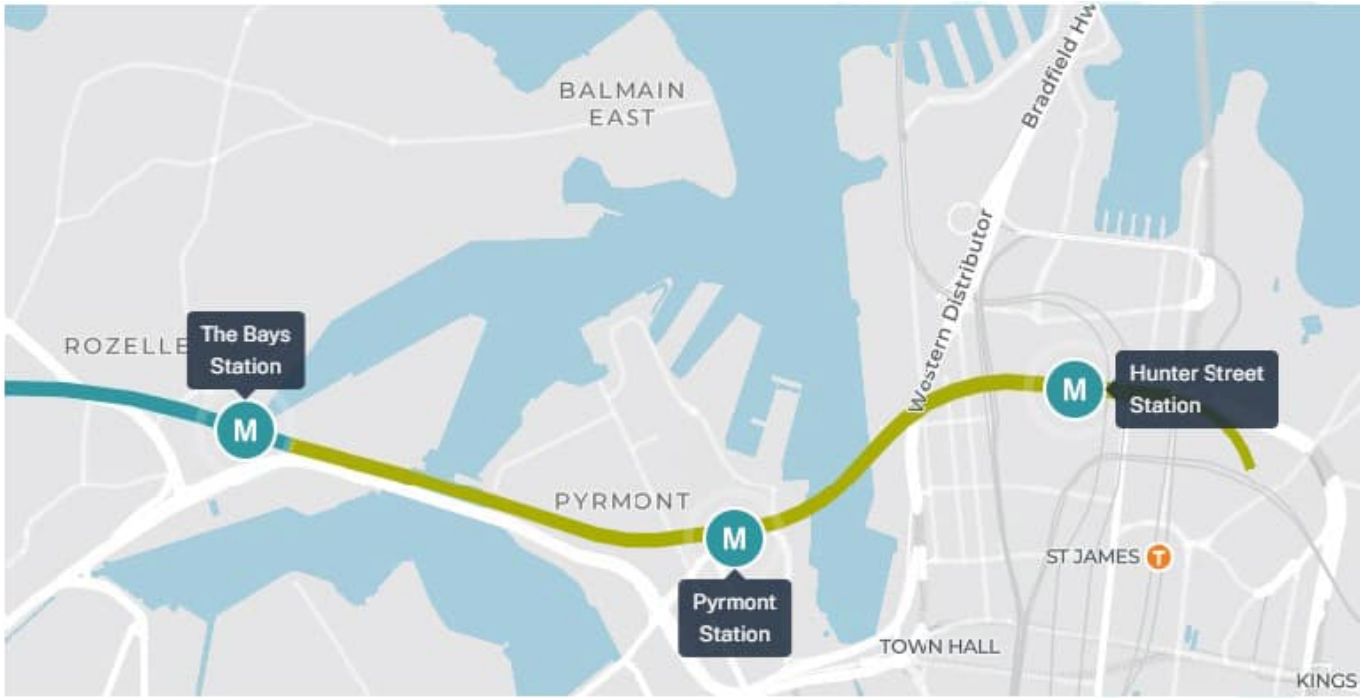


Figure 2: ETP alignment

1.2 Project requirements

1.2.1 Contract requirements

This plan has been developed to satisfy the contractual requirements listed in the following sections of the General Specification:

- Section 5.1.1 General
- Section 5.1.2 Project Plan Submission and Update
- Section 5.1.10 Community Communications Strategy
- Section 5.2.29 Stakeholder and Community Engagement Report
- Section 6 Stakeholder and Community Engagement

Appendix 1 shows how the CCS and sub-plans meet the requirements of the Project Approval Conditions and the Revised Environmental Mitigation Measures.

1.2.2 Legislation and standards

This strategy and sub-plans will comply with the following:

- Project Planning Approval
- Revised Environmental Mitigation Measures
- Sydney Metro Overarching Community Communications Strategy
- Construction Environment Management Framework

- Environment Protection Licence
- Sydney Metro's Strategy for Management of Homeless People During Construction
- TfNSW's Use of Social Media Policy
- Web Content Accessibility Guidelines
- ISC Sta-1 Stakeholder Engagement Criteria
- NSW Government Brand Guidelines.

1.3 Purpose of the Community Communications Strategy

This CCS describes JCG's approach to managing community engagement through communications on the ETP while meeting our contractual and regulatory obligations as listed in section 1.2.1 and 1.2.2 above. It describes the strategy, resources, methodology and communication tools to be used across all ETP worksites and along the ETP tunnel alignment.

JCG commits to meaningful engagement with stakeholders about construction related matters including:

- Ensuring that the community are informed in a timely manner about upcoming activities, changes and any expected impacts
- Seizing opportunities to increase the level of engagement to collaborate and involve the community in the decision-making process
  Allowing community to have a genuine contribution in the construction planning and mitigations

1.4 Structure and interface with other management plans

This CCS has been prepared in line with the Sydney Metro Overarching Community Communication Strategy (OCCS).

Complimenting this CCS are multiple sub-plans:

- Five individual sub-plans, one for each surface site (Hunter Street, Pyrmont, The Bays and Eastern Creek Precast facility) and as well as the full tunnel alignment. The sub-plans will outline the bespoke communication approach to be undertaken at each different location
- A Small Business Owners Engagement Plan to outline how JCG will minimise impacts on surrounding businesses with an emphasis on innovative customer-centric solutions
- A detailed Project Milestones Calendar, to forecast key events, photography and filming outlined in Section 6 Stakeholder and Community Engagement of the General Specification is provided in attachment 03.

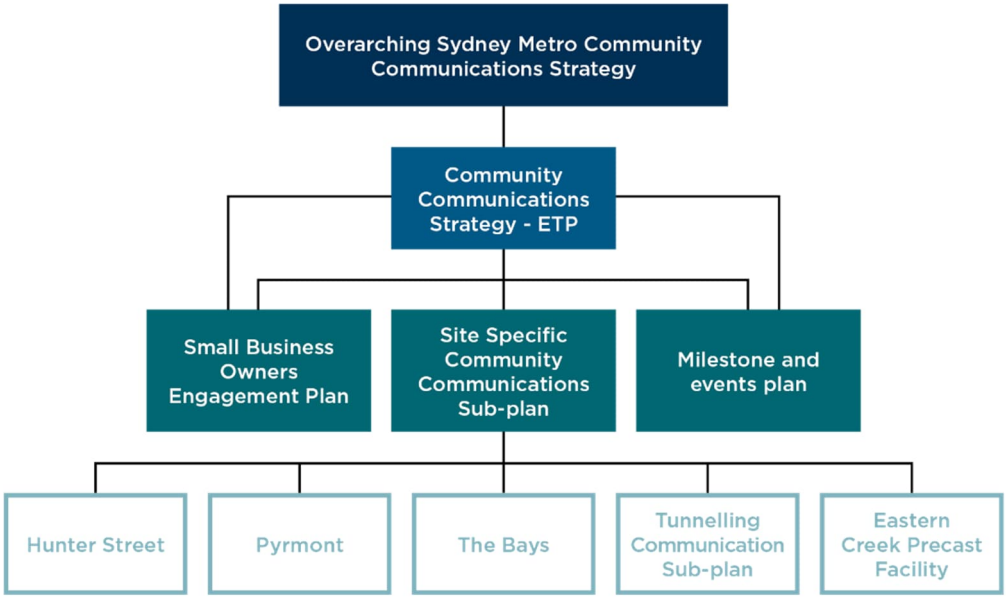


Figure 3: Hierarchy of stakeholder and community communication plans

2 Roles and Responsibilities

2.1 Communications team structure

The JCG Community Relations Team (CRT) is shown in Figure 4, including lines of communication to the Sydney Metro team. The CRT is led by the Environment, Sustainability and Stakeholder Director, supported by Stakeholder & Community Relations Manager and the Public Affairs & Events Manager.

Each ETP precinct is supported by a Place Manager and a Coordinator/Administrator. Role descriptions for each JCG CRT team member are provided in Section *2.2 Roles and Responsibilities.*

Place Managers will be responsible for all communication and engagement relating to tunnelling activities within their respective area.

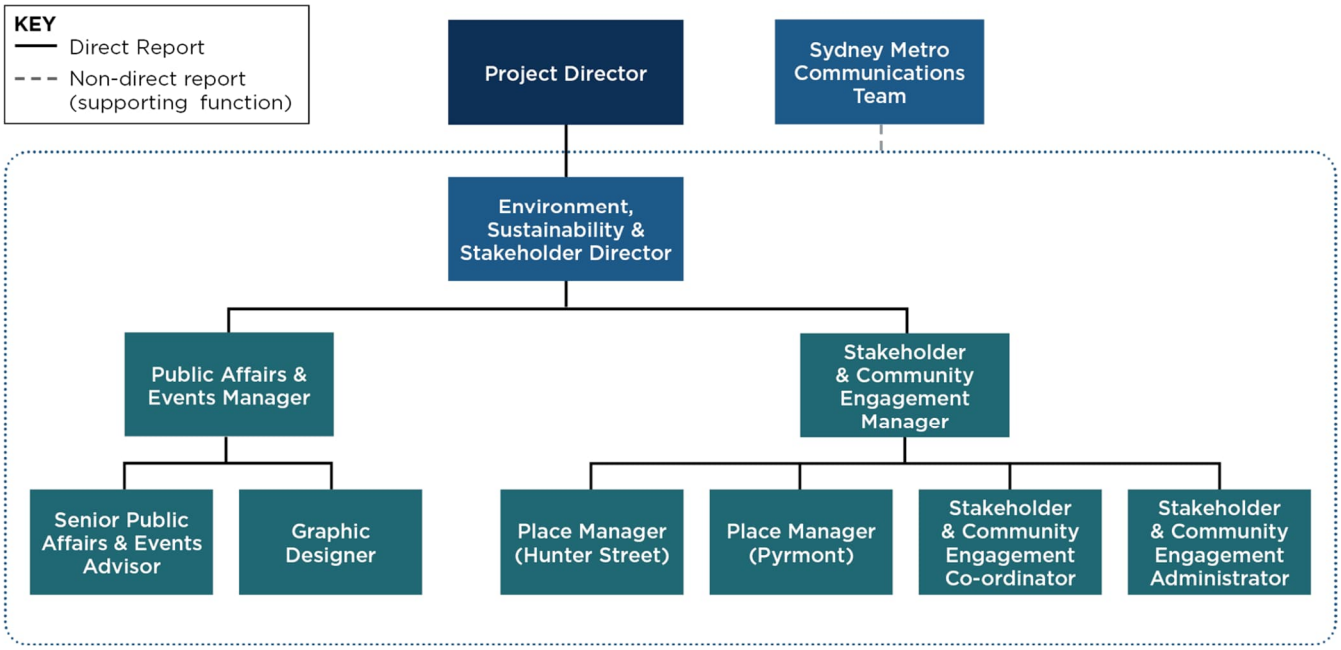


Figure 4: Key roles and communication lines for the JCG CRT

2.2 JCG communications roles

The key roles and accountabilities of JCG CRT are shown in Table 1.

The Environment, Sustainability and Stakeholder Director is the discipline lead and reports to the JCG Project Director. The Environment, Sustainability and Stakeholder Director is a member of the JCG Senior Leadership Team (SLT), reflecting the importance of the function and the integrated approach to the delivery of the ETP.

Other management positions shown in Table 1, will report directly to the Environment, Sustainability and Stakeholder Director.

Table 2: Project role and responsibilities of Stakeholder and Community Engagement

Role	Responsibilities – Stakeholder & Community Engagement
Environment, Sustainability and Stakeholder Director	- Reports to the Project Director and part of the JCG Senior Leadership Team - Represents the Project at all Communication Interface Coordination Group (CICG) meetings - Manages SM relationships - Provides strategic advice to SLT - Identifies and mitigates reputational risks - Accountable for crisis and incident communications - Manages Stakeholder & Community Relations Managers and Public Affairs and Events Manager.

Role	Responsibilities – Stakeholder & Community Engagement
Stakeholder & Community Relations Manager	- Reports to the Environment, Sustainability and Stakeholder Director - Manages SM relationships - Provides strategic advice to Environment, Sustainability and Stakeholder Director - Identifies and mitigates reputational risks - Manages crisis and incident communications - Manages Place Manager, Co-ordinator and Administrator
Public Affairs and Events Manager	- Lead the communications and events team to deliver: - Communication and event strategies - High quality digital resources, website, social media, display, print, electronic and broadcast material - Photography, filming and time-lapse - Media support to Sydney Metro and major site visits.
Graphic Designer	- Prepare all graphic design elements required for ETP.
Public Affairs & Events Assistant	- Responsible for assisting the Sydney Metro and Communications Team with the organisation and implementation of access to sites for organised events and site visits, as well for photography, filming and time-lapse.
Place Managers	- Act as the primary contacts for all stakeholders and the community in the precincts (CBD, Pyrmont & The Bays area) and along the tunnelling route - Engage with the construction teams to understand the program of current and upcoming works and notify residents and businesses accordingly - Provide advice to site team and Project Managers on stakeholder and community issues - Advise about planned activities to minimise impacts - Implement community engagement activities - Develop all project-related communications - Attend CICG meetings where required - Schedule/attend relevant stakeholder/community meetings - Organise information sessions and site visits - Managing complaints and enquiries - Maintain data in the Consultation Manager Database (CMD) and accuracy.
Community Engagement Coordinator/Admin	- - Assist in management of complaints and associated reports as required - Assist in the management of the existing community relations/communications program - Respond to queries and coverage of the 24/7 Community Hotline on rostered out-of-hours shifts - Complete records of all stakeholder contacts and reports within Consultation Manager (Project Communication system) - Prepare weekly updates of consultation activities and related forecasts for community consultation calendar

2.3 Other key ETP roles and responsibilities

Table 2 highlights roles and responsibilities other key roles on the ETP and their accountability to stakeholder and community relations.

Table 3: Stakeholder and community responsibilities and ETP roles

Project role	Key Stakeholder and Community Relations responsibilities
Project Director	- Overall responsibility for the delivery of the Project and stakeholder and community relations - Allocate sufficient resources and authorities to the Communications Team to meet Project Approvals and other communication obligations.
Construction Director, Construction	- Provide leadership to construction teams to ensure activities are managed to minimise impacts and respond to reasonable community requirements - Available to participate in key consultation, communication and site access activities

Project role	Key Stakeholder and Community Relations responsibilities
Managers, Project Managers	- Make appropriate allowances for community notifications in works programs.
Environment, Sustainability and Stakeholder Director	- Manage all consultation with authorities and agencies required in the Project Planning Approval - Provide environmental information and reports required to be made public on JCG website or used in communications or consultation - Oversee the investigation of all environmental complaints and EPA reporting - Gather and distribute information relating to expected noise and vibration impacts - DNVIS - Be available to participate in stakeholder and community meetings as required. - Oversee the ISC Stakeholder Engagement requirements to achieve credits
Project AA and ER	- Act in accordance with A32 and A37 of Infrastructure Approvals - Consider and recommend improvements that may be made to avoid or minimise adverse noise and vibration impacts - Review all proposed night-time works (with the exception of low-risk activities)) to determine if sleep disturbance would occur and recommend measures to avoid sleep disturbance or appropriate additional alternative mitigation measures - Review all noise and vibration documents for the project - As may be requested by the Planning Secretary or Community Complaints Mediator (required by Condition B8), help plan, attend, or undertake audits of noise and vibration management of the project including briefings, and site visits, - In the event that conflict arises between the Project and the community in relation to noise and vibration impacts, follow the procedure in the Overarching Community Communication Strategy referenced in Condition B1 to attempt to resolve the conflict, and if it cannot be resolved, notify the Planning Secretary - Receive a copy of the Sydney Metro Complaints Register weekly - A copy of any assessment carried out by the Project of whether proposed work is consistent with the approval.
Environment Manager and other consultants	- Be available to participate in stakeholder and community meetings as required - Gather and distribute information relating to expected noise and vibration impacts – DNVIS - Responsible for consultation with regulatory agencies as required by the Planning Approval - Provide environmental document and reports for upload to the project website as required by the Planning Approval
Traffic and Transport Manager	- Manage liaison with Traffic and Transport stakeholders including participation in the Traffic and Transport Liaison Group - Identify traffic changes requiring notification to stakeholders, community and the travelling public - Work with Place Managers to identify stakeholder access requirements
Interface Director	- Manage and coordinate key interfaces on the ETP Works with interface contractors, and through formal agreements with Councils, government agencies, adjoining owners and other third parties - Ensure interface issues are understood and incorporated into all planning and programming activities - Coordinate regular interface meetings in collaboration with Sydney Metro and the Stakeholder and Community team - Oversee the implementation of condition surveys and monitoring programs
Planning Manager	- Include appropriate allowances for stakeholder and community requirements in the ETP program
Subcontractors and consultants	- Agreements include explicit requirements to meet the ETP community obligations, including penalties for non-conformance and incentives for superior performance - For spoil removal contractors, this will include specific requirements contained in the CTMP, including approved hours of operation and haulage routes, nominating a contact to investigate complaints and using approved queuing locations

Project role	Key Stakeholder and Community Relations responsibilities
	- Selected subcontracts include the requirement for employees to comply with codes of conduct e.g., heavy vehicle drivers and security.
All JCG employees, supervisors and subcontractors	- Complete ETP induction and site-specific induction. Subcontractors sign agreements that they understand and accept their relevant community responsibilities - Identify community impacts during activity reviews and recommend preventative solutions or processes

3 Scope of Works

3.1 Construction sites

ETP includes simultaneous construction across three discreet precincts:

- Hunter Street, CBD (East and West)
- Pyrmont (East and West)
- The Bays

The project also includes 3.5 kilometres of mined tunnel and supporting cavern infrastructure linking the above ground construction sites. A pre-existing support site at Eastern Creek will be utilised for precast tunnel lining production.

Maps showing the location of each construction site are provided in Figures 3, 4, 5 and 6. These maps will be updated periodically to reflect the changing site layouts.

A high-level general construction program for ETP is outlined in Attachment 02 – table 22.

3.2 Pre-construction work

Prior to main construction of ETP starting, Sydney Metro's early works contractors undertook preliminary activities to inform detailed design and construction planning including:

- Property acquisitions
- Investigatory work including geotechnical investigations, surveying, and archaeological investigations
- Non-intrusive inspections

3.3 Construction program and project approvals

A milestone calendar required under General Specification 5.1.10 (c), is provided as Attachment 03 – table 23.

3.4 Construction sites

A map of each construction site along with the corresponding key indicative construction program is provided below. The construction program will be updated progressively as work progresses and timeframes are confirmed. Detailed information relating to each site is contained in the relevant site-specific sub-plan, including the confirmed site layout, directly impacted stakeholders, specific construction program and expected impacts.

3.4.1 Site maps

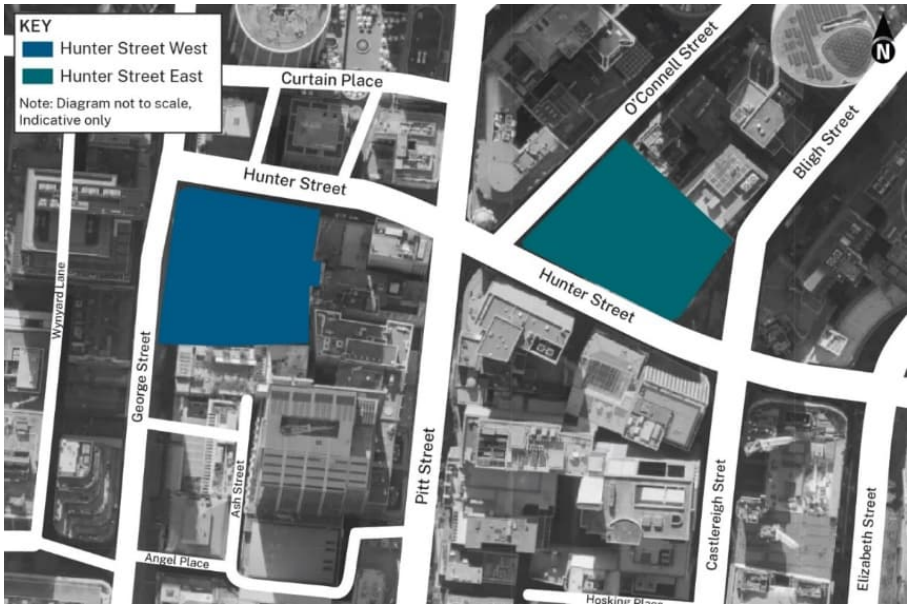


Figure 5: Hunter Street Station site location

Figure 6: Pyrmont Station site location

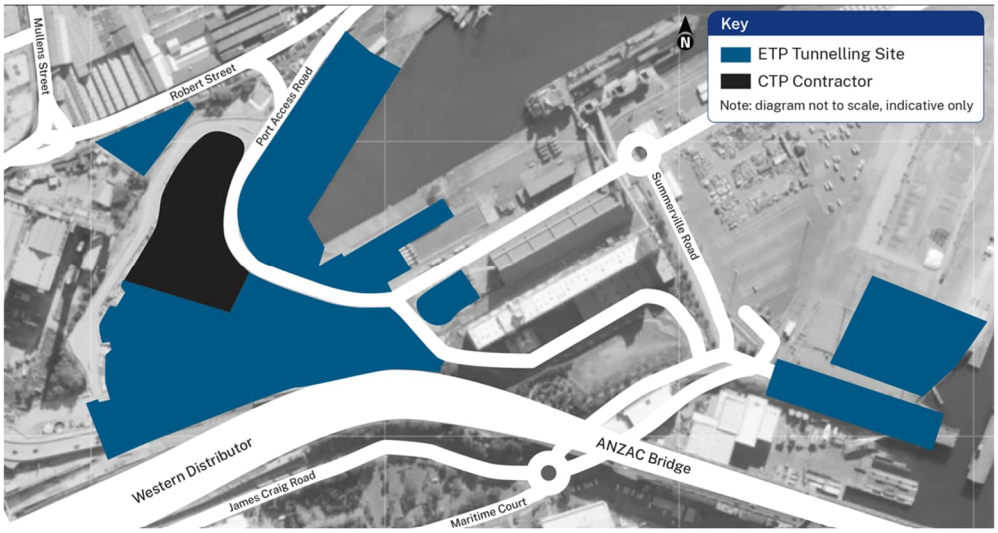


Figure 7: The Bays site location

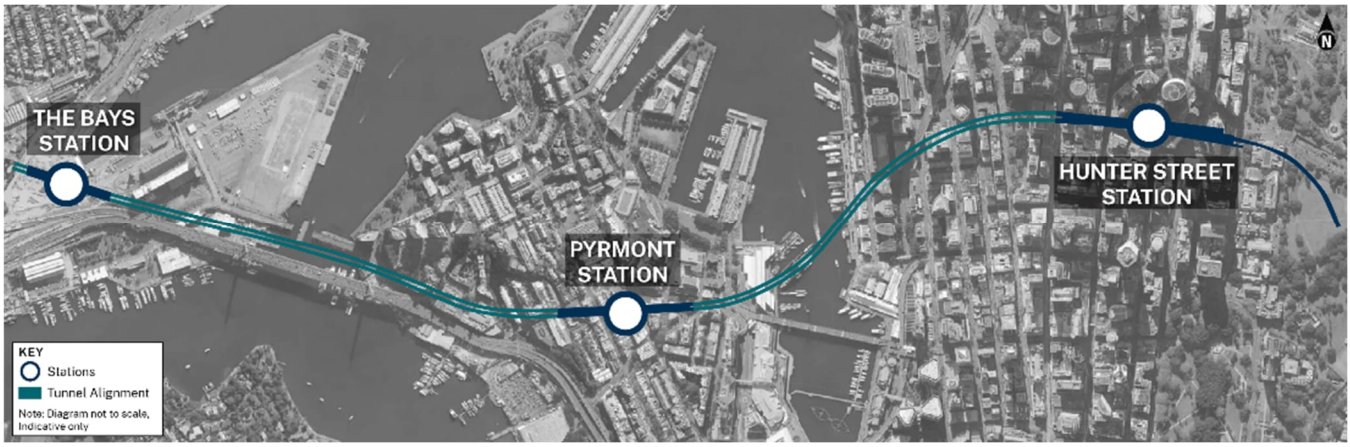


Figure 8: Tunnel alignment (TBM & Roadheader)

Figure 9: Precast Facility site location

3.5 Program Overview

The main construction sites and key activities at each site are outlined in Table 3.

Table 4: Main construction sites

Site	Site establishment	Demolition	Road header works and support	Spoil removal	Shaft excavation	Station excavation	TBM segment production	TBM launch and support	TBM retrieval	Construction staff facilities	Harbour crossings
Hunter Street East	•	•	•	•	•	•			•	•	
Hunter Street West	•	•		•	•					•	
Pyrmont East	•	•	•	•	•	•		•		•	•
Pyrmont West	•	•	•	•	•	•					
The Bays	•		•	•				•		•	•
Eastern Creek Precast							•			•	

4 Communication and consultation approach

4.1 Delivering a consistent approach

Unique to Sydney Metro projects is the division of scope into individual work packages completed sequentially to deliver one asset. As highlighted in the SMW OCCS, it is vital for project communication to be delivered at a consistent standard across each of these individual work packages. To ensure this, JCG will adhere to the robust communication framework provided by the SMW OCCS, while also addressing the unique needs of its own stakeholders and impacted communities.

4.2 ETP strategic approach

Underpinned by two of Sydney Metro's values; collaboration and integrity, JCG will use an integrated, customer service and cohesive approach to working with communities and stakeholders. The project team will draw on experience gained from delivering packages for previous Sydney Metro projects (City & Southwest Tunnel and Northwest Tunnel) as well as other recent major infrastructure projects in Sydney city:

- Integrated: each CPM will be site-based and integrated into the relevant construction team playing an active role in their planning and programming activities. Their ongoing attendance will ensure community outcomes are considered throughout the planning process and that information provided to stakeholders is timely, accurate and holistic, where possible. JCG will seek engineered solutions during the construction planning phase to mitigate community impacts before they become tangible issues.

- Customer service: JCG recognises that like Sydney Metro, various stakeholders along the project alignment are our customers. Stakeholders affected by ETP as outlined in the next section, are a combination of commercial, residential and industry, requiring a dynamic and tailored communication and engagement approach. To do this, JCG will use a variety of communication and engagement channels including but not limited to conventional methods (email, phone, direct briefings, and letters) and non-conventional methods (virtual information rooms, augmented reality technology, digital billboards, SMS, targeted email updates, street meetings) to effectively address the different needs of stakeholders across the project. Through direct engagement and early consultation surveys, JCG will get to know each stakeholder, their concerns and interests, and their preference for communication.

- Cohesiveness: going beyond contractual requirements to coordinate with other parties, JCG will encourage a culture of cooperation and sharing with Sydney Metro, interfacing contractors and other stakeholders to ensure that knowledge built over time can be used to improve the experience of mutually impacted stakeholders. Stakeholders at all three locations are cumulatively impacted by multiple major construction projects happening concurrently. JCG will work closely with interfacing contractors and Sydney Metro to identify and seize opportunities in the construction program, staging and distribution of information, to streamline work and reduce the overall impact. Examples of this include combining newsletters for multiple projects in the same area to reduce the amount of information people are receiving. Similarly, knowledge gained during construction of ETP will be transitioned to the contractor delivering the next package.

JCG will be guided by the International Association for Public Participation (IAP2) during all phases of the project.

4.3 Communication objectives

In accordance with the strategic approach outlined in section 4.2 and JCG's commitment to engagement outlined in section 1.3 communication objectives for ETP are to:

- Comply with the Project's Compliance requirements (Compliance Matrix, Attachment 1)
- Ensure that the community are informed in a timely manner about upcoming activities, changes and any expected impacts

- Seize opportunities to increase the level of engagement to collaborate and involve the community in the decision-making process
- Allow community to have a genuine contribution in the construction planning and mitigation identification process. Work cooperatively and openly with Sydney Metro to provide a coordinated and consistent approach, understanding that JCG are one of over 20 contractors delivering the broader SMW alignment
- Build trust with stakeholders by being responsive to their needs; easily accessible and providing timely information about upcoming work and expected impacts
- Being an integrated part of the construction teams to effectively manage stakeholder expectations, JCG will provide 'the full picture' and 'worst case scenario', where possible
- Develop real and personal relationships with stakeholders, with initial face-to-face contact being a preference
- Proactively identify and minimise, where possible, the impacts of ETP construction on stakeholders with opportunities to develop innovative or engineered solutions encouraged
- Keep the community informed using a variety of channels, to disseminate accurate and timely information about upcoming construction; what to expect and what has been done to minimise disruption
- Maximise opportunities to create a positive experience for stakeholders during construction
- Generate interest about construction of ETP, taking all opportunities to showcase the complexity and innovation behind building such a project
- Seize opportunities to enhance and protect the reputation of Sydney Metro, the NSW Government, Sydney Metro and JCG's parent companies
- Support Sydney Metro to engage the broader community of Sydney to generate awareness and excitement for this historic project.

4.4 Infrastructure Sustainability Council (ISC) engagement framework

JCG is committed to achieving a high level of sustainability in all aspects of its work including community and stakeholder engagement. To demonstrate this, The ETP CCS has been developed in accordance with IS Sta-1 Stakeholder Engagement Strategy criteria and will be independently evaluated at pre-determined intervals throughout the project as required by ISC. ETP's communication strategy will be guided by the ISC framework for effective engagement including the following four levels of interaction.

Table 5: ISC framework for effective engagement

Interaction	Aspect	Engagement
Inform	All construction activities related to the project	provide stakeholders with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions
Consult	Respite periods for high-noise impact activities Works under community agreement Property adjustment work	obtain feedback on analysis, alternatives and/or decisions
Involve	Community benefit legacies Works under community agreement Tree removal Property adjustment work	work directly with the stakeholders throughout the process to ensure that stakeholder concerns and aspirations are consistently understood and considered

Interaction	Aspect	Engagement
Collaborate	Community benefit legacies Tree removal	partner with stakeholders in aspects of decision making where feasible and reasonable, including development of alternatives and the identification of a preferred solution.

Given ETP's construction scope being predominantly excavation with no urban design or landscaping provisions, engagement will focus on informing, consulting and involving its stakeholders about planned construction activities. Wherever possible, JCG will endeavour to collaborate with stakeholders to achieve best practice engagement outcomes.

Where possible, JCG will collaborate with key stakeholders about construction decisions that may impact them to arrive at mutually developed and agreed solutions. The levels of engagement of each project stakeholder will be added and updated in future revisions of this Strategy, as they are made known to JCG during the initial consultation process.

4.5 Previous community engagement activities

JCG draw from the knowledge and experience gathered by Sydney Metro during the pre-construction phase which involved the following engagement activities:

- Individual briefings with key stakeholders adjacent to the sites
- Notification of investigatory work activities and project status
- Public information sessions
- Formal consultation regarding project approvals (Environmental Impact Statement, Modifications to planning approvals)
- Interface meetings with Councils, Government bodies and other key stakeholder bodies.

4.6 Engagement phases

- Following the engagement activities undertaken by Sydney metro prior to contract award, JCG will be focusing its communication and engagement practices across two phases:

Table 6: JCG's communication and engagement practices

Phase & purpose	Timing	Key construction activities	Communication channels
Pre-construction planning phase **Introduction to JCG** **Introduction of scope** **Establishing preferred communication method**	Nov 2022 – Feb 2023	- Design finalisation	- Doorknocks - Meetings and briefings - Introductory email via CM - Paper notification - Phone calls - Email subscription campaign
Early work and site establishment phase **Communicate via preferred method** **Inform about**	Feb 2023 – Apr 2023	- Utility and geotechnical investigations - Utility relocations - Ground monitoring installation - Site establishment - Design finalisation	- Weekly email updates - Paper notifications and newsletters - Sydney Connect App - Meetings and briefing - Phone calls - Information sessions
Main construction phase	Apr 2023 – Q4 2026	- All the above - Demolition of structures - Tunnel and shaft excavation - Concrete lining work - Steel formwork - Removal of spoil	- Weekly email updates - Paper notifications and newsletters - Sydney Connect App - Meetings and briefing - Phone calls - Information sessions - Public events

5 Stakeholders

5.1 Stakeholder relationship management

JCG recognises the pre-existing relationship that Sydney Metro has developed with many stakeholders along the ETP alignment. To ensure the easiest transition for stakeholders impacted by other phases of Sydney Metro work, previously gained knowledge and lessons learnt will be shared through regular interface meetings as part of the cohesive approach. Handover meetings with pre-existing stakeholders will occur during the initial consultation phase. The CMD will provide historic records of all previous interactions between Sydney Metro and stakeholders and will be reviewed by JCG prior to first-time engagement.

Specific consideration on ETP will be given to the unique interface with adjacent contractors at all construction sites. Through formal Interface Agreements and regular interface meetings, JCG will continue to work with Sydney Metro, and it's interfacing contractors to enable a coordinated work program and approach to mitigating impacts.

5.2 Stakeholder Analysis

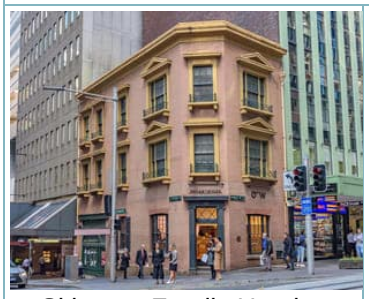
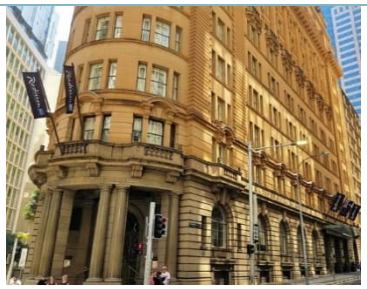
Table 6 provides an overview of ETP's key stakeholders, potential issues and interests relating to construction, and our planned communication channels to enable effective customer service for these stakeholders. More information about key stakeholders can be found in the specific community communications sub-plan.

Table 7: Stakeholder Analysis

Details	Issues / Interest	Communication channels
Elected representatives – State		
- NSW Premier - Minister for Transport Infrastructure and Active Transport) - Minister for the Environment and Heritage State members: State Member for Sydney, State Member for Balmain	- Impact on constituents during construction - Meeting timelines, budgets, and deliverables.	- SM to lead. JCG support in communication and collaboration with elected officials e.g., briefings, reporting, media enquiries
Elected representatives – Federal		
- Prime Minister and Cabinet - Member of Parliament for Grayndler - Member of Parliament for Sydney	- Impact on constituents during construction - Meeting timelines, budgets, and deliverables.	- SM to lead. JCG support in communication and collaboration with elected officials e.g., briefings, reporting, media enquiries
State government departments, corporations, and agencies		
- Sydney Metro - Transport for NSW - Department of Planning and Environment (DPE) - Department of Primary Industries Crown Lands and Water - Infrastructure NSW - Sydney Trains - Customer Journey Planning (TfNSW)	- Approval authorities - Asset management - Regulatory - Nearby projects - Impact on land or assets - Cumulative impacts - Adjacent works - Environmental impacts - Contamination - Monitoring - Complaints	- SM to lead. JCG support in communication and collaboration with elected officials e.g., briefings, reporting, media enquiries - Interface Deed (if applicable) - Briefings - One on one meetings - Communication Interface Coordination Group - Notifications - Receiving formal approvals

Details	Issues / Interest	Communication channels
- Family and Community Services and Housing NSW - Placemaking NSW - The Royal Botanic Gardens Trust - Port Authority of NSW - NSW Environment Protection Authority (EPA) - Office of Environment and Heritage - NSW Office of Water	- Heritage - Noise and vibration - Air quality - Works permits - Compliance with formal Interface Deeds (if applicable).	- Media events - Site tours - TTLG (if applicable).
Local government		
- Elected representative, general managers and officers of councils: - City of Sydney Council - Inner West Council - Blacktown Council	- Construction impact on residents and businesses - Noise and vibration - Transport impacts e.g., George St, - Impact to active and non-active transport - Wayfinding - Heritage - Tree removal and other environmental aspects - Hoarding requirements and location - Interface with Project team - Impact on Council assets.	- Scheduled meetings - Consultation on project Management Plans - Community information sessions - Notifications - Newsletters - Email updates - Sydney Metro App - Project website(s) and tunnel tool - Site hoarding (City of Sydney).
Directly affected residents and businesses within noise catchment of construction sites (Note: Details specific to each site captured in sub-plan)		
- Residents and businesses in Sydney CBD, Pyrmont and The Bays	- Noise and vibration - Pedestrian/cyclist access - Property access - Property damage - Air quality – dust - Sleep disturbance - Loss of amenity - Loss of foot traffic - Impact to business operations - Utility outages - Construction fatigue - End-state opportunities.	- One on one meetings as required - Community information sessions - Individual/ group briefings - Site tours - Notifications - Newsletters - Sydney Metro App - Email updates - Website and social media - Information on site hoarding - Project website(s) and tunnel tool - Tailored Signage/ wayfinding - Community Place Manager contact (where required) - 24/7 community enquiries and complaints channels (metrotunnelsjcgjv@transport.nsw.gov.au & 1800 612 173) - Small business support measures identified in SBOEP.
- Hotels around Sydney CBD and Pyrmont - Refer to the relevant sub-plans for specific businesses	- Noise and vibration - Air quality – dust - Loss of visual amenity - Change of property access - Disruption from utility outages - Cumulative impact of consecutive projects	- Community Place Manager contact - One on one meetings/ briefings and presentations - Site tours - Offer of information sessions if requested - Notifications/ newsletters

Details	Issues / Interest	Communication channels
	- Construction fatigue - End-state opportunities.	- Email updates - Coordination of OOHW to align with lower-volume guest nights if possible 24/7 community enquiries and complaints channels (metrotunnelsjcgjv@transport.nsw.gov.au & 1800 612 173) - Tailored signage/wayfinding - Sydney Metro App - Project website(s) and tunnel tool Communications support for customer interface.
Stakeholders along tunnel alignment (within 50 metres)		
- Residents, Businesses, and other sensitive receivers along the tunnelling alignment (within 50 metres) - (Refer to Tunnelling Communication Sub-plan)	- Concerns about property damage - Disturbance from ground borne noise and vibration - Disruption of sleep - Impacts to mental health - Construction fatigue.	- Property condition surveys - Information sessions - Tunnel Tool - Notifications about the start of tunnelling including information on excavation process - Weekly email updates with excavation progress - 24/7 community enquiries and complaints channels (metrotunnelsjcgjv@transport.nsw.gov.au & 1800 612 173) - Noise and vibration monitoring.
Aboriginal Land Councils		
- Metropolitan LALC	- Impacts on land of Aboriginal significance - Aboriginal heritage finds - Employment opportunities.	- Individual briefings - Notifications/ newsletters - Project website(s) - Sydney Metro App.
Emergency Services		
- Police (Sydney, Glebe, Balmain) - Fire and Rescue NSW (The Rocks & Pyrmont) - Ambulance NSW (SAC, Paddington Drummoyne, Randwick, Marrickville)	- Emergency access - Traffic changes - Congestion.	- Attend TTLG - Briefings - Notifications/ newsletters - Sydney Metro App.
Business groups and tourism associations		
- CBD Sydney Chamber of Commerce - Pyrmont and Ultimo Chamber of Commerce - Balmain Business Chamber - Rideshare companies (Uber, Didi etc) - Food delivery companies (Uber)	- Impacts on business operations of their membership – retail, tourism, hotels, restaurants, and other accommodation - Property access - Pedestrian/ cyclist changes - Reduced customer volumes - Confusion over wayfinding.	- Briefings - Meetings with CJP - Meetings - Email updates - Notifications/ newsletters - Wayfinding signage - Potential advertising in magazines - Small Business Owners Engagement Plan initiatives - PCM contact - Membership sponsorships.
Utility stakeholders		
- Sydney Water - Ausgrid - Jemena	- Impact on existing infrastructure - Consultation on settlement criteria for individual utility	- Formal interface agreements

Details	Issues / Interest	Communication channels
- Telecommunications providers (Telstra, Optus, NBNco, Uecomm, Amcom, Verizon, Vocus, Primus Tel, Nextgen, AAPT, AARNet) - RMS and Sydney Trains communication networks	structures and on access, diversion, protection and/or support - Notification to residents and businesses of any disruption to services - Supply for critical and non-critical life-support customers.	- Written correspondence and meetings to identify requirements and address specific issues - Email updates - Notification of planned works - Incident response protocols - Courtesy notices regarding outages - Direct contact (phone, doorknock) with identified life support customers.
Active Transport and traffic		
- Couriers - Bicycle for NSW - Seven Bridges Walk organisers	- Impacts on road and transport network - Traffic management plans, including planned lane closures and changes to paths - Incident and special event plans - Haulage routes and layover areas - Pedestrian management.	- Email updates - Sydney Metro App - Briefings as required - TTLG (via Sydney Metro) - PCM contact.
Heritage stakeholders and buildings		
- National Trust of Australia (NSW) - Heritage Council of NSW Department of Planning and Environment Local heritage groups, - Heritage Buildings	- Information about the project - Impacts on buildings or land of Heritage significance - Key stakeholder engagement - Concerns about property damage - Loss of visual amenity - Change of property access Disturbance from ground borne noise and vibration.	- Briefings/ meetings - Notifications and email updates - Website and tunnel tool - VR/AR tools - Site hoarding images in collaboration with City of Sydney - Flythroughs - Additional vibration monitoring with relevant cosmetic/structural damage criteria applied - Sydney Metro App.
- Some examples of ETP heritage buildings below:		
 - Skinners Family Hotel	 - Raddison Blu	 - Former industrial building 'Waite & Bull
Healthcare		
- Sydney Hospital and Sydney Eye Hospital - Medical Centres, Dentists, Optometrists, Wellness centres and other healthcare providers	- Sensitive equipment - Patient care - Noise and vibration - Dust - Changes to customer access - Parking/ drop off zones - Cumulative impacts - Waste collection.	- One-on-one meetings - Email updates - Notifications - Newsletters - Website/social media - Direct PCM contact - 24/7 community enquiries and complaints channels (metrotunnelsjcgjv@transport.nsw.gov.au & 1800 612 173) - Newsletters in waiting rooms and staff rooms

Details	Issues / Interest	Communication channels
		- Sydney Metro App.
Other organisations/ locations with interests		
- Pyrmont Action Group - WestProtects Action Group - Darling Magazine - State Library - Shelley/Lime Street Precinct and King Street Wharf - White Bay interest groups - Rozelle and Blackwattle Bay interest groups - Channel 10, Nova 96.9FM, 2GB	- Noise and vibration - Change to local amenity - Traffic and parking changes - Access to information about the project - Tree removal - Local project initiatives.	- Regular meetings as required - Email updates - Notifications/ newsletters - Community Information Sessions - Direct PCM contact - 24/7 community enquiries and complaints channels (metrotunnelsjcgjv@transport.nsw.gov.au & 1800 612 173) - Site tours - Sydney Metro App.
Major concurrent construction projects		
- Western Harbour Tunnel Stage 1 and Stage 2 - Sydney Metro West – Central Tunnelling Package (Acciona Ferovial Joint Venture) - WestConnex Rozelle Interchange - Department of Planning – powerhouse redevelopment - White Pay Power Station conservation - Fishmarket redevelopment - The Bays Masterplan (Department of Planning and Environment) - The Bays 33kV - Glebe Island Multi-User facility	- Coordination of activities and information including: - Out-of-Hours work lookahead - Haulage routes - Worker parking provisions - Key stakeholder engagement - Referral of enquiries and complaints - Minimising cumulative impacts.	- Communications Interface Coordination Group - The Bays Project Traffic, Environment & Cumulative impacts meeting - Formal Interface agreements - Individual briefings ahead of major work activities - Email updates - Work notifications/newsletters - 6 week lookahead of OOHW shared between projects - Direct contact between PCMs.

6 Engaging with the Community

6.1 Engaging with diverse communities

JCG is committed to engaging with the culturally and linguistically diverse communities across the ETP alignment. According to the 2021 and 2016 Census data (Australian Bureau of Statistics), 49% of the population of the City of Sydney was born overseas with key immigrant groups originating from China, Thailand and India. Around 35% of this population speak a language other than English at home and 17.1% speaks another language and English not very well. In line with this, JCG has identified non-English speaking businesses at both the Pyrmont and Hunter Street sites that will be directly impacted by project work.

JCG will again take a customer centric approach to engaging with these communities by using a range of materials to ensure they understand upcoming construction work and any potential impacts:

- Where required, engage translators (external or internal to the Project) for meetings and events
- Use translation service for written documentation to stakeholders especially when requiring formal agreement from a property owner such as a property condition survey
- Ensure collateral including construction updates and newsletters include information about how to access translation services
- Refer to Sydney Metro website or Sydney Metro Connect App for general project information where a built-in Google translator software is embedded and familiar to many people
- Ensure community information sessions and/or event days have a range of translated materials
- Use plain English, pictures/diagrams and other visual methods in public communication materials to explain complex issues
- Materials made available on Sydney Metro or the JCG website will be in PDF format that complies with the Level AA accessibility requirements in the Web Content Accessibility Guidelines (WCAG 2.0).

JCG also recognises and is committed to addressing the experience of people with limited mobility or visual impairment including the following base standards:

- Ensuring any changed access is established in accordance with the guidelines set out in the *Disability Discrimination Act 1992*
- Ensure community Information Sessions and Open Days are wheelchair accessible and have wheelchair accessible toilet facilities for visitors
- Materials made available on Sydney Metro or the JCG website will be in PDF format that complies with the Level AA accessibility requirements in the Web Content Accessibility Guidelines (WCAG 2.0).

6.2 Engaging with vulnerable communities

The ETP alignment and its construction sites, particularly at the Hunter Street and Pyrmont locations, interface with vulnerable and transient communities, and awareness of these impacts is very important for effective community consultation on ETP.

JCG employees will adhere to the guidelines set within the *Sydney Metro Strategy for Engaging with Homeless People During Construction* which endorses the NSW Government approach to homelessness. Importantly, JCG recognises vulnerable individuals are project customers who must be treated with care, kindness and respect for their surroundings, noting these situations are very complex and individual circumstances are unknown.

The JCG Community Team will engage with local homeless support groups that have direct connections with displaced communities, such as City of Sydney Homeless Task Force and grassroots organisations such as St. Vincent's and Be Kind Sydney, to make sure local homeless people are made aware of any upcoming works.

The mandatory ETP project induction will include advice for all employees and contractors about how to interact with homeless people. Specifically, the induction will advise workers that:

- Some of our sites are located near vulnerable people

- First and foremost, be kind and respectful to these individuals. We do not know their individual circumstances
- If you need an individual to move from their location, please respectfully ask them to move
- If they refuse to move, please let your supervisor know who will let the Community Team know – we can take the appropriate steps
- If you have concerns for their safety, contact the Community Team who will raise with relevant authority
- If you have immediate concerns about their safety, contact emergency services – 000

Given the location of ETP and its interaction with homeless populations, part of the Project's proposed Community Benefit Plan, will involve working with charities that assist displaced individuals.

6.3 Engaging Aboriginal and Torres Strait Islander communities

JCG acknowledges the Gadigal and Wangal peoples of the Eora Nation, the Traditional Owners of the land on which we will be working, and we acknowledge Elders past and present and recognise their continued connection to the land and waterways.

Approximately 1.1% of the population of the City of Sydney and 0.9% of the Inner West City Council identify as Aboriginal and/or Torres Strait Islander.

JCG is committed to taking meaningful steps to recognise the significance and importance of Aboriginal and Torres Strait Islander culture and connection to the land on which we will be working. JCG will integrate Aboriginal participation and recognition into its daily operations and interactions with the community, engaging a third-party Social Inclusion Manger to assist with developing a project-specific Acknowledgement of Country, as well as practical ideas to enhance Aboriginal and Torres Strait Islander participation on ETP through the workforce, community, and environmental requirements and initiatives.

6.4 Community engagement before construction

6.4.1 Property condition surveys (PCS)

A Property Condition Survey Plan prepared by JCG and approved by Sydney Metro, will outline in detail, the approach taken to managing the PCS process in line with project requirements, throughout construction. Prior to construction, a detailed structural, engineering and vibration assessment of the project's work will be undertaken to understand any potential settlement or vibration impacts. PCS will be offered to properties based on the findings of this assessment. Where a PCS is deemed necessary, an offer will be made to owners both prior to, and post construction activities, happening near a property.

Three attempts to contact relevant property owners will be made via the contact methods available including a doorknock. Offers for pre-construction PCS will be made approximately six to 12 weeks prior to potentially impactful construction activities starting near the property. Offers for post-construction PCS will be made within three months of construction activities finishing in proximity to the property. All attempts of contact will be recorded in Consultation Manager for record keeping.

JCG has a dedicated resource to maintain a register of completed property inspections as well as any that have declined. The Property Condition Survey Plan includes a detailed process to be undertaken with property owners when offering, carrying out and recording PCS. The Property Condition Survey Plan also provides the process for escalating PCS enquiries or complaints.

6.4.2 Detailed Noise and Vibration Impact Statement

Due to the nature of ETP work being mainly excavation, ground-borne noise and vibration is expected to be one of the main impacts to nearby stakeholders. Detailed Noise and Vibration Impact Statement(s) (DNVIS) will be developed in consultation with sensitive receivers to determine reasonable mitigation and management arrangements, prior to the start of high noise and vibration impact works. The DNVIS considers sensitive stakeholders such as schools, places of worship and recording studios that may require additional noise and vibration mitigation. A full list of sensitive stakeholders is included in the individual sub-plans for each site. The DNVIS will be submitted to the project's AA and ER to enable construction work to be undertaken.

Consultation regarding noise and vibration impacts will be ongoing and tailored to individual needs.

6.5 Community engagement during construction

6.5.1 Progress updates

Timely, informative and well-targeted communication is one of the project's most fundamental and effective mitigation measure against construction impacts. Being integrated in the planning process and delivering high customer service to its stakeholders, JCG will proactively keep the community informed about upcoming work, expected timings, any potential impacts, and general project progress/updates via a range of communication methods outlined in section 9 of this Strategy.

JCG will endeavour to provide the full picture where possible, with importance placed on giving accurate information to effectively manage the expectations of stakeholders.

6.5.2 Noise, vibration, lighting and nightworks

Ground-borne noise and vibration is expected to be one of the main impacts to nearby stakeholders. The approved Detailed Noise and Vibration Management Plan for each scope of work across the sites, will outline the noise and vibration mitigation measures required in line with the Project's EPL, required to manage the expected impacts. Mitigation measures used by JCG may include but are not limited to:

- Advance notification of high-noise work during day or night in line with requirements of the Project's EPL. Notification may occur via various platforms as outlined in section 9 of this strategy
- Tunnelling specific information that provides the location of the roadheader/ TBM and the expected duration of impact
- 3-month out-of-hours work lookahead provided to stakeholders
- Specific briefings with sensitive stakeholders to understand their mitigation requirements and core operational hours
- Adhering to reduced high noise work hours during the daytime
- Adhering to respite breaks during high noise activities (rock hammering or saw cutting)
- Finishing high-noise activities as early as possible at night
- Changing machinery or construction methodology for quieter alternatives
- At-source noise mitigation such as noise blankets, acoustic sheds.

Owners and occupiers of properties at risk of exceeding the screening criteria for cosmetic damage will be notified before works that generate vibration starts in the vicinity of those properties. If the potential exceedance is to occur more than once or extend over a period of 24 hours, owners and occupiers are to be provided a schedule of potential exceedances on a monthly basis for the duration of the potential exceedances, unless otherwise agreed by the owner and occupier.

All construction lighting will be consistent with the requirements of Australian Standards. Any additional mitigation measures to manage residual night lighting impacts to protect properties adjoining or adjacent to a project site will be developed in consultation with the property owner.

6.5.3 Traffic, parking, and pedestrian/cyclist access

According to research conducted by Cred Consulting on behalf of the Department of Planning and Environment (2020), the most common mode of transport for residents of Pyrmont and Sydney CBD is walking. Given the interaction between the Hunter (east and west) and Pyrmont (east and west) sites, and high-volume pedestrian walkways, clear and safe access will be prioritised and maintained throughout construction of ETP.

There is competition for the attention of pedestrians with many people using mobile media and technology during their commute, so the project needs to work creatively to attract the attention of the average pedestrian. The project will explore creative options such as lights, painted driveways or image projections to capture the attention of pedestrians approaching site access points where heavy vehicles may be entering or exiting. These initiatives will be implemented in consultation with the relevant Council and in accordance with Sydney Metro requirements.

There is no permanent traffic changes required for construction of the ETP project. There will be temporary traffic changes required during construction which will be further detailed in relevant Traffic Management Plans (TMP) and subsequent Road Occupancy License's (ROL's) and Traffic Control Plan's (TCP's). The JCG Community Team will work closely with the traffic team to understand upcoming TMP's for planned work so that traffic related information can be included in notifications and stakeholder discussions.

A Construction Parking and Access Strategy identifies traffic impacts as a result of ETP construction. The Strategy will include a survey of any parking spaces required to be temporarily or permanently removed to facilitate construction. Consultation with affected stakeholders will form part of the Strategy and is intended to identify potential mitigation measures.

Specific consultation is expected to be required at:

- Hunter Street west and the interaction with adjacent businesses (primarily hotels), and the interaction with the new cul-de-sac by City of Sydney
- Entrance and exits at Pyrmont and Hunter Street sites including the potential removal of parking spaces to facilitate new driveways
- The Bays and traffic changes/ haulage numbers required along the Ports Access Road, Somerville Road and James Craig Road.

JCG will attend and brief the Project TTLG regarding traffic management plans and other construction traffic and road safety issues. TTLG meets monthly is attended by emergency services, Council, Bicycle Groups, CJP, TfNSW and other key stakeholders. JCG Community Team will raise any community related traffic issues at this forum.

6.5.4 Special events

ETP construction sites are in precincts that host special events, and which may generate higher pedestrian and traffic volumes. Events such as the Vivid festival, Sydney Morning Herald Half Marathon, Seven Bridges Walk, Pyrmont Street Festival and the Sydney New Year's Eve fireworks show all attract large crowds that may interact with ETP sites and operations.

Regular interface meetings and engagement with the City of Sydney and Inner West Council will provide advance notice of upcoming events so that proactive planning and coordination with event planners can occur.

In addition, JCG will meet event organisers, as required, to avoid or minimise project disruption impacts on the planning, preparation, or operation of a special event. JCG will maximise opportunities to be involved in events where possible.

6.5.5 Engaging landowners for property access

JCG will aim to minimise the impact on access to private property. While access to properties will always be maintained, there may be instances where the project is required to make alternative arrangements. In these instances, the relevant Place Manager will use the process outlined in Table 7. All engagement will be recorded in Consultation Manger.

Table 8: Dealing with private properties

Timing	Method	Detail
Two weeks prior	Doorknock or phone call/ letter if resident is unknown	- Contact properties to explain timing, need and process for access - Identify if property is owner occupied, leased or vacant - Identify any special access requirements - Confirm contact details and determine if translator is required for future engagement
	Letter / email	- Contact property owner to sign consent form detailing alternative access arrangements, duration and mitigation - Provide lookahead of any future access impacts

Timing	Method	Detail
24 hours before access	Phone/ SMS	- Call property owner/tenant to reconfirm access.
Post property access	Phone / email	- Thank owner and ensure access is returned to pre-existing state

6.6 Community engagement after construction

6.6.1 Property damage

JCG understands the importance of people's homes and takes all property matters very seriously. We will take care and be sensitive when entering a stakeholder's property and will respond appropriately to any complaints or claims about property damage.

Property owners or tenants concerned about possible property damage can contact JCG at any time to start the property damage claim process. Property owners do not need to have a property condition survey carried out by the project to make a property damage claim. JCG will inform Sydney Metro of any such matters and provide updates on progress of investigations and claims.

Every property damage claim is unique and will be treated as such including an investigation involving reviewing information including but not limited to (and if applicable):

- Property Condition Survey (if available)
- Current ETP construction activities and proximity to property
- Ground monitoring and vibration data
- Any third-party developments happening nearby
- Physical inspection of the property.

If JCG concludes that property damage may have been caused directly or indirectly (for example from vibration or ground movement) by its works, JCG will rectify the damage at no cost to the owner. Alternatively, JCG will pay compensation for the property damage as agreed with the property owner.

Rectification or compensation will be undertaken within 12 months of completion of the work unless another timeframe is agreed with the owner of the affected property or recommended by the Independent Property Impact Assessment Panel (IPIAP). JCG or Sydney Metro may refer unresolved disputes arising from potential and/or actual property impacts to the IPIAP for resolution.

6.7 Unexpected finds communication process

If the Project encounters unexpected finds (i.e., heritage or contamination) during construction, the Environment Sustainability & Stakeholder Director will be notified, who will notify Sydney Metro's communications team immediately.

The project would then follow the procedures outlined in the Construction Heritage Management Plan (CHMP) or Soil and Water Management Plan (SWMP) and stop work if required.

JCG will work with Sydney Metro to develop an appropriate communications plan depending on the nature of the find.

If there are any potential Aboriginal cultural heritage finds during construction, RAPs will be provided with a minimum of 28 days to consider any Aboriginal Cultural Heritage Excavation Report and provide comments before the report is finalised.

6.8 Leaving a positive legacy

JCG is committed to contributing to the positive legacy of Sydney Metro West as it connects communities across Sydney. In accordance with General Specification 2.8.7, JCG will develop a Community Benefits Plan (CBP), which will involve implementing 10 community benefit initiatives during construction and 10 initiatives that will leave a long-term positive legacy for local stakeholders and the broader community. We will provide our staff, workforce, and subcontractors with opportunities to support the Project's chosen charities and disadvantaged groups across diverse communities of the ETP alignment. JCG will

maximise local procurement and employment and identify social procurement and community benefit initiatives, endeavouring to surpass the targets contractually required. JCG will engage with relevant stakeholders to address any potential impacts of the project on social infrastructure and to explore opportunities for local creative and cultural activities

7 Engaging Businesses

7.1 Supporting business through construction

The ETP interacts with businesses at each construction site, forming a key component of the Project's impacted stakeholders. JCG takes impacts to businesses very seriously and understands that for small businesses in particular, disruption can result in a very tangible and profound impact to livelihood. The approach to businesses potentially impacted by construction of the ETP, will crucially consider the disruption experienced during the COVID-19 pandemic when most of these stakeholders were forced to close or change their operations significantly.

JCG understands that businesses have only recently been able to resume normal operations and therefore it is a priority to enhance trade and ensure that impacts from construction are limited as much as possible.

The Place Managers will be dedicated contacts for businesses. Being integrated into the construction team and across the work program, Place Managers will be able to meet with stakeholders at any time, providing on-hand customer service for any questions or issues that may arise.

Forming the perimeter of each work site, hoarding and screening will be installed for the effective management of construction noise, and clear pathways and signage to maximise visibility of businesses and pedestrian access as minimum standard, as long as it does not compromise public safety.

Site-specific communication sub-plans provide a detailed summary of the types of businesses around each construction site, the potential impact to these businesses, and proposed mitigation measures to manage construction impacts.

7.2 Small Business Owners Engagement Approach

JCG is committed to minimising the impacts on small businesses during construction of ETP and will work with Sydney Metro to identify all small businesses that employ fewer than 20 people.

A separate Small Business Owners Engagement Plan (SBOEP) has been developed to minimise impacts on small businesses by identifying their specific needs in the lead up to and during construction. As part of JCG's customer service approach to community relations, the SBEOP outlines the tailored measures proposed to specifically reduce impact on these businesses during construction of ETP.

8 Mitigation

8.1 Identifying Risk

JCG will aim to proactively and effectively manage potential issues through providing accurate and timely information while establishing and developing stakeholder relationships through the duration of works. A summary of potential issues and mitigation measures is described in Table 6.

The table also identifies whether an issue is negotiable or non-negotiable so that impacted stakeholders can be informed, consulted, involved, or collaborate on their resolution.

Table 9: Potential issues and mitigation measures

Unique Issues	Communication and mitigation measures	Negotiable/ non-negotiable	Level of engagement
Information about construction	- Regular notifications and newsletters - One-on-one meetings where required - Door knocks as required - Work notifications and newsletters - Project website, Tunnel Tool, Sydney Metro Connect App and other digital platforms - Site hoarding and signage, with the use of QR technology to explain construction - Project contact details: 1800 612 173 or metrotunnelsjcgjv@transport.nsw.gov.au	- Negotiable – stakeholders can provide feedback on their preferred method of communication and the topics of interest or concern. Options include weekly email updates, doorknocks, phone calls, paper notifications or SMS. - Project communication is then tailored according to this feedback	- Inform, consult, and involve
Coordination of information for tenants and property owners	- Strata/building managers and owners notified of scheduled and emergency work in the area when necessary - Meetings arranged with strata/building managers and owners as requested - Strata/building managers and owners informed of works before they commence.	- Negotiable – stakeholders can provide feedback on their preferred method of communication and the topics of interest or concern. Project communication is then tailored according to this feedback	- Inform, consult, and involve
Construction noise and vibration	As per the DNVIS, appropriate respite periods for the out-of-hours work will be identified in consultation with the community at each affected location on a regular basis. This consultation will include (but not be limited to) providing the community with: - a progressive schedule for periods no less than three (3) months of likely out-of-hours work - a description of the potential work, location and duration of the out-of-hours work - the noise characteristics and likely noise levels of the work - likely mitigation and management measures which aim to achieve the relevant NMLs under Condition D26 (including the circumstances of when respite or relocation offers will be	- Negotiable – stakeholders impacted by high-impact construction activities have the opportunity to advise their preferred respite hours from a number of options. - JCG will endeavour to avoid peak trading periods or sensitive periods when known and feasible - Respite breaks for high impact work (rock hammering) will be scheduled as preferred by majority of the surveyed community	- Inform, consult, involve, and collaborate

Unique Issues	Communication and mitigation measures	Negotiable/ non-negotiable	Level of engagement
	available and details about how the affected community can access these offers). Other additional mitigation measures will include: - Implementation of mitigation measures in the Detailed Noise and Vibration Management Plan - As required in the DNVIS, erection of acoustic sheds to enclose 24/7 tunnelling activities - Notification in accordance with the EPL and SM OCCS - Changed construction equipment and methodology to reduce noise impacts - High impact noise works staged with respite periods as required by any applicable Environment Protection Licence or planning approval - Temporary noise screens used around equipment, where appropriate - Staff induction and toolbox meetings prior to noisy activities to highlight acceptable workforce behaviour - Noise and or vibration monitoring offered in response to complaints - Hoarding installed around site will help mitigate noise impacts.		
Dust	- Dust minimised by using water carts, water sprayers, street sweepers, chemical and organic ground cover, hard stands and limiting activities on windy days where necessary.	- Negotiable – stakeholders can advise JCG of specific requirements relating to dust management such as outdoor pools may require hard site barriers (geofabric) to be installed along the boundary.	- Inform, consult, and involve
Construction traffic	- Implement site specific Traffic Management Plans (TMP) - Construction traffic movements minimised in peak times, where possible	- Negotiable – impacted stakeholders are consulted regarding construction traffic plans and given opportunity to provide feedback which can influence traffic plans and alternative routes.	- Inform, consult, and involve

Unique Issues	Communication and mitigation measures	Negotiable/ non-negotiable	Level of engagement
	- Heavy vehicle specific access and egress locations and routes to minimise local congestion - Truck driver toolbox meetings on localised conditions - Out of hours deliveries to minimise impacts of oversized vehicles on local roads - Brief TTLG regarding any community related issues to determine solutions.	- Sensitive receivers are asked specifically for feedback to be incorporated into the plans - Regular TTLG & TCG meetings are held to gather collective feedback for proposed traffic plans.	
Traffic and active transport impacts, and road or footpath closures	- Permanent and temporary VMS - Wayfinding signage - Notifications, newsletters and email updates - Sydney Metro website and Sydney Metro Connect App - Advertising via digital billboards and social media (Facebook, Instagram and Twitter) - Briefings with Customer Journey Planning communications team prior to major traffic changes - Attendance at TTLG meetings to understand upcoming traffic changes and potential impacts - Traffic controllers to facilitate safe and efficient traffic movements - Community meetings to provide information about changes - Project contact details: 1800 612 173 or metrotunneljcgjv@transport.nsw.gov.au Place Manager to identify and address local concerns.	- Non-negotiable and negotiable – - Generally changes are short-term and required in order to complete work (limited approvals). There is typically little room for collaboration or involvement of stakeholders - In some instances where access to a property is directly impacted, JCG will endeavour to involve and collaborate with the stakeholder to understand the best way to perform the work.	- Inform, consult, and involve
Concerns about property damage	- Property Condition Surveys offered where eligible - Noise and vibration monitoring as required under the DNVIS. Results discussed with property owners if requested - Fact sheets	- Non-negotiable – given the nature of property damage being circumstantial, JCG have established a robust and clear process for managing these concerns based on quantitative information at hand	- Inform and involve

Unique Issues	Communication and mitigation measures	Negotiable/ non-negotiable	Level of engagement
	- Engineered solution, if required - Protection of heritage items using hoarding.		
Utility relocation and continuity of supply	- Detailed briefings for businesses potentially affected - Courtesy notifications and email updates to impacted stakeholders - Timing works, particularly service cutovers, to minimise potential impacts - Provide alternative service where necessary to maintain essential supply - Respite vouchers for highly impactful outages as determined by the Project	- Negotiable – impacted stakeholders demonstrated as operating a business or having pre-existing serious medical conditions (essential), can request a backup power supply if they require during the outage	- Inform, consult, and involve
Visual amenity	- Retain vegetation where possible or for as long as practical including arborist report for all trees potentially impacted by the project - Hoarding and acoustic shed designed in line with Sydney Metro Brand Style Guidelines and approval requirements - Remove graffiti from hoarding, buildings, plant, and surroundings within 24 hours if it is offensive. If it is non-offensive, remove as soon as practical. Hoarding to be kept well maintained and clean.	- Non-negotiable – construction fencing and hoarding will be installed in accordance with Sydney Metro brand guidelines. The sites will be maintained at a high standard however the size, location and general visual amenity is controlled by project requirements intended to maintain a consistent	- Inform and consult
Cumulative impacts of other projects	- Participate in the CICG to coordinate and consult with other projects with the view to mitigating or minimising community impacts. - Sharing 6 week lookahead of OOHW to facilitate coordination of nights.	- Negotiable – JCG participates at several CICG meetings to discuss interfacing construction work and potential cumulative impacts. Where possible, communication is streamlined amongst contractors and high-noise work will be coordinated to align respite breaks.	- Inform, consult, and involve

9 Communication Tools

9.1 Engagement channels

According to 2020 data from the Australian Bureau of Statistics, the three primary communities impacted by construction of the ETP (Sydney CBD, Pyrmont & Rozelle) share largely consistent demographics; high-density, mainly young, professional, transient, and digitally inclined populations.

One of the most effective mitigation measures is timely communication, ensuring it is relevant, accurate and accessible to impacted stakeholders; the more informed a community is, the less likely they are to be dissatisfied or impacted by upcoming work.

During the site establishment stage of construction, JCG will prioritise face-to-face communications with stakeholders where possible, and undertake an early communication survey with residents and businesses to understand their preferred communication channel or channels. This approach allows us to build a better understanding of our stakeholders and provide accessible information throughout construction.

A multi-channel communications approach will be used to provide the community and key stakeholders with construction information to enhance the opportunity for them to engage with the Project, seek information, make a complaint or provide feedback.

Table 9 summarises the various project contact channels available to stakeholders.

Table 10: Project contact channels

Channel	Purpose	Responsibility	Timing/ frequency
Community contact tools			
Community information line 1800 612 173	1800-number allows access to the ETP team during construction hours. Number is included in all communications. Sydney Metro refers out-of-hours complaints to on-call JCG team member.	Sydney Metro JCG	24/7
Sydney Metro email enquiries – sydneymetrowest@transport.nsw.gov.au	Provides access to the Sydney Metro Project. Website enquiries are directed through this email address.	Sydney Metro	During business hours
Community project email enquiries – metrotunnelsjcgjv@transport.nsw.gov.au	Provides access to JCG. Email address to be included in all ETP communications.	JCG	During business hours
Postal address	Sydney Metro West, PO Box K659, Haymarket, NSW 1240	SM	24/7 Reception open during standard business hours
Translation Services	Contact details included on notification letters, newsletters, and pullup banner at Information Sessions.	JCG	On each notification letter and newsletter

9.2 Engagement materials and tools

Table 10 summarises the various communication tools available for stakeholders, their purpose, the target audience/s, and frequency.

Table 11: Engagement tools (printed and digital)

Channel	Purpose	Responsibility	Timing
Information material – paper			
Community newsletter (noise catchment area as per DNVIS and as agreed with Sydney Metro)	General update containing information about: ▪ Construction progress, milestones, and activities ▪ Information of interest to the local community ▪ 3-month 38 out-of-hours work lookahead ▪ Environmental management information ▪ Community contact information - Newsletters will be high quality and include relevant photos, graphics, maps and be available on the Sydney Metro website - The timing and content of newsletters will be coordinated with interfacing contractors to reduce communication fatigue.	JCG	Twice per year and one month before each site is established unless otherwise agreed between JCG and Sydney Metro.
Paper notifications (Stakeholders identified in DNVIS and as agreed with Sydney Metro)	Activity specific information that generally addresses the following: ▪ Nature and scope of work ▪ Timing and duration ▪ Expected impacts ▪ Mitigation measures ▪ Contact details for project These notifications may be issued for: ▪ High-impact daytime activity ▪ Out-of-hours work ▪ Traffic, pedestrian/ cyclist changes ▪ Utility outages ▪ Emergency work These notifications are developed in accordance with Project Approvals (McoA and EPL).	JCG	At least seven days prior to the construction activity starting or the cancellation being sent. JCG will provide the notification Sydney Metro two days before distribution, where possible.
Fact sheets	Subject-specific information intended to inform stakeholders about a particular topic. This may include but is not limited to: ▪ How we tunnel ▪ Ground movement ▪ Noise and vibration.	JCG	As required.
Promotional			
Photography and videography	- Opportunities for professional photography and filming at each site, including by drone and time-	JCG	Minimum half day of photography and one day of filming at every

Channel	Purpose	Responsibility	Timing
	lapse photography capturing the progress of the construction activities.		construction site each month.
Drone photography	- Drone photography and, separately, drone video of every site.	JCG	Monthly (or as directed).
Time-lapse cameras	- Install fixed and portable high definition (at least 4K) time-lapse cameras to monitor the sites and capture activities at locations approved by Sydney Metro.	JCG	Provide access to online viewing portal for each camera and delivered to Sydney Metro video supplier every month.
Site signage and hoarding banners	- Signage used to identify the site and provide Project and contact information. Hoarding designs provided by Sydney Metro.	JCG	Signage installed once hoardings are completed. Hoardings to be installed as soon as practicable with approved artwork installed within 40 days of site establishment.
Case studies	- Provide formal case studies of good practice management of critical health and safety risks and/or the introduction of specific health and safety initiatives to improve health and safety on the Project.	JCG	At least every six months covering topics agreed with Sydney Metro.
Advertising – social media (Facebook, Twitter & Instagram).			
Online / digital tools			
Email updates – work activity	- Area/ stakeholder specific information relating to one or more work activity/ upcoming change. Email updates may replace paper notifications when allowed by the Project Approvals. - Activity specific information that generally addresses the following: ▪ Nature and scope of work ▪ Timing and duration ▪ Expected impacts ▪ Mitigation measures ▪ Contact details for project - Email updates may be issued for: ▪ High-impact daytime activity ▪ Out-of-hours work ▪ Traffic, pedestrian/ cyclist changes ▪ Utility outages ▪ Emergency work ▪ General update of activities - These notifications are developed in accordance with Project Approvals (McoA and EPL).	JCG	At least seven days before the start of a work activity or as required.
SM Project website www.sydneymetro.info	- Information about construction activities will be available on the website. This includes description of the works, and copies of	Sydney Metro	Established, ongoing and available for 12 months after completion of the Sydney Metro.

Channel	Purpose	Responsibility	Timing
	notifications, newsletters, graphics and images, animations, reports and contact information. JCG will provide updated work notifications to be added to this platform.		
Project interactive portal	- Online portal displaying information relating to the Sydney Metro West project and specific ETP information including: ▪ Statutory planning documents ▪ Project maps ▪ Graphics and images of the project ▪ Newsletters and other project information ▪ Contact information.	Sydney Metro	Established, ongoing and available for 12 months after completion of the ETP works.
JCG web page www.jcgjv.com.au (Linked to the Sydney Metro website)	- Provides up-to-date and accessible plans and reports required by the Project Approval. These include environment, sustainability, traffic, noise and vibration plans. Updated copies of this Strategy will be available. - This website will also accommodate the JCG recruitment portal where information relating to future career opportunities will be hosted.	JCG	Established, ongoing and available for 12 months after completion of the Sydney Metro.
TBM tracker	- Sydney Metro has developed a tracker for its website which shows progress of the five TBMs using real-time location data provided by JCG.	Sydney Metro / JCG	Available for the duration of TBM excavation.
Animations	- JCG will develop animations that show: ▪ Animated map of the TBM construction path ▪ How a TBM works, including the process of cutting, segment assembly, spoil removal and moving forward ▪ The construction sequencing of a cavern including demolition, excavation, mining and TBM arrival and departure ▪ The construction sequencing of the Hunter Street station box, including the interaction of TBMs arriving there and there sequencing.	JCG	Sydney Metro direct the scope of animation to be delivered by the JCG from time to time.
Online meetings with individuals or groups	- Generally, to discuss a defined work activity or known issue.	JCG Sydney Metro	As required.
Online Information sessions	- To discuss a specific scope of work such as tunnelling or	JCG Sydney Metro	As required.

Channel	Purpose	Responsibility	Timing
	upcoming pedestrian/cyclist changes. - These information sessions involve a presentation and project representatives discussing relevant topics.		
Social media	- Social media channels currently used by Sydney Metro (LinkedIn, Facebook, Twitter,) to provide information about key changes that may impact broader community, or key project milestones.	JCG Sydney Metro	As required.
Digital Billboard	- Billboards may be used to advertise changes that impact the broader community or key project milestones. Digital billboards will be located at key commuter locations (bus stops or train stations).	JCG	As required.
Face-to-face and interactive tools			
Key stakeholder briefings, presentations and forums	- Presentations to outline the ETP project scope, high-level program of construction milestones, feedback on noise and vibration mitigation and agree preferred ongoing communication and points of contact.	JCG	As required.
Open days and site visits	- Inform stakeholders about progress of the ETP and any key milestones or activities taking place where site logistics permit.	JCG	At least eight open days over the course of the project.
ETP Community Connect information sessions	- For residents and community groups within 500 metres of construction sites. Focus on key environmental management measures relating to construction activities. The drop-in-style sessions will be conducted on or near the site.	JCG	Annual at each site or as required.
ETP business briefings	- For businesses within 200 metres of construction sites. - Provides a convenient update on construction activities and mitigation measures and an opportunity to provide feedback. - In areas where there are smaller numbers of businesses, one-on-one briefings will be used.	JCG	Annual at each site.
Doorknocks	- Discuss potential works impacts and proposed mitigation with residents, businesses and other stakeholders.	JCG	At least 7 days in advance of works with potential to impact stakeholders.
Meetings with individuals or groups	- Generally to discuss a defined work activity or known issue.	JCG	As required.

Channel	Purpose	Responsibility	Timing
Community events	- JCG will identify opportunities to participate with an information stall and/or portable display in conjunction with Sydney Metro such as local markets or organised community events.	Sydney Metro	As required.
Translation services	- As outlined in section 6.1 above.	JCG Sydney Metro	On all public communication material.
Notifications			
Emergency works notification	- Written information on the scope, location and duration of emergency works and mitigation measures, and contact details to advise properties immediately adjacent to or impacted by emergency works – delivered by doorknock or by email if the stakeholder is registered.	JCG	Within two hours of commencing works (For each instance where emergency works will continue beyond two hours).
Community signage – seven-day notification	- Advise community and stakeholders of construction activities no later than seven days before works or changes, including any changes to footpaths, cycle ways or bus stops.	JCG	As required as shown in CTMP or Road Occupancy Licences.
Traffic communication			
Signage	- Information or directional signage at the location of the traffic change to advise road users/pedestrians of alternative paths and duration; disrupted access to bus stops and changes in public areas such as a park.	JCG	As required.
VMS signs	- Electronic variable message sign provides advanced notice to road users of traffic changes.	JCG	As required.
Advertisements – print and social media	- Advertise in newspapers before major changes in traffic conditions or planning approval changes. - Geotargeted paid advertisements on Sydney Metro social media channels using the Sydney Metro handle	JCG Sydney Metro	As required.

9.3 Engagement Forums

Our Place Managers will be an integrated part of the construction teams and will be the primary point of contact for stakeholders and the community within their area. On the ground, they will identify issues early and find strategies to minimise community impacts. They will also attend stakeholder and community meetings, organise information sessions and site visits (outlined in Table 9), and manage enquiries and complaints within the Communications Team.

Table 12: Engagement Forums

Forum	Purpose	Responsibility	Timing
Briefings and media			
Federal and state MPs and local councillors	- Update information on major project milestones and provide information to respond to issues raised by constituents.	Sydney Metro	As required.
Media releases	- Update information for the community on major project milestones and provide information as required by Sydney Metro.	Sydney Metro	In conjunction with project milestones.
Schools			
School engagement program	- JCG will support Sydney Metro's initiative to engage primary and high school students with the ETP - All personnel that interact with children will undergo the Working with Children Check, as required by the NSW Office of the Children's Guardian (OCG).	Sydney Metro	Ongoing.
Management			
Site inductions and toolbox talks	- All ETP team members and contractors will be made aware of community relations requirements and local community concerns.	JCG	Inductions before working on site Weekly toolbox talks and as required for new issues.
Codes of conduct	- Details specific standards of behaviour and requirements for heavy vehicle drivers and security officers.	JCG	Codes are included in contracts to perform work on the ETP.

9.4 Sydney MetroConnect App

JCG will take every opportunity to promote and engage with stakeholders using the Sydney Metro App. The information provided via the application will be drawn from content produced and approved for other PCMs, including notifications and newsletters. This technology allows easy and convenient access to project information and will be promoted via the following methods:

- a high-level summary of site activities using approved wording from notifications and newsletters or other approved media including digital media,
- an emergency works summary in the event of works to address an Emergency Event, outlining the work to be undertaken, hours of work, expected duration and reason for work,
- a planning change summary to accompany other PCMs to explain any proposed modifications to a Planning Approval. This should advise the community about the proposed change, associated community information sessions and any other important information contained within the PCMs,
- any other content at any time as directed by Sydney Metro.

The project will maximise opportunities to advertise MetroConnect App to increase the numbers of subscribers. All PCM, site hoarding, JCG project website and any other channels identified as options.

9.5 Site signage, hoarding and shade cloth

ETP sites at both Hunter Street and Pyrmont are located in public facing areas making the presentation and visual keeping of the site very important. Forming a key mitigation measure for many adjacent and passing stakeholders, maintaining neat and tidy sites will be prioritised by the project's community and

site teams. All site boundaries are required to have external banners and site signage designed in accordance with the Sydney Metro brand guidelines and project approvals and approved by Sydney Metro prior to installation. Similarly, temporary site fencing will include shade cloth designed in accordance with the Sydney Metro brand guidelines and approved by Sydney Metro prior to installation.

JCG will produce detailed hoarding, signage, and shade cloth layout maps for each site for Sydney Metro to review and approve prior to installation. JCG will utilise recycled materials for site boundary treatments where possible. To maintain a neat and tidy site appearance, JCG will prioritise removing graffiti immediately (particularly offensive graffiti), and/or within the required timeframe. Damage or worn site boundary treatments will be removed and replaced as required by JCG.

9.6 Photography, filming and animations

Photography, time-lapse videos and animations can be effective tools to explain the construction process and overall project's progress to the community and generate interest and excitement across the Greater Sydney community.

JCG will work with Sydney Metro to coordinate the engagement of service providers for still photography, time-lapse photography, filming and animations to capture imagery and videos for key project milestones, construction progress and educate the public about the project's construction phases and methodology.

9.7 Public site visits and events

JCG will maximise opportunities to hold public site visits and events to showcase construction process and progress over the course of ETP. JCG will hold at least eight (8) public site visits or events over the duration of the project. All public events and site tours will be planned and conducted in accordance with Sydney Metro requirements including the prior approval of all PCMs.

To ensure site visits and events remain accessible to everyone, additional support measures where feasible, will be implemented for people with limited or altered mobility. Translation services or culturally diverse project representation will assist CALD stakeholders.

10 Procedures

10.1 Development and approval of public communication materials, consultation, and communication timeframes

All public-facing communications materials will be prepared to meet Sydney Metro's requirements including consistency with the Transport for NSW Editorial Style Guide and the relevant project Brand Guidelines. Materials will be submitted to Sydney Metro least five business days for review and approval, before being published or issued in time to meet notification requirements contained in the Project Planning Approval relevant to stakeholder and community engagement (outlined in Table 12).

Table 13: Notification requirements

Communication activity	Notification requirements before work starts
Planning - CCS, sub-plans and SBMP.	On JCG website within two weeks of approval.
Project contact details (24-hour 1800-number, email and mailing address) published in local newspapers, on site hoardings and website.	Before construction starts.
Letterbox notifications to potentially affected stakeholders and community about: - Investigations (surveys, drilling, potholing) - Vegetation clearing - Site establishment works including installing environmental controls - Start of construction - Start of tunnelling - Significant milestones - Changes to scope of work - Out-of-Hours works - Changes to traffic conditions - Modifications to pedestrian routes, cycleways and bus stops - Out-of-hours work - Disruption of residential or business access - Changing or disrupting utility services.	Delivered seven days before activity starts. JCG will provide the notification Sydney Metro two days before distribution, where possible.
Traffic signage advising: - Changes to pedestrian routes - Impacts on cycleways - Changing traffic conditions - Disrupted access to bus stops.	Erected seven days before change.
Community email progress updates.	At regular intervals according to the work activities, at least monthly.
Invitations, notifications and materials for distribution at information session and meeting/ briefing.	In advance and at the information session/ briefing.
Property Condition surveys for eligible property owners.	Reports provided to property owners no later than one month before construction starts.
Utility service works – Notification to utility service authorities.	Seven days before starting work.
Emergency works – Doorknocks, email or written notice.	Within 2 hours of starting emergency works.
JCG advertisements – as required to comply with approvals and advise of significant traffic management changes, detours, traffic disruptions or work outside of working hours contained in the environmental documents.	Seven days before change.
JCG site-specific construction update newsletters	Half-yearly.
JCG website	Established before construction starts.

10.2 Complaints and enquiries

The project defines a complaint as any interaction with a stakeholder who expresses dissatisfaction made to Sydney Metro or JCG related to the project, policies, services, staff members, actions, complaints handling process itself, proposed actions during the Project, where a response or resolution is explicitly or implicitly expected. All complaints received by phone or in-person will be acknowledged and addressed within two hours. JCG will take all reasonable measures to prevent complaints from the community relating to construction of the ETP.

The project defines an enquiry as an act of asking for information, a question, an investigation. All enquiries will be responded to by the project within 10 business days. The project will endeavour to respond in five business days via the method the enquiry was made.

10.2.1 Managing complaints

JCG understands the importance of responding to complaints promptly and efficiently and will manage all project-related complaints 24 hours a day, seven days a week for the duration of the project.

Complaints will be recorded and responded to in accordance with the Sydney Metro West/ WSA Construction Complaints Management System the Sydney Metro Construction Complaints Management Database (CMD) and the Sydney Metro OCCS. The database is maintained in accordance with the Privacy and Personal Information Protection Act 1988 (NSW). Any complaint received by JCG will be reported daily to Sydney Metro and uploaded in the CMD within 24 hours.

Sydney Metro provides the Complaints Register to the Secretary, DPHI as required by Condition of Approval. JCG's procedure for responding to complaints is outlined in Table 13.

Table 14: JCG Complaints and enquiries procedure

Complaint method	Response/ acknowledgement timeframe	Handling Procedure
Complaint received via phone (1800 line) Call Centre to forward complaint to JCG complaint phone number	Within two hours	- CPM (or other Community Team member) to call complainant, with an initial or final response. Communications Team will update CMD within 2 hours - CPM will contact Project Manager (PM) for advice in relation to complaints about current works - PM to provide prompt advice to Community Team - CPM will contact subject matter expert (SME) for advice if required - CPM will update CMD after final response.
Complaint received via written form (emails, letters, or faxes) and forwarded to JCG email address metrotunnelsjcgjv@transport.nsw.gov.au	Within one business-day of receipt	- CPM (or other Community Team member) to provide an initial or final response by phone, if a number is provided in complaint or in the CMD-email, if a number is not provided within 24 hours - CPM (or other Community Team member) will contact PM or SME for advice, if required - CPM (or other Community Team member) will update CMD after response provided.
Enquiry received via telephone (1800 line) or social media	Within two business hours	- CPM (or other Community Team member) to provide information to

Complaint method	Response/ acknowledgement timeframe	Handling Procedure
		stakeholder with requested information or consult SME for relevant information - CPM to update CMD within 2 hours or next business day if taken after-hours.
Enquiry received via email, letters or faxes	Within one business day	- CPM (or other Community Team member) to provide information to stakeholder with requested information or consult SME for relevant information - CPM to update CMD within 24 hours.
Complaints System Management and Reporting		
Daily complaints report	Each business day before 2pm	- Sydney Metro prepare a daily complaints report from the CMD which is distributed to all contractors working on Sydney Metro West. The Communications Team who will share with project directors, construction managers and project managers, as required.
JCG duty contacts list	Weekly (every Friday)	- Prepare a contact list of all site managers, project managers and community engagement team members on duty to respond to complaints at all active work sites across the week, including out of hours works.
JCG complaints phone roster	Monthly, but updated weekly if required	- JCG to provide Sydney Metro with a complaints phone roster to share with the Community Information Line.

10.2.2 Complaints Handling Process

Figure 10 outlines the process for handling complaints at a JCG project level.

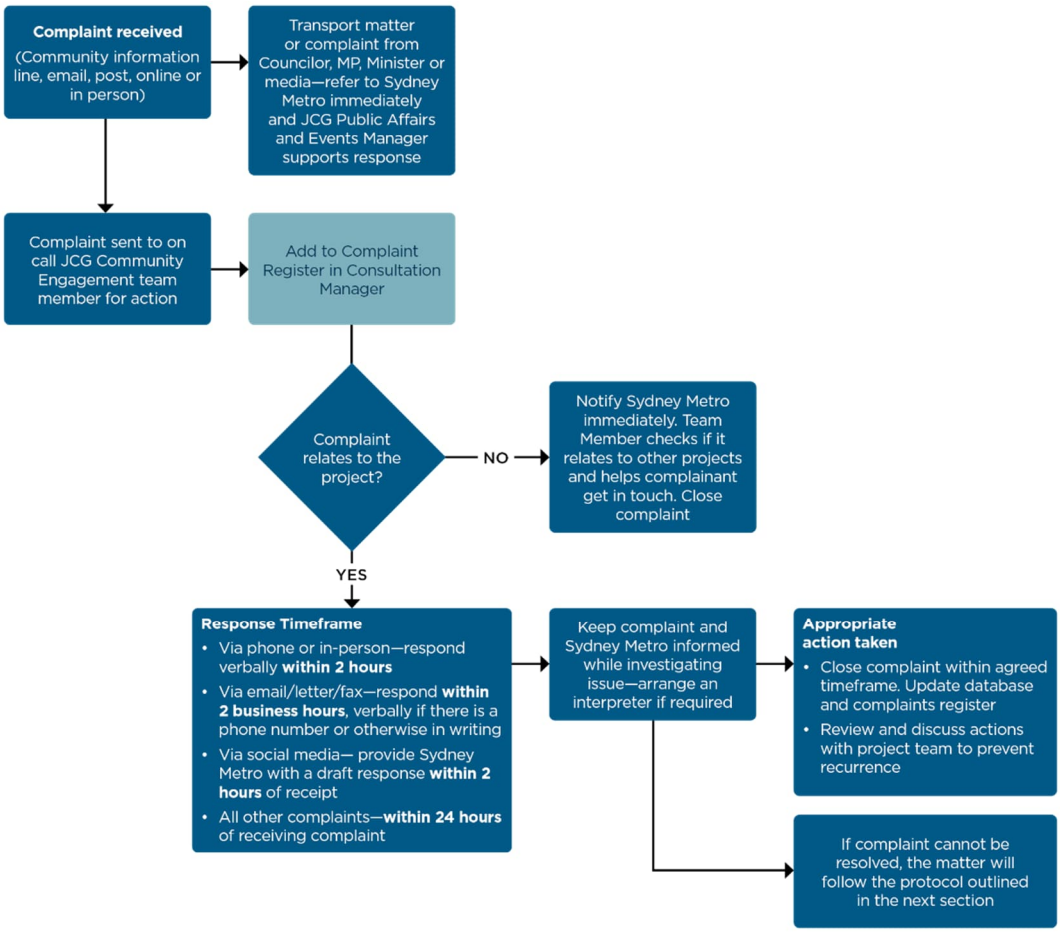


Figure 10: Complaints Management flow chart

10.2.3 Complaints Escalation Process

Figure 11 outlines the complaint escalation process once it has been addressed by JCG at a project level. This process is in accordance with the complaint escalation procedure outlined in the OCCS and project approvals.

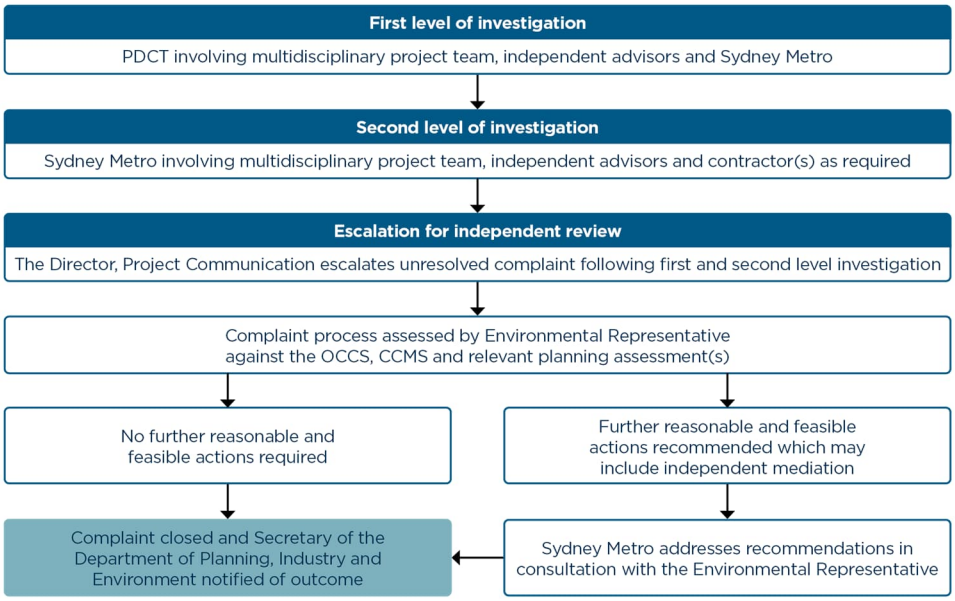


Figure 11: Complaint escalation process

10.2.4 Community Engagement Database

JCG will use Sydney Metro's nominated database, which is currently Consultation Manager for the collection and recording of all stakeholder interactions, including incoming and outgoing correspondence with stakeholders and the community, and enquiries from media and government representatives. This includes:

- Enquiries
- Complaints
- Meetings
- Site visits
- Information sessions
- Public communication materials
- Marketing and promotional materials
- Property treatment
- Dates of property condition inspections and when reports have been issued
- Property damage claims
- Records of alternative accommodation/respite offered and taken up
- Records of interaction with nearby projects to resolve any issues relating to cumulative impacts.

JCG will ensure that all relevant personnel complete formal training.

JCG will update and maintain the database in accordance with the OCCS an all interactions with stakeholders and the community are recorded in the database within the following timeframes of the interactions taking place:

- 24 hours for general enquiries and events; and
- 2 hours for complaints

10.3 Media and government enquiries

JCG will manage all media and government enquiries in accordance with OCCS and project approvals. Sydney Metro is responsible for managing all media and government relations (incoming and outgoing) with support from the JCG Public Affairs and Events Manager and the wider Communications Team when required.

No media or government representative is permitted on site without the notification and permission of Sydney Metro. JCG will refer any media requests to Sydney Metro when received and inform Sydney Metro if media or government representatives attend site without notice. All employees and subcontractors will be made aware of media policies and procedures at project inductions.

10.4 Crisis communication management

In accordance with the OCCS and General Specifications, JCG has developed a crisis-management communications procedure in Table 14, which are in line with the Project's Incident Emergency and Crisis Management Plan.

Table 15: JCG ETP Crisis Communications Procedure

What	Timing	Actions & Approvals
Notify Sydney Metro immediately of any incident that may impact the community, environment, personnel or attract attention of media, MPs, Council or broader community. This includes: - Issues raised by an Authority - Utility strikes resulting in material harm to the environment - Planned or unplanned community protests - Any action that may impact on stakeholders or the community - Any contact by stakeholder groups, media, or government representatives; and - Any incident or Crisis Event.	Immediately (within 10 minutes)	Most senior member of team and relevant to incident notifies broader ETP team via the ETP Crisis Comms Group (or similar platform) which includes: - JCG Project Director - JCG Commercial Director, - JCG Public Affairs and Events Manager - JCG WHS Director - JCG General Superintendent - JCG Construction Director - JCG Design Director - JCG People & Capability Director - JCG Interface Director - JCG Environment, Sustainability & Stakeholder Director JCG Project Director to advise SM via SM Incident Comms Group involving: - SM Project Director - SM Comms Manager - SM Commercial Director - JCG Project Director - JCG Commercial Director - JCG WHS Director - JCG Environmental, Sustainability & Stakeholder Director - JCG Community & Stakeholder Manager - JCG Public Affairs & Events Manager Communication relating to the incident or crisis may only be issued via the following people: - JCG Project Director (Commercial Director as alternate), - JCG Environment, Sustainability & Stakeholder t Director (Public Affairs & Events Manager as alternate) - nominated Sydney Metro contacts.
Issuing of holding statement	Within 10 minutes	- Communication platform used to send message to Sydney Metro Project Director, Deputy Project Director-WHS Manager and Communications Team - Holding Statement will be reviewed by JCG Project Director prior to issuing to SM.
Ongoing updates to Sydney Metro	Ongoing updates every hour (or as otherwise instructed) until the Crisis Event is resolved.	- Communication platform used to send message to Sydney Metro Project Director, Deputy Project Director-WHS Manager and Communications Team.
Escalation to other corporate teams - John Holland Group, CPB Contractors and Ghella Joint Venture	As soon as possible after required notifications above.	- Public Affairs and Events Manager to notify via text. - Project Director, Deputy Project Director to notify corporate leaders as required.

10.5 Managing project staff and subcontractors

All workers and employees in the project team, including subcontractors, will complete a site induction to understand the community and stakeholder obligations relevant to their role. They will also be trained to help identify community and stakeholder impacts and how to minimise them. Regular reminders will occur in weekly toolbox talks and more pressing topics discussed in daily pre-start

meetings with site personnel. Toolbox talks may also include discussions about recent complaints and how they were managed.

10.6 Interfaces

10.6.1 Interface between JCG and other Sydney Metro contractors

Maintaining a cohesive relationship with interfacing stakeholders underpins JCG's approach to building the ETP. To do this, Sydney Metro will establish a Communications Interface Coordination Group (CICG) prior to the start of interfacing construction work at each Site. The CICG will provide a forum to exchange information and coordinate communication and engagement activities between the Contractor and Interface Contractors.

JCG and Sydney Metro will meet regularly to coordinate communications and engagement activities.

This includes:

- Regular meetings between the CICG throughout the duration of ETP particularly important during site establishment phase.

For each meeting, JCG will provide the CICG with:

- Two and four-week lookaheads for communications planning.
- A high-level lookahead 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
- An update on complaints received and action taken to resolve them
- An update on any neighbouring construction projects where cumulative impacts need to be communicated and managed
- Where an existing communications coordination group is in place, the Contractor must also attend meetings and provide information to the group as requested.

In addition to this, JCG will proactively build relationships with interfacing contractors by sharing information and experience gained relating to the common area. JCG will coordinate work where possible to reduce the cumulative impact on stakeholders including regularly sharing OOHW lookaheads. JCG will work collaboratively with interfacing contractors to resolve complaints in a timely and coordinated manner to reduce disruption to the stakeholder.

10.6.2 Interface between neighbouring construction projects

A summary of neighbouring construction projects underway that may impact the ETP is shown in Table 13. To minimise cumulative impacts, JCG will:

- Build relationships with nearby project teams and raise potential issues at CICG meetings identify any overlap of work in the same area and find ways to minimise disruption
- Support the Project team to get to know their counterparts at other projects to facilitate timely issue resolution
- Monitor Council and the Department of Planning, Housing and Infrastructure (DPHI) websites for planning approvals and construction programs
- Leverage initiatives undertaken or lead by other projects as an opportunity to engage the community at events.

Table 16: Neighbouring construction projects

ETP Sites	Projects with cumulative impacts
Hunter Street	Sydney Metro City and Southwest – Martin Place site Milligan's Development (not commenced yet) Charter Hall (2 Chifley Square) 68 Pitt Street

ETP Sites	Projects with cumulative impacts
Pyrmont	Darling Harbour redevelopment (Mirvac) – construction commencing 2023 Western distributor Network Upgrade NSW Department of Planning, Fish Market redevelopment
The Bays	Sydney Metro West – Central Tunnelling Package Department of Planning – White Bay Power Station Redevelopment.

11 Evaluation and Monitoring

11.1 Auditing compliance with Planning Approval

The CCS will be independently audited annually to review the engagement, tools used and the timing and accuracy of information. The auditor may also assess the response to enquiries and complaints, speed and quality of response, review feedback received and checked how this is incorporated. The CCS will be updated according to the audit's feedback. The CCS and all management plans will be reviewed internally and updated (if required) every six months or in response to changes made to Sydney Metro's OCCS.

11.2 Auditing the implementation of the Community Communications Strategy

The implementation of this CCS will be reviewed against the performance parameters in Section 11.1 of the Sydney Metro OCCS. These are outlined below.

Table 17: Evaluation and Monitoring

Performance Parameters	Measures	Monitoring	Reporting
Identifying all potential local community, businesses and stakeholders that may be impacted by or have an interest in the project (based on the stakeholder categories provided in this plan)	- Inclusion in the JCG CCS of: ▪ A thorough stakeholder scan of local community, businesses and stakeholders including maps.		- Accurate and up-to-date listings of local businesses noting changes of leases and ownership at least every six months.
Appropriateness of communication and engagement tools	Inclusion in the JCG CCS of: ▪ A communication tool matrix and/or table detailing communication tools to be used for which stakeholders and why.		- Communication matrix and/or table to be updated at least every six months to adjust approach to community needs and lessons learned.
Identifying appropriate mitigation measures to address issues	Inclusion in the JCG CCS of: ▪ Mitigation measures that would be used in response to be identified issues ▪ A detailed complaint investigation process to ensure mitigation.		- Appropriateness of mitigation measures to accommodate community needs and lessons learned to be reviewed at least every six months.
Identifying all potential local community, businesses and stakeholders that may be impacted by or have an interest in the project (based on the stakeholder categories provided in this plan)	Inclusion in the JCG CCS of: ▪ A thorough stakeholder scan of local community, businesses and stakeholders including maps.		- Accurate and up-to-date listings of local businesses noting changes of leases and ownership at least every six months.
Awareness of construction activity and likely impacts.	- Notifications issued within required timeframes on 100% of occasions, unless otherwise agreed with Sydney Metro	- Records in community engagement database on number and timing of notifications.	- Number of notifications issued. - Percentage of notifications issued on time - Number of briefings, information sessions

Performance Parameters	Measures	Monitoring	Reporting
	- Number of business briefings, building-based information sessions and face-to-face meetings prior to works - The objective is to make contact via these measures with 100% of businesses within 50m prior to works that have the potential to impact the owners.	- Records in community engagement database on number of (and attendance at) briefings, information sessions and completed door knocks/face-to-face meetings. - Feedback from meetings, presentations, and briefings (documented in CMD).	and completed doorknock - Percentage of businesses within 50 metres contacted prior to works - Number of complaints received from businesses relating to lack of information about construction activities and impacts - Lessons learned.
Awareness of construction activity and likely impacts	- Notifications issued within required timeframes on 100% of occasions, unless otherwise agreed with Sydney Metro - Number of business briefings, building-based information sessions and face-to-face meetings prior to works - The objective is to make contact via these measures with 100% of businesses within 50m prior to works that have the potential to impact the owners.	- Records in community engagement database on number and timing of notifications - Records in community engagement database on number of (and attendance at) briefings, information sessions and completed doorknocks/face-to-face meetings - Feedback from meetings, presentations, and briefings (documented in CMD).	- Number of notifications issued - Percentage of notifications issued on time - Number of briefings, information sessions and completed doorknocks - Percentage of businesses within 50 metres contacted prior to works - Number of complaints received from businesses relating to lack of information about construction activities and impacts - Lessons learned.

11.3 Auditing and review of affected businesses

The Auditing and review of affected businesses will be reviewed against the performance parameters in Section 11.3 of the Sydney Metro OCCS. These are outlined below.

Table 18: Auditing and review affected businesses

Performance Parameters	Measures	Monitoring	Reporting
Awareness of construction activity and likely impacts	- Notifications issued within required timeframes on 100% of occasions, unless otherwise agreed with Sydney Metro - Number of business briefings, building-based information sessions and face-to-	- Records in community engagement database on number and timing of notifications - Records in community engagement database on number of (and attendance at) briefings, information sessions and completed doorknocks/face-to-face meetings	- Number of notifications issued - Percentage of notifications issued on time - Number of briefings, information sessions and completed doorknocks - Percentage of businesses within 50

Performance Parameters	Measures	Monitoring	Reporting
	face meetings prior to works. - The objective is to make contact via these measures with 100% of businesses within 50 metres prior to works that have the potential to impact the owners.	- Feedback from meetings, presentations, and briefings (documented in community engagement database) - Records in community - engagement database on complaints received from businesses relating to lack of information about construction activities and impacts.	metres contacted prior to works - Number of complaints received from businesses relating to lack of information about construction activities and impacts - Lessons learned.
Measures implemented to maintain business vehicle and pedestrian access, parking, visibility, and amenity during construction activity	- Potential issues identified in advance and mitigation measures implemented in consultation with affected businesses to address access, parking, visibility and/or amenity issues. - The objective is 100% implementation of agreed mitigation measures relating to access, parking, visibility, and other amenity aspects.	- Consultation with businesses on potential impacts and mitigation measures (documented in community engagement database) - Feedback on effectiveness of mitigation measures (documented in community engagement database) - Records in community engagement database on complaints received from businesses relating to vehicle and pedestrian access, parking, visibility, and amenity, including details of any repeat complaints about the same issue.	- Number of businesses with mitigation measures agreed in advance to address access, parking, visibility, or amenity issues - Percentage of - businesses where mitigation measures were implemented as agreed - Details of mitigation measures implemented - Business feedback on effectiveness of mitigation measures. - Number of repeat complaints received from businesses relating to vehicle and pedestrian access, parking, visibility, and amenity - Lessons learned.
Agreed measures to minimise noise and vibration impacts on noise and vibration sensitive businesses	- Agreed mitigations implemented, including agreed respite, work methods, proactive engagement, and ongoing communication - Businesses identified as potentially affected by high noise for extended periods, and requests for at property treatment or relocation, referred to Sydney Metro if all negotiated solutions offered under the scope of the contract fail to provide an acceptable solution to the impacted businesses - The objective is for zero referrals to Sydney Metro over a six-month timeframe	- Consultation with businesses on noise and vibration impacts and mitigation measures documented in community engagement database - Documentation of affected businesses impacts and mitigation measures in site specific Construction Noise and Vibration Impact Statement reports - Feedback on effectiveness of mitigation measures (documented in community engagement database) - Records of businesses referred to Sydney Metro for additional assessment / treatment - Records in community engagement database on noise and vibration complaints from businesses.	- Number of businesses with agreed mitigation measures to address noise and vibration impacts - Summary of nonstandard mitigation measures implemented - Number of referrals to Sydney Metro - Number of repeat complaints from noise sensitive receivers relating to noise and vibration impacts. - Lessons learned.

Performance Parameters	Measures	Monitoring	Reporting
	during standard construction.		
Awareness of construction activity and likely impacts	- Notifications issued within required timeframes on 100% of occasions, unless otherwise agreed with Sydney Metro - Number of business briefings, building-based information sessions and face-to-face meetings prior to works - The objective is to make contact via these measures with 100% of businesses within 50 metres prior to works that have the potential to impact the owners.	- Records in community engagement database on number and timing of notifications - Records in community engagement database on number of (and attendance at) briefings, information sessions and completed doorknocks / face-to-face meetings - Feedback from meetings, presentations, and briefings (documented in community engagement database) - Community survey to gauge effectiveness of communication with knowledge about construction activities - Records in community engagement database on complaints received from businesses relating to lack of information about construction activities and impacts.	- Number of notifications - issued - Percentage of notifications issued on time - Number of briefings, information sessions and completed doorknocks - Percentage of businesses within 50 metres contacted prior to works - Number of complaints received from businesses relating to lack of information about construction activities and impacts - Lessons learned.

11.4 Community Communications Strategy Review

This Community Communications Strategy will be reviewed every six months to consider changes in design, program, emerging issues, changed stakeholders and lessons learnt. This is in accordance with Sydney Metro's Overarching Community Communications Strategy.

JCG and the Sydney Metro Communications team will conduct a review workshop to consider the CCS fitness for purpose, having regards to stakeholder feedback gathered during consultation and emerging project insight. Internal feedback from the JCG and Sydney Metro project teams, potentially via an online survey, will also be sought to inform the review.

Revised plans will be pre-approved by Sydney Metro and uploaded to a public website.

12 Attachments

12.1 Attachment 01 – Compliance Matrix

Table 19: General Specification Requirements

General Specification Requirements		
(a)	(a) The Contractor must submit a Community Communications Strategy to the Principal for Review in accordance with Table 2.	Noted
(b)	The Community Communications Strategy must comply with:	
	(i) this General Specification (section 5.2 Reporting, section 6 Stakeholder and Community Engagement, and section 5.1 Project Plans);	Attachment 1 Table 1
	(ii) the Planning Approvals;	Attachment 1 Table 2
	(iii) Sydney Metro's Construction Environmental Management Framework (CEMF); and	Attachment 1 Table 3
	(iv) the current version of the Sydney Metro OCCS.	Attachment 1 Table 4
(c)	Milestone implementation plans must be developed and implemented throughout the performance of the Contractor's Activities and must include sufficient timeframes for Review by the Principal prior to implementation.	Attachment 2
(d)	The principal will provide a milestone implementation plan template to be completed by the Contractor.	Noted
(e)	The Community Communications Strategy must:	
	1. fulfil the requirements of any conditions of the Planning Approval;	Attachment 1 Table 2
	2. respond to Revised Environmental Mitigation Measures relevant to businesses, stakeholders, and the community;	Attachment 1 Table 2
	3. include a comprehensive list of community and business issues relating to the Project Works, the Temporary Works and the Contractor's Activities and a comprehensive list of stakeholders and their issues and interests;	Sections 3, 4 and 6
	4. include policies, processes, and procedures	
	5. reporting	Section.8
	6. proactive communications management;	Section 10
	v. development and approval of public communication materials;	Section 10.1
	vi. consultation and timeframes;	Section 10.1
	vii. handling complaints and enquiries;	Section 10.2
	viii handling media and government enquiries;	Section 10.4
	ix. crisis communication management;	Section 10.5
	x. monitoring and evaluation;	Section 11
	xi. ensuring Subcontractors comply with the communications requirements of this D&C Deed;	Section 10.6
	xii. identifying Culturally and Linguistically Diverse Background and vulnerable communities;	Section 6.1
	xiii. engaging with Culturally and Linguistically Diverse Background (in languages other than English) and vulnerable communities;	Section 6.1
	7. management of the interface between the Tunnelling Contractor and the Principal;	Section 10.7
	v. management of the interface between the Tunnelling Contractor and Interface Contractors including how shared communications activities will be	Section 10.7

General Specification Requirements	Reference
implemented and how enquiries and complaints will be managed where work overlaps;	
vi. management of the interface between neighbouring construction projects communications teams including how cumulative impacts will be communicated and managed;	Section 10.7
8. auditing compliance with the Planning Approval;	Section 11
v. auditing the implementation of the Community Communications Strategy; and	Section 11
vi. reducing customer impacts (where there is an interface with public transport modes);	Section 10.7
9. include individual sub-plans for each Portion;	To be submitted
(vi) detail the stakeholder and community engagement team structure, roles and lines of responsibility and communication, and interfaces with the Tunnelling Contractor's overall project organisation structure and;	Section 2
(vii) be reviewed every six months to take into account changes in design, program and lessons learnt and updates to Sydney Metro's Overarching Community Communications Strategy and Construction Complaints Management System.	Section 11
10. The Community Communications Strategy must specifically include:	
(i) procedures for dealing with all stakeholders including the management of homeless people who may impact or be impacted by the Contractor's Activities; and	Section 6.2
(ii) a detailed Milestone and events plan, including details on how the Principal requirements for events, photography and filming outlined in section 6 Stakeholder and Community Engagement of the General Specification will be accommodated.	Attachment 02

Table 20: Planning Approval – Community Engagement Compliance Obligations

Ref	Description	Reference
SSI 19238057 Planning Approval		
B1	The Overarching Community Communication Strategy as provided in the documents listed in Condition A1 must be implemented for the duration of the work. Should the Overarching Community Communication Strategy be updated, a copy must be provided to the Planning Secretary for information.	SM has published
B2	A Complaints Management System must be prepared and implemented before the commencement of any work and maintained for the duration of construction and for a minimum for 12 months following completion of construction of the CSSI.	Section 10.2
B3	The following information must be available to facilitate community enquiries and manage complaints before the commencement of work and for 12 months following the completion of construction: (a) a 24- hour telephone number for the registration of complaints and enquiries about the CSSI; (b) a postal address to which written complaints and enquires may be sent; (c) an email address to which electronic complaints and enquiries may be transmitted; and (d) a mediation system for complaints unable to be resolved. This information must be accessible to all in the community regardless of age, ethnicity, disability or literacy level.	Section 10.2
B4	A Complaints Register must be maintained recording information on all complaints received about the CSSI during the carrying out of any work and for a minimum of 12 months following the completion of construction. The Complaints Register	JCG to use SM Register

Ref	Description	Reference
	must record the: (a) number of complaints received; (b) date and time of the complaint; (c) number of people in the household affected in relation to a complaint, if relevant; (d) method by which the complaint was made; (e) any personal details of the complainant which were provided by the complainant or, if no such details were provided, a note to that effect; (f) issue of the complaint; (g) means by which the complaint was addressed and whether resolution was reached, with or without mediation; and (h) if no action was taken, the reason(s) why no action was taken.	JCG systems to update CMD to keep register up to date is in Section 10.2
B5	Complainants must be advised of the following information before, or as soon as practicable after, providing personal information: (a) the Complaints Register may be forwarded to government agencies, including the Department (Department of Planning and Environment, 4 Parramatta Square, 12 Darcy Street, Parramatta NSW 2150), to allow them to undertake their regulatory duties; (b) by providing personal information, the complainant authorises the Proponent to provide that information to government agencies; (c) the supply of personal information by the complainant is voluntary; and (d) the complainant has the right to contact government agencies to access personal information held about them and to correct or amend that information (Collection Statement). The Collection Statement must be included on the Proponent or development website to make prospective complainants aware of their rights under the Privacy and Personal Information Protection Act 1998 (NSW). For any complaints made in person, the complainant must be made aware of the Collection Statement.	SM website provides link to Complaints Collection Privacy Notice
B9	Community Complaints Mediation will: (a) review any unresolved disputes, referred by the ER in accordance with the Overarching Community Communication Strategy; (b) make recommendations to the Proponent to satisfactorily address complaints, resolve disputes or mitigate against the occurrence of future complaints or disputes.	SM responsibility with JCG involvement if required. Process outlined in section 10.2.3
B10	Community Complaints Mediation will not be enacted before the Complaints Management System required by Condition B2 has been executed for a complaint and will not consider issues such as property acquisition, where other dispute processes are provided for in this approval or clear government policy and resolution processes are available or matters which are not within the scope of this CSSI.	SM responsibility
B11	A website or webpage providing information in relation to the CSSI must be established before commencement of work and maintained for the duration of construction, and for a minimum of 24 months following the completion of all phases of construction of the CSSI. Up-to-date information (excluding confidential, private, commercial information or other documents as agreed to by the Planning Secretary) must be published before the relevant work commencing and maintained on the website or dedicated pages including: (a) information on the current implementation status of the CSSI; (b) a copy of the documents listed in Condition A1, and any documentation relating to any modifications made to the CSSI or the conditions of this approval; (c) a copy of this approval in its original form, a current consolidated copy of this approval (that is, including any approved modifications to its conditions), and copies of any approval granted by the Minister to a modification of the conditions of this approval, or links to the referenced documents where available; (d) a copy of each statutory approval, licence or permit required and obtained in relation to the CSSI, or where the issuing agency maintains a website of	Section 10.1 SM website and JCG ETP webpage

Ref	Description	Reference
	approvals, licences or permits, a link to that website; (e) a current copy of each document required under the conditions of this approval, which must be published within one (1) week of its approval or before the commencement of any work to which they relate or before their implementation, as the case may be; and (f) a copy of the audit reports required under this approval. Where the information / document relates to a particular work or is required to be implemented, it must be published before the commencement of the relevant work to which it relates or before its implementation. All information required in this condition is to be provided on the website or webpage, and easy to navigate. Note: *The intention of this condition is to increase transparency and for information/documents required as part of the approval to be provided proactively and publicly in an easily accessible manner. Where information is excepted by this condition, it is intended that these documents are provided in their redacted form.*	
D27	Noise generating work in the vicinity of potentially affected community, religious, educational institutions and noise and vibration-sensitive businesses and critical working areas (such as theatres, laboratories and operating theatres) resulting in noise levels above the NMLs must not be timetabled within sensitive periods, unless other reasonable arrangements with the affected institutions are made at no cost to the affected institution.	Section 8.2
D31	Owners and occupiers of properties at risk of exceeding the screening criteria for cosmetic damage must be notified before works that generate vibration commences in the vicinity of those properties. If the potential exceedance is to occur more than once or extend over a period of 24 hours, owners and occupiers are to be provided a schedule of potential exceedances on a monthly basis for the duration of the potential exceedances, unless otherwise agreed by the owner and occupier. These properties must be identified and considered in the Noise and Vibration CEMP Sub-plan.	Section 8.2
D37	In order to undertake out-of-hours work outside the hours specified under Condition D21, appropriate respite periods for the out-of-hours work must be identified in consultation with the community at each affected location on a regular basis. This consultation must include (but not be limited to) providing the community with: (a) a progressive schedule for periods no less than three (3) months of likely out-of-hours work; (b) a description of the potential work, location and duration of the out-of-hours work; (c) the noise characteristics and likely noise levels of the work; and (d) likely mitigation and management measures which aim to achieve the relevant NMLs under Condition D26 (including the circumstances of when respite or relocation offers will be available and details about how the affected community can access these offers). The outcomes of the community consultation, the identified respite periods and the scheduling of the likely out-of-hour work must be provided to the AA, EPA and the Planning Secretary. *Note: Respite periods can be any combination of days or hours where out-of-hours work would not be more than 5 dB(A) above the RBL at any residence.*	Section 8.2
D39	The Proponent must consult with all receivers identified in accordance with Condition D38 with the objective of determining appropriate hours of respite so that construction noise (including ground-borne noise), does not exceed internal noise levels of: (a) Leq(15 minute) 60 dB(A) inclusive of a 5 dB penalty if rock breaking or any other highly noise intensive activity likely to result in ground-borne noise or a perceptible level of vibration is planned between 7am – 8pm for more than 50 percent of the time; and (b) Leq(15 minute) 55 dB(A) inclusive of a 5 dB penalty if rock breaking or any	Section 8.2

Ref	Description	Reference
	other highly noise intensive activity likely to result in ground-borne noise or a perceptible level of vibration is planned between 7am – 8pm for more than 25 percent of the time, unless an agreement is reached with those receivers. This condition does not apply to noise associated with the cutting surface of a TBM as it passes under receivers. *Note This condition requires that noise levels be less than Leq(15 minute) 60 dB(A) for at least 6.5 hours between 7am and 8pm, of which at least 3.25 hours must be below Leq(15 minute) 55 dB(A). Noise equal to or above Leq(15 minutes) 60 dB(A) is allowed for the remaining 6.5 hours between 7am and 8pm.*	
D51	Adverse social impacts as a result of the CSSI must be minimised and managed, and social benefits enhanced in accordance with the *Social Impact Assessment Guideline* (Department of Planning, Industry and Environment, November 2021).	Section 6.8
D52	Community Communications Strategy(s) must be prepared in accordance with the Overarching Community Communication Strategy as provided in the documents listed in Condition A1 and must: (a) identify affected communities, including vulnerable or marginalised groups; (b) include specific and proportionate measures and mitigations to manage impacts identified in section 4.3 (as relevant) of the Social Impact Assessment Guideline (Department of Planning, Industry and Environment, November 2021) and enhance positive social outcomes; (c) support the implementation of the Community Benefits Plan(s) as required under Condition D53; (d) be informed by engagement with directly affected communities and stakeholders; and (e) consider cumulative impacts at each site, as relevant. The Community Communication Strategy(s) must be submitted to the Planning Secretary for information before construction. The Community Communication Strategy(s) must be implemented for the duration of construction. The CCS(s) must be monitored and reviewed in accordance with the OCCS, including consideration of the appropriateness of mitigation measures and lessons learnt.	(a) Section 5 and 6, 8, 9 and 10 (b) Section 6.8 (and in sub-plans) (c) Section 9 and 10 (a) Section 5, 8, 10.6
D54	Small Business Owners Engagement Plan(s) must be prepared and implemented in accordance with the Overarching Community Communication Strategy to minimise adverse impacts and secure benefits to businesses and traders on streets and underground pedestrian access affected by construction of the CSSI. The Plan(s) must include but not necessarily be limited to: (a) measures to address amenity, vehicular and pedestrian access (including wayfinding) and visibility of the business or service appropriate to its reliance on such, and other reasonable matters raised in consultation with affected businesses and traders; (b) measures to address impacts from the permanent closure of DeMastre Place and temporary closure of the underground pedestrian walkway between Wynyard Station and Pitt Street; (c) measures to assist small businesses adversely impacted by construction of the CSSI, such as small business education and mentoring, activation events, business engagement events, marketing and promotion. The Plan(s) must be prepared and submitted to the Planning Secretary for information before construction at the relevant construction site. The Plan(s) must be monitored and reviewed in accordance with the Overarching Community Communication Strategy.	Section 7.2
D69	During construction of the CSSI, all reasonably practicable measures must be implemented to maintain pedestrian, cyclist and vehicular access to, and parking in the vicinity of affected businesses / traders. Disruptions are to be avoided, and where avoidance is not possible, minimised. Where disruption cannot be minimised, alternative pedestrian and vehicular access, and parking arrangements must be developed in consultation with affected businesses / traders and relevant Councils and implemented prior to the disruption. Adequate	Noted

Ref	Description	Reference
	signage and directions to businesses must be provided before, and for the duration of, any disruption.	
D81	Permanent road works, including vehicular access, signalised intersection works, and works relating to pedestrians, cyclists, and public transport users must be subject to safety audits demonstrating consistency with relevant design, engineering and safety standards and guidelines. Safety audits must be prepared in consultation with the relevant Traffic and Transport Liaison Group before the completion and use of the subject infrastructure and must be made available to the Planning Secretary upon request.	Noted
D84	Utilities, services, and other infrastructure potentially affected by construction must be identified before works affecting the item, to determine requirements for access to, diversion protection, and / or support. The relevant owner(s) and / or provider(s) of services must be consulted to make suitable arrangements for access to diversion, protection, and / or support of the affected infrastructure as required. The Proponent must ensure that disruption to any service is minimised and be responsible for advising local residents and businesses affected before any planned disruption of service.	Noted Section 5.2 in relation to CCS

Table 21: Revised Environmental Management and Mitigation Measures

Revised Environmental Management and Mitigation Measures		
TT1	The community would be notified in advance of proposed road and pedestrian network changes through appropriate forms of community liaison.	Section 10.1
TT5	Additional enhancements for pedestrian, cyclist and motorist safety near the construction sites would be implemented during construction. This would include measures such as: Assessing the suitability of construction haulage routes through sensitive land use areas with respect to road safety Deployment of speed awareness signs in conjunction with variable message signs near construction sites to provide alerts to drivers Providing community education and awareness about sharing the road safely with heavy vehicles Specific construction driver training to understand route constraints, safety, and environmental considerations such as sharing the road safely with other road users and limiting the use of compression braking Road safety audits will be carried out in support of Construction Traffic Management Plans Traffic Guidance Schemes in line with the requirements of the Construction Traffic Management Framework and identified road safety risks will be removed or reduced so far as is reasonably practicable. Requiring technology and equipment to improve vehicle safety, eliminate heavy vehicle blind spots, and monitor vehicle location and driver behaviour.	Section 6.5.2, 8.2, 10.1
TT12	Access to existing properties and buildings not required or demolished by the proposal would be maintained in consultation with property owners.	Noted
NV01	Community preference for noise mitigation and management Where justified by the application of the Construction Noise and Vibration Standard, further engagement and consultation would be carried out in accordance with the Sydney Metro Overarching Community Communications Strategy with: The affected communities to understand their preferences for mitigation and management measures 'Other sensitive' receivers such as schools, medical facilities, theatres, or places of worship to understand periods in which they are more sensitive to impacts. Based on this consultation, appropriate mitigation and management options would be considered and implemented where feasible and reasonable to minimise the impacts.	Section 8.2

Revised Environmental Management and Mitigation Measures		
BI1	Small business owner engagement would be undertaken to assist small business owners adjacent to major construction sites that are adversely impacted by construction.	Section 7.2
BI2	Planned power and utility interruptions would be scheduled to occur before or after typical business hours where feasible and reasonable. Prior notice would be provided to all affected business owners of the interruptions. Given several businesses operate on a 24 hour a day, seven days a week basis and outside of normal business hours, these businesses would need to be consulted prior to any disruption. In addition, businesses operating financial market infrastructure would be consulted to ensure sufficient backup arrangement can be put in place to minimise any disruptions to their services.	Section 4.2, 10.1
S1	Consultation would be carried out with managers of social infrastructure located near construction sites about the timing and duration of construction work and management of potential impacts, with the aim of minimising potential disruption to the use of the social infrastructure from construction activity.	Noted
S3	Consultation would be carried out with festival and event organisers and operational teams within Transport for NSW in proximity to construction sites to mitigate potential impacts on the operation of the festival or event.	Section 5.2
S4	Consultation would be carried out with stakeholders to identify opportunities for design on construction site hoarding to reflect community values, culture and identity of the local community. Construction site hoarding would be designed in accordance with Sydney Metro Brand Design Guidelines and opportunities for public art on hoardings would be considered in locations of high pedestrian use.	Section 5.2
CI1	Coordination and consultation with the following stakeholders would occur where required to manage the interface of projects under construction at the same time: - Other parts of Transport for NSW - Department of Planning, Industry and Environment - Port Authority of NSW - Local government - Emergency service providers - Utility providers - Construction contractors. Co-ordination and consultation with these stakeholders would include: Provision of regular updates to the detailed construction program, construction sites and haul routes Identification of key potential conflict points with other construction projects Developing mitigation strategies in order to manage conflicts. Depending on the nature of the conflict, this could involve: Adjustments to the Sydney Metro construction program, work activities or haul routes; or adjustments to the program, activities or haul routes of other construction projects Co-ordination of traffic management arrangements between projects.	Section 5.2

Table 22: Sydney Metro Construction Environmental Management Framework – Community Obligations

Sydney Metro Construction Environmental Management Framework – Community Obligations		
4.1 (a)	Throughout construction, Sydney Metro and the Principal Contractors will work closely with stakeholders and the community to ensure they are well informed regarding the construction works.	This Strategy
4.1 (b)	Stakeholders and the community will be informed of significant events or changes that affect or may affect individual properties, residences and businesses. These will include: i. Significant milestones;	This Strategy Section 9.2

Sydney Metro Construction Environmental Management Framework – Community Obligations		
	ii. Design changes; iii. Changes to traffic conditions and access arrangements for road users and the affected public; and iv. Construction operations which will have a direct impact on stakeholders and the community including noisy works, interruptions to utility services or construction work outside of normal work hours.	
4.2 (a)	A Community Communication Strategy will be developed by each Sydney Metro Principal Contractor.	The strategy
4.2 (b)	Key elements of the Community Communication Strategy, which will be implemented at appropriate times in the construction process, include:	
4.2 (b) i	Notification (including targeted letterbox drops and email) of any works that may disturb local residents and businesses (such as noisy activities and Out-of-Hours works) at least seven days prior to those works commencing	Section 10.1
4.2 (b) ii	Notification (including targeted letterbox drops and email) of works that may affect transport (such as road closures, changes to pedestrian routes and changes to bus stops)	Section 10.1
4.2 (b) iii	Traffic alerts (via email) to all key traffic and transport stakeholders advising of any changes to access and local traffic arrangements (at least seven days prior to significant events)	Section 10.1
4.2 (b) iv	Print and radio advertisements regarding major traffic changes	Section 10.1
4.2 (b) v	24-hour toll-free community project information phone line	Section 9.1
4.2 (b) vi	Complaints management process	Section 10.2
4.2 (b) vii	Community information sessions, as required	Section 5.2, 6.1
4.2 (b) viii	Regular updates to the Sydney Metro website (sydneymetro.info), including uploading of all relevant documents, and contact details for the stakeholder and community relations team	Section 9.1, 10.1
4.2 (b) ix	Provision of information for Sydney Metro Community virtual or in person displays including community newsletters, information brochures and fact sheets and interactive web-based activities;	Section 9.2
4.2 (b) x	Clear signage at the construction sites	Section 9.2
4.2 (b) xi	Regular newspaper advertisements in local and metropolitan papers	Section 9.2
4.2 (b) xii	Regular inter-agency group meetings	Section 10.7
4.2 (b) xiii	Community, business and stakeholder feedback	Section 9.2 and 11
4.2 (b) xiv	Translator and interpreter services	Section 6.2
4.2 (b) xv	The Principal Contractor's Community Relations Team will liaise with the Sydney Metro Project Communications team as the point of contact for the community	Section 4.2
4.3 (a) i	Community liaison and complaints handling will be undertaken in accordance with the Construction Complaints Management System and will include: i. Principal Contractors will deal with complaints in a responsive manner so that stakeholders' concerns are managed effectively and promptly; and ii. A verbal response will be provided to the complainant as soon as possible and within a maximum of two hours from the time of the complaint (unless the complainant requests otherwise). A detailed written response will then be provided, if required, to the complainant within one week.	Section 10.2

Sydney Metro Construction Environmental Management Framework – Community Obligations		
4.4 (a) i	Principal Contractors will ensure as a minimum: i. Temporary construction works consider urban design and visual impacts, including: - Artwork, graphics, and images to enhance the visual appearance of temporary works in high visibility locations - Project information to raise awareness on benefits, explain the proposed works at each site and provide updates on construction progress - Community information, including contact numbers for enquiries / complaints - Signage and information to mitigate impacts on local businesses which may be obscured by the construction site. Sydney Metro advertising / public awareness campaigns; and Logos / branding, including Sydney Metro, NSW Government, and Contractor branding.	Section 9.2
4.5 (a)	Principal Contractors will proactively work with potentially affected stakeholders to identify the likely impacts and put in place measures to minimise impacts.	Section 8.2
4.5 (b)	Construction works will be undertaken to meet the following objectives: i. Minimise the potential impact of the project to businesses affected by construction works; ii. Ensure businesses are kept informed of the project and consulted in advance of major works or factors that are likely to have a direct impact; iii. Consult with all business directly affected by changes to access arrangements regarding specific requirements at least two weeks prior to those changes coming into effect; and iv. Ensure that business stakeholder enquiries and complaints regarding the project are managed and resolved effectively.	Section 8.2
4.5 (c) i	Principal Contractors will document in the Community Communication Strategy (Section 4.2) key issues relating to business impacts by locality with a particular focus on proactive consultation with affected businesses. Including: i. Identification of specific businesses which are sensitive to construction activity disturbances;	Attached in relevant sub-plans
4.5 (c) ii	Summary of the commercial character of the locality, its general trading profile (daily and annually) and information gained from the business profiling such as: Operating hours Main delivery times Reliance on foot traffic Any signage or advertising that may be impacted Customer origin; and Other information specific to the business that will need to be considered in construction planning.	Attached in relevant sub-plans
4.5 (c) iii	Define the roles and responsibilities in relation to the control and monitoring of business disturbance	Section 7 and Small Business Management Plan
4.5 (c) iv	Identification of locality specific standard business mitigation measures which would be implemented	Section 7.1
4.5 (c) v	Maps and diagrams to illustrate the information for easy identification of measures which would be implemented	Section 7 and Small Business Management Plan
4.5 (c) vi	Description of the monitoring, auditing, and reporting procedures	Section 11

Sydney Metro Construction Environmental Management Framework – Community Obligations		
4.5 (c) vii	Procedure for reviewing performance and implementing corrective actions	Section 11
4.5 (c) viii	Description of the complaints handling process	Section 10.2
4.5 (c) ix	Procedure for community consultation and liaison	Section 10.2, 9, 6

Table 23: Sydney Metro Overarching Community Communications Strategy (Rev 3) (July 2022)

Clause	Title	Document reference
1	Introduction	Noted
2	About this plan	This document
2.3	Communication and engagement approach	Section 4
2.4	Place Managers	Section 2.2
2.5	Objectives	Noted
2.6	Roles and responsibilities	Section 2
2.7	Roles and responsibilities for complaint management during construction	Section 10.2
3	Our Stakeholders	Section 5
4.1	Community demographics	Section 6
4.2	Working with culturally and linguistically diverse (CALD) and languages other than English (LOTE) communities	Section 6.1
4.3	Working with vulnerable and marginalised groups	Section 6.2
4.4	Working with Aboriginal and Torres Strait Islander (ATSI) communities	Section 6.3
4.5	Working with diverse communities	Section 6.1
5	Businesses	Section 7.1
5.1	Small Business Owners Engagement Plan	Section 7.2
6	Communication tools	Section 9.1
7	Site establishment communication	Section 9.1
8.1	Issue Identification	Section 8, 2.2
8.2	Tools to manage issues	Section 2.2
8.3	Key issues and mitigation measures	Section 8.2
9.1	Cumulative impacts – coordination for effective communication	Section 5.2 (Table 6)
9.2	Occurrence of cumulative impacts	Section 5.2 (Table 6)
10	Crisis and incident communication processes	Section 10.5
11	Monitoring, evaluation and reporting	Section 11
11.1	Audit and review - package specific CCS	Section 11.2
11.2	Audit and review – businesses	Section 11.3
12	Low impact or preparatory activities process	Noted

12.2 Attachment 02 – Program Overview

Table 24: Program Overview

Activity	Indicative timing
Site investigations including geotechnical, archaeological testing, heritage salvage works and treatment	February 2023
Utility work	February 2023
Establishment of construction sites	March 2023
Demolition of existing structures	April 2023
Roadheader excavation	April 2023
Shaft excavation	August 2023
TBM tunnelling	March 2024
Tunnel lining	March 2024

12.3 Attachment 03 – Project Milestones Calendar

The Project Milestones Calendar (Table 25) is based on the current indicative construction program timings and will be updated on a monthly basis. The CRT will notify Sydney Metro of any major changes to the timings of key milestones as they arise.

Table 25: Project Milestones Calendar *dates are indicative only and subject to change.

Milestone	Type	Site	Sub-site	Details	Planned activities	Planned date
Start of Hunter Street East Construction Works	Milestone	Hunter Street	East	JCG site establishment, roadheader arrives and is assembled on site	Nil - Caretaker Period	Mar-23
Start of Pyrmont East Construction Works	Milestone	Pyrmont	East	JCG site establishment, roadheaders expected to arrive 28 Mar and is assembled on site	Nil - Caretaker Period	Mar-23
Start of Pyrmont West Shaft Construction Works	Milestone	Pyrmont	West	JCG site establishment, start of demolition works - installation of hoardings and scaffold	Nil - Caretaker Period	Mar-23
Start of Pyrmont East Shaft Excavation Works	Milestone	Pyrmont	East	JCG site establishment, start of demolition works - installation of hoardings and scaffold	Social media	Mar-23
Start of Hunter Street East Cavern Works	Milestone	Hunter Street	East	Roadheader works for the cavern from the Bligh St shed	Nil - Caretaker Period	Apr-23
Start of Hunter Street East Shaft Excavation Works	Milestone	Hunter Street	East	Roadheader works for the shaft from the Bligh St shed	Nil - Caretaker Period	Apr-23
Start of Hunter Street West Shaft Excavation Works	Milestone	Hunter Street	West	JCG site establishment, start of demolition works - installation of hoardings and scaffold	Social media	May-23
Start of Hunter Street Turnback Excavation Works	Milestone	Hunter Street	East	Roadheader works for the turnbacks from the Bligh St shed	Nil	Jul-23
Start of Precast Construction Works	Milestone	Precast		JCG site establishment, installation of hoardings and fencing, start building precast facility	Media release, social media	Aug-23

Milestone	Type	Site	Sub-site	Details	Planned activities	Planned date
Start of The Bays Construction Works	Milestone	The Bays		JCG site establishment, installation of hoardings and fencing, preparation site for TBM launch	Media release, social media	Oct-23
Start of Segment Production	Milestone	Precast		Precast facility starts producing concrete segments	Social media	Feb-24
TBM 1 - Arrival	Milestone	The Bays		TBM arriving (from port to road vehicles to site)	Media release, social media	Mar-24
TBM 2 - Arrival	Milestone	The Bays		TBM arriving (from port to road vehicles to site)	Media release, social media	Mar-24
TBM 1 - Assembly	Milestone	The Bays		Further details to be confirmed closer to milestone	Social media	Mar-24
TBM 2 - Assembly	Milestone	The Bays		Further details to be confirmed closer to milestone	Social media	Mar-24
Start of Tunnelling - TBM 2	Milestone	The Bays		Further details to be confirmed closer to milestone	Social media	Jun-24
Start of Pyrmont East Cavern Works	Milestone	Pyrmont	East	Start of underground roadheader works from temporary shaft	Social media	Jul-24
Start of Tunnelling - TBM 1	Milestone	The Bays		Further details to be confirmed closer to milestone	Media release, social media	Nov-24
Completion of Segment Production	Milestone	Precast		Further details to be confirmed closer to milestone	Social media	Apr-25
Completion of Turnback Excavation	Milestone	Hunter Street		Further details to be confirmed closer to milestone	Nil	Apr-25
Completion of West Shaft Excavation	Milestone	Pyrmont		Further details to be confirmed closer to milestone	Social media	Jun-25
Completion of East Shaft Excavation	Milestone	Pyrmont	East	Further details to be confirmed	Social media	Jul-25

Milestone	Type	Site	Sub-site	Details	Planned activities	Planned date
				closer to milestone		
TBM 1 Breakthrough	Milestone	Pyrmont		Further details to be confirmed closer to milestone	On-site media event, media release, social media	Jul-25
TBM 2 Breakthrough	Milestone	Pyrmont		Further details to be confirmed closer to milestone	On-site media event, media release, social media	Jul-25
Completion of Precast Works	Milestone	Precast		Further details to be confirmed closer to milestone	Nil	Sept-25
Start of stage 2 of East Shaft Excavation	Milestone	Hunter Street		Further details to be confirmed closer to milestone	Social media	Nov-25
TBM 1 Breakthrough	Milestone	Hunter Street		Further details to be confirmed closer to milestone	On-site media event, media release, social media	Nov-25
TBM 2 Breakthrough	Milestone	Hunter Street		Further details to be confirmed closer to milestone	On-site media event, media release, social media	Nov-25
TBM 1 Removal through East Shaft	Milestone	Hunter Street		Further details to be confirmed closer to milestone	Social media	Dec-25
TBM 2 Removal through East Shaft	Milestone	Hunter Street		Further details to be confirmed closer to milestone	Social media	Dec-25
Completion of West Shaft Excavation	Milestone	Hunter Street		Further details to be confirmed closer to milestone	Social media	Apr-26
Completion of Construction Works	Milestone	The Bays		Further details to be confirmed closer to milestone	On-site media event, media release, social media	May-26
Completion of Crossover Cavern	Milestone	Pyrmont		Further details to be confirmed closer to milestone	Nil	Jul-26
Completion of Shaft Excavation Hunter Street East (Stage 2)	Milestone	Hunter Street	East	Further details to be confirmed	Social media	Sept-26

Milestone	Type	Site	Sub-site	Details	Planned activities	Planned date
				closer to milestone		
Completion of Cavern	Milestone	Hunter Street		Further details to be confirmed closer to milestone	Social media	Sept-26
Completion of Construction Works	Milestone	Hunter Street		Further details to be confirmed closer to milestone	On-site media event, media release, social media	Oct-26