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**MARTINUS** 



**COMMUNITY  
COMMUNICATIONS  
STRATEGY MANAGEMENT  
PLAN**

**Sydney Metro  
SWM4**

**Design and Construction of  
Errant and Hostile Vehicle  
Mitigation Treatments for the  
Southwest Metro Project**

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<b>DOCUMENT OWNER:</b>	Communications and Engagement Manager		
<b>PREPARED BY:</b>	Rebecca Spencer	<b>TITLE:</b>	Communications and Engagement Lead
<b>SIGNATURE:</b>			<b>DATE:</b> 15/03/2024
<b>REVIEWED BY:</b>	Kallen Doong	<b>TITLE:</b>	Senior Project Engineer
<b>SIGNATURE:</b>			<b>DATE:</b> 20/03/2024

### Approved by

NAME	TITLE	SIGNATURE	DATE
Will Thompson	Construction Manager		16/04/2024

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## GLOSSARY

Specific terms, abbreviations and acronyms used throughout this plan are listed and described below:

**Table 1: Terms, Abbreviations & Acronyms**

TERM	DESCRIPTION
AA	ALTERNATIVE ACCOMODATION
CALD	CULTURALLY AND LIGUISTICALLY DIVERSE
CoCB	CITY OF CANTERBURY BANKSTOWN
CCC	COMMUNITY COMPLAINTS COMMISSIONER
CCMS	SYDNEY METRO CONSTRUCTION COMPLAINTS MANAGEMENT SYSTEM
CCS	COMMUNITY COMMUNICATIONS STRATEGY
CEMF	CONSTRUCTION ENVIRONMENTAL MANAGEMENT FRAMEWORK
CEMP	CONSTRUCTION ENVRIONMENTAL MANAGEMENT PLAN
CIRA	CONSTRUCTION INTRUSTION RISK ASSESSMENT
CSSI	CRITICAL STATE SIGNIFICANT INFRASTRUCUTRE
CM	CONSULTATION MANAGER
CNVIS	CONSTRUCTION NOSIE AND VIBRATION IMPACT STATEMENT
CNVMP	CONSTRUCTION NOISE AND VIBRATION MANAGEMENT PLAN
COA	CONDITIONS OF APPROVAL
DA	DEVELOPMENT APPLICATION
NSW DCCEEW	NSW GOVERNMENT DEPARTMENT OF CLIMATE CHANGE, ENERGY, THE ENVIRONMENT, AND WATER
ECI	EARLY CONTRACTOR INVOLVEMENT
ER	ENVIRONMENTAL REPRESENTATIVE
HMV	HOSTILE VEHICLE MITIGATION
IAP2	INTERNATIONAL ASSOCIATION OF PUBLIC PARTICIPATION
LOTE	LANGUAGE OTHER THAN ENGLISH
OCCS	SYDNEY METRO OVERARCHING COMMUNITY COMMUNICATIONS STRATEGY
RO	RESPIRE OFFER
ROL	ROAD OCCUPANCY LICENCE
ROP	ROAD OCCUPANY PERMIT

<b>TERM</b>	<b>DESCRIPTION</b>
SCET	STAKEHOLDER AND COMMUNITY ENGAGEMENT TEAM
SM	SYDNEY METRO
SOHI	STATEMENT OF HERITAGE IMPACT
TTLG	TRAFFIC AND TRANSPORT LIAISON GROUP
WCAG	WEB CONTENT ACCESSIBILITY GUIDELINES
TAN	TECHNICAL ADVICE NOTES
SMCSW	SYDNEY METRO CITY & SOUTHWEST
SWM4	SOUTHWEST METRO PACKAGE 4

## COMPLIANCE WITH COA

This CCS has been prepared to address the relevant community and stakeholder requirements set out in the Department of Planning and Environment, Conditions of Approval for Sydney Metro Sydenham to Bankstown Upgrade CSSI 8256.

This CCS will be implemented throughout the duration of the phases of the Southwest Metro rail corridor Corridor Intrusion Risk Assessment works.

A table showing the project requirements specific to community and stakeholder management, including details as to where they have been addressed in this plan, can be found below.

*Table A – Compliance – Sydney Metro - Sydenham to Bankstown Conditions of Approval*

<b>Community information, consultation, and involvement</b>		
Condition	Description	Document section
B1	A Community Communication Strategy must be prepared to provide mechanisms to facilitate communication between the Proponent, the relevant council(s) and the community (including adjoining affected landowners and businesses, and others directly impacted by the CSSI), during the design and Construction of the CSSI and for a minimum of 12 months following the completion of Construction of the CSSI.	
B2	The Community Communication Strategy must:	
	(a) identify people and organisations to be consulted during the design and Work phases;	Section 8 and Appendix 1 of this plan
	(b) identify community demographics and approaches to address the needs of LOTE and CALD and vulnerable communities;	Section 8.2 of this plan
	(c) set out procedures and mechanisms for the regular distribution of accessible information, including to LOTE and CALD communities, about or relevant to the CSSI. The information to be distributed must include information regarding current site Construction activities, schedules and milestones at each Construction site;	Section 8.2 and Section 12 of this plan
	(d) provide for the formation of issue or location-based community forums that focus on key environmental management issues of concern to the relevant communities; and	Section 6 and Section 8 of this plan
	(e) establish place managers for each construction site to engage with the local community; and	Section 6 of this plan
	(f) set out procedures and mechanisms: (i) through which the community can discuss or provide feedback to the Proponent; (ii) through which the Proponent will respond to enquiries or feedback from the community; and (iii) to resolve any issues and mediate any disputes that may arise in relation to construction of the CSSI.	Section 9.1 of this plan
B3	The Community Communication Strategy must be submitted to the Planning Secretary for approval no later than one (1) month before commencement of any Work.	This Strategy Section 3.2
B4	Work for the purposes of the CSSI must not commence until the Community Communication Strategy has been approved by the Planning Secretary.	This Strategy Section 3.2
<b>Complaints management system</b>		
B5	A Complaints Management System must be prepared and implemented before the commencement of Work and maintained for the duration of Construction and for a minimum for 12 months following completion of Construction of the CSSI.	Sydney Metro Construction Complaints Management System Section 10 of this plan

B6	<p>The following information must be available to facilitate community enquiries and manage complaints one (1) month before the commencement of Work and for 12 months following the completion of Construction:</p> <p>(a) a 24- hour telephone number for the registration of complaints and enquiries about the CSSI;</p> <p>(b) a postal address to which written complaints and enquires may be sent;</p> <p>(c) an email address to which electronic complaints and enquiries may be transmitted; and</p> <p>(d) a mediation system for complaints unable to be resolved.</p>	Section 9 and Section 10 of this plan
B7	<p>The telephone number, postal address, website URL and email address required under Condition B6 of this approval must be published in a newspaper circulating in the relevant local area and on site hoarding at each Construction site before the commencement of construction and published in the same way again before the commencement of operation. This information must also be provided on the website required under Condition B14 of this approval.</p>	Section 9.1 of this plan Sydney Metro OCCS Sydney Metro Construction Complaints Management System
B8	<p>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 must record the:</p> <p>(a) number of complaints received;</p> <p>(b) number of people affected in relation to a complaint; and (c) means by which the complaint was addressed and whether resolution was reached, with or without mediation.</p>	Section 10.2 of this plan Sydney Metro OCCS Sydney Metro Construction Complaints Management System
B9	<p>The Complaints Register must be provided to the Planning Secretary upon request, within the timeframe stated in the request.</p>	Section 10.2.1 Sydney Metro OCCS Sydney Metro Construction Complaints Management System
B10	<p>A Community Complaints Mediator that is independent of the design and construction personnel must be nominated by the Proponent, approved by the Planning Secretary and engaged during Work associated with the CSSI. The request nominating the Community Complaints Mediator must be submitted to the Planning Secretary for approval within one (1) month of the date of this approval.</p>	Sydney Metro OCCS Sydney Metro Construction Complaints Management System
B11	<p>The role of the Community Complaints Mediator must address any complaint where a member of the public is not satisfied by the Proponent's response. Any member of the public that has lodged a complaint which is registered and executed through the Complaints Management System identified in Condition B5 may ask the Community Complaints Mediator to review the Proponent's response. The application must be submitted in writing and the Community Complaints Mediator must respond within 28 days of the request being made or other specified timeframe agreed between the Community Complaints Mediator and the member of the public.</p>	Sydney Metro OCCS Sydney Metro Construction Complaints Management System
B12	<p>The Community Complaints Mediator will: (a) review disputes between the project and members of the public if the procedures and mechanisms under Condition B5 or Condition B2(f)(iii) do not satisfactorily address the complainants concerns; and (b) make recommendations to the Proponent to satisfactorily address complaints, resolve disputes or mitigate against the occurrence of future complaints or disputes.</p>	Sydney Metro OCCS Sydney Metro Construction Complaints Management System
B13	<p>The Community Complaints Mediator will not act before the Complaints Management System required by Condition B5, including any internal escalation process, 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</p>	Sydney Metro OCCS Sydney Metro Construction Complaints Management System



	and resolution processes are available, or matters which are not within the scope of the CSSI.	
<b>Provision of electronic information</b>		
B14	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 12 months following the completion of Construction. Up-to-date information (excluding confidential, private and/or 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: NSW Government Department of Planning and Environment Conditions of Approval for Sydney Metro Sydenham to Bankstown Upgrade CSSI 8256 CSSI 8256 MOD 1 determined 22 October 2020	Section 3.2 of this plan Sydney Metro OCCS Sydney Metro Construction Complaints Management System
	(a) information on the current implementation status of the CSSI; (b) the telephone number, postal address and email address required under Condition B6; (c) a copy of the documents listed in Condition A1 and Condition A2 of this approval and any documentation relating to any modifications made to the CSSI or the terms of this approval; (d) a copy of this approval in its original form, a current consolidated copy of this approval (that is, including any approved modifications to its terms), and copies of any approval granted by the Minister to a modification of the terms of this approval; (e) a copy of EPL required and obtained in relation to the CSSI; (f) a current copy of each document required under the terms of this approval, which must be published before the commencement of any relevant activity to which they relate or before their implementation, as the case may be; and (g) a copy of the compliance reports required under Condition A29, and Condition A32 of this approval.	Section 11 of this plan Sydney Metro OCCS

Note: Where a document referred to in (f) above is superseded, or the management of activities covered by a document referred to in (f) above have been subsumed into another document, the current applicable and, where required, approved document must be available on the website/webpage. Any superseded document must be available in an archived section or similar of the website/webpage

# 1 INTRODUCTION

## 1.1 Purpose

Martinus Rail has been appointed by Sydney Metro to deliver the ECI Phase of SWM4 CIRA works project. The Community Communications Strategy details how Martinus will manage and deliver communication and engagement and ongoing consultation with the community and stakeholders in accordance and compliance with the Sydney Metro Overarching Community Communication Strategy (OCCS).

## 1.2 Project Background

Sydney Metro is Australia's biggest public transport project. New, fast and reliable metro rail services started in May 2019 in Sydney's North West and will be extended to Sydenham in 2024 as part of the City & Southwest project. Within 12 months this will be extended to Bankstown.

Sydney Metro is revolutionising how Australia's biggest city travels, connecting Sydney's north west, south west and greater west to fast, reliable turn-up-and-go metro services with fully accessible stations. By 2030, Sydney will have a network of four metro lines, 46 stations and 113km of new metro rail. Sydney Metro City & Southwest (SMCSW) is a 30 kilometre metro rail between Chatswood and Bankstown, including; 17 kilometres of new tunnel from Chatswood, under the harbour to Sydenham connecting 7 new underground stations at Crows Nest, Victoria Cross, Barangaroo, Gadigal, Martin Place, Central and Waterloo, and upgrading 13 kilometres of the T3 Bankstown Line to metro standards, including 11 existing stations: Sydenham, Marrickville, Dulwich Hill, Hurlstone Park, Canterbury, Campsie, Belmore, Lakemba, Wiley Park, Punchbowl and Bankstown which includes station precinct upgrades..

## 1.3 Project Objective and Scope

Sydney Metro has undertaken a Corridor Intrusion Assessment (CIRA) to identify locations along the Southwest Metro Corridor vulnerable to the risk of errant and/or hostile vehicles entering the rail corridor. The assessment recommended infrastructure upgrades as treatments to mitigate the risk of errant and hostile vehicles.

The objective of the SWM4 project is the Design and Construction of Errant and Hostile Vehicle Mitigation Treatments for the Southwest Metro, the result of the CIRA, and comprises the security upgrades to the southwest corridor rail and station infrastructure and adjacent road network infrastructure to enable the conversion from heavy rail to meet minimum operating standards for automated Metro operations.

Sydney Metro is procuring the project through a collaborative Design & Construction (D&C) method involving two phases:

- Early Contractor Involvement (ECI) Phase; and
- Design & Construction (D&C) Phase

This approach involves collaborating with Martinus Rail to develop the design to an Approved for Construction (AFC) stage in the ECI phase. Upon completing critical assessment and cost benchmarking for the construction phase, the project will progress to the D&C Phase for delivery of the works.

The project scope includes:

- Errant vehicle treatments consisting of:
  - Eight (8) station overbridge barriers
  - Seven (7) non-station road-over-rail overbridge barriers; and
  - Barriers at 66 non-bridge locations
- Hostile vehicle mitigation (HVM) treatments to the eight (8) station precincts
- Road upgrades (kerbside ramps) at Wiley Park
- Fencing, finishing works and other streetscaping elements across various locations.

## 2 OVERVIEW

### Acknowledgement of country

Martinus Rail acknowledges the Traditional Custodians of the Southwest Metro Corridor, the Wangal and Gadigal clans. Many of the transport routes we use today – from rail lines, to roads, to water- crossings – follow the traditional Songlines, trade routes and ceremonial paths in Country that our nation’s First Peoples followed for tens of thousands of years. Martinus Rail is committed to honouring First Nations people’s cultural and spiritual connections to the land, waters and seas and their rich contribution to society.

### 2.1 Background

The Southwest Metro Corridor (SWMC) involves the upgrade and transformation of approximately 13km of the existing Sydney Trains T3 Bankstown Line from Grade of Automation (GoA) GoA0 to GoA4 in preparation for the corridor being transferred to Sydney Metro as an operationally fully segregated corridor to the adjacent public property, lineside infrastructure and the existing Australian Rail Track Corporation (ARTC) metropolitan freight line in 2025.

To prepare for this upgrade, a Corridor Intrusion Risk Assessment (CIRA) and associated works must be completed. The CIRA project will be delivered in two phases:

- Early Contractor Involvement (ECI) Phase: The ECI Phase includes delivery of all Approved for Construction (AFC) detailed designs (including assurances and approvals), constructability value engineering, investigative site assessment works and all construction planning, preparation work and requirements for the Construction Phase.
- Construction Phase: The methodology for delivery of the Project Works which will be fully defined, developed and finalised by the Contractor (Martinus) in consultation with and written approval from Sydney Metro during the ECI Phase. The physical Works to be delivered in the Construction Phase will be defined in the Contractor’s final proposal submitted at the end of the ECI Phase.

Once the ECI phase and all site investigations have finished, this strategy will be applicable the Design and Construction (D&C) phase of the project. The works in the D&C phase include:

- Errant vehicle treatments and regeneration work (where applicable):
- Station Road-Over Rail Overbridge Project Works – Eight (8) Station overbridges located along the Southwest Metro corridor (see section 5 for details of these locations)
- ‘Non-Station/Corridor’ Road-Over Rail Overbridge Project Works – Seven (7) overbridges along the Southwest Metro corridor (see section 5 for details of these locations)
- Non-Corridor Area Project Works – 66 non-bridge areas (see section 5 for details of these locations)
- Hostile Vehicle Mitigation (HVM) treatment at the station precincts identified during the ECI Phase and directed to be included by Sydney Metro
- Minor road upgrades at King Georges Road - Wiley Park Station
- Fencing, finishing works and other streetscaping elements.

### 3 ABOUT THIS PLAN

This Community Communications Strategy (CCS) outlines:

- How Martinus will manage and deliver communications, engagement and ongoing consultation with the community and stakeholders in accordance and compliance with the Sydney Metro Overarching Community Communication Strategy (OCCS)
- The approach Martinus will take to effectively engage and communicate key work activities to the community during the Design & Construction (D&C) phase
- How Martinus will comply with community communication and consultation requirements of the Planning Minister's Conditions of Approval for Critical State Significant Infrastructure (CSSI) under project planning approval # SSI 8256. To note, further approval for additional works related to errant vehicle works may be necessary to supplement the existing approval.
- Identification of site-specific stakeholders, how they will be informed about construction activities, key environmental issues, outlining feedback mechanisms and stakeholder management processes.

Through planned communication and engagement activities, Martinus Rail aim to provide the community and stakeholders with relevant project information, effectively address community complaints, concerns and feedback.

#### 3.1 Objectives

The objectives of the CCS are to:

- Support Sydney Metro to provide a coordinated and consistent approach with stakeholders and communities at the relevant project areas
- Comply with all relevant environmental planning approval requirements to carry out work
- Identify stakeholders and community that may be impacted or interested by the ECI and D&C phases of work
- Inform the community, residents, road users, businesses, councils and other relevant stakeholders about upcoming project activities that may impact them
- Detail activities to be used to facilitate open communication and engagement with stakeholders and the community
- Define roles, tools, and mitigation measures to manage community and stakeholder impacts (impacts may include access, noise and vibration, out-of-hours activities, and subcontractor worker behaviour)
- Enhance and safeguard the reputation of Sydney Metro and Martinus by identifying potential community and stakeholder risks and managing issues in an effective and timely way.

#### 3.2 Compliance requirements

The CCS has been prepared in conjunction with requirements set out in Sydney Metro Overarching Community Communications Strategy and all relevant project environmental planning approval requirements for Minister's Conditions of Approval SSI 8256.

This Community Consultation Strategy (CCS) also aligns with the construction management plans required for delivery of the D&C contract. This plan alongside construction management plans will be displayed on a website or webpage prior to the commencement of work and throughout the duration of construction and for at least 12 months following the completion of construction.

This CCS will be submitted for approval one month before commencement of any work and will be implemented throughout the duration of construction and for 12 months after construction completion. Works will not commence until this CCS has been approved.

#### 3.3 Responsibilities

Martinus will lead stakeholder and community engagement for the CIRA ECI and D&C contracts and will provide suitably qualified resources as needed to undertake relevant stakeholder and community activities throughout delivery of the project.

The Community Engagement Manager (Martinus Rail) and the Place Manager (Martinus Rail) are jointly responsible for the execution of activities defined in this CCS. All personnel will perform their duties aligned

to requirements detailed in the CCS. See section 6 for further detail on the team's roles and responsibilities.

### 3.4 Document update and review

Martinus Rail will review, monitor and update this plan regularly, as required to ensure it remains relevant and effective for managing the delivery of communication and engagement activities.

## 4 PROJECT PURPOSE AND SCOPE

The T3 Bankstown Line conversion to metro standards will require a 12 month shutdown (final conversion period), with the CIRA scope and other Sydney Metro works being completed within the 12 month duration. The shutdown will commence mid to late 2024. The following works must be completed at station and non-station bridges, and along critical locations of the corridor to meet the test level safety standards ahead of metro operations:

- Errant and Hostile Vehicle Mitigation (HMV) treatments
- Design based on a Corridor Intrusion Risk Assessment (CIRA)
- Finishing works.

During the D&C phase works are expected to include, but are not limited to:

- Below ground drainage
- Utilities protection or relocation (if required)
- Earthworks
- Demolition and waste removal (if required)
- Temporary structures (if required)
- Barrier construction
- Site management
- LPA (Local Possession Authority) works
- Remediation and strengthening works (if required)
- Road works and finishing works
- Staging
- Traffic management
- Heritage material removal, storage, preservation, and post-work re-installation (if required).

## 5 PROJECT SITE LOCATIONS

### 5.1 Station overbridge errant vehicle mitigation and HVM site locations and preferred treatments

#### Overbridge at Wiley Park Station

City: TL4 bridge parapet steel post & three rail barrier  
Country: TL4 bridge parapet concrete barrier

#### Overbridge at Belmore Station

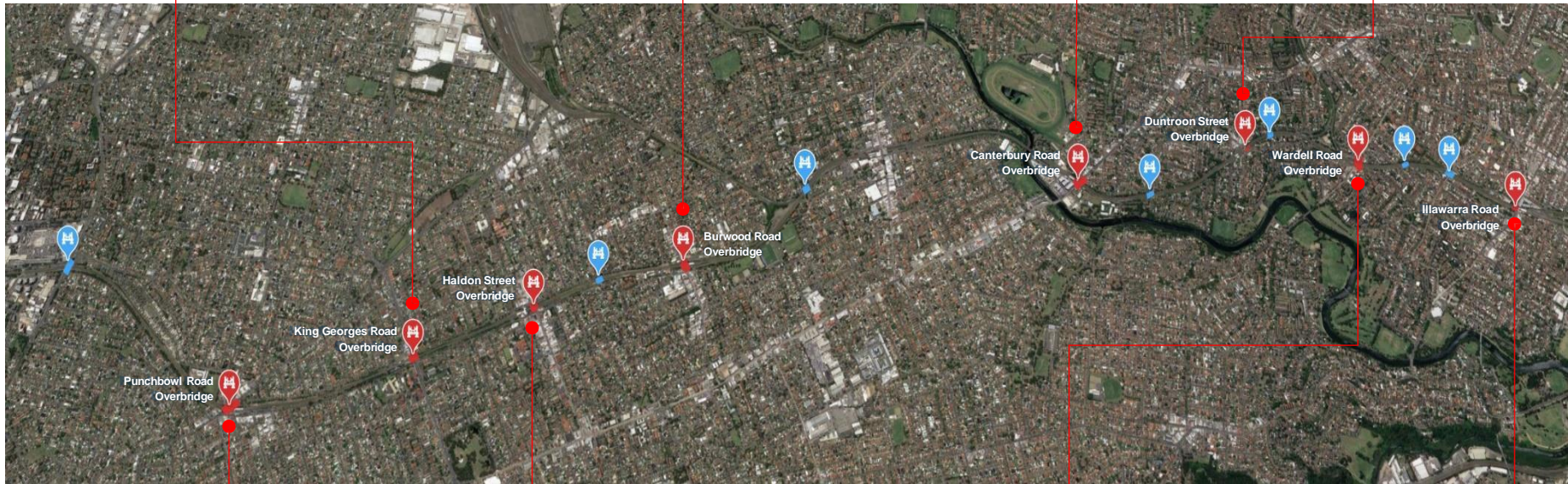
City: TL4 bridge parapet concrete barrier  
Country: TL4 bridge parapet concrete barrier or off-structure beam

#### Overbridge at Canterbury Station

City: TL4 bridge parapet concrete barrier  
Country: TL4 bridge parapet concrete barrier

#### Overbridge at Hurlstone Park Station

City: TL4 bridge parapet concrete barrier or off-structure beam  
Country: Do nothing



#### Overbridge at Punchbowl Station

City: TL4 bridge parapet steel post & three rail barrier  
Country: TL4 bridge parapet steel post & three rail barrier

#### Overbridge at Lakemba Station

City: TL4 kerbside steel post & three rail barrier  
Country: TL4 kerbside steel post & three rail barrier

#### Overbridge at Dulwich Hill Station

City: TL4 kerbside steel post & three rail barrier  
Country: TL4 kerbside steel post & three rail barrier

#### Overbridge at Marrickville Station

City: Do nothing  
Country: TL3 kerbside concrete barrier

#### Key:

■ Station Overbridges

■ Non-Station Overbridges

City City side of the overbridge (east side)

Country Country side of the overbridge (west side) Bollards

## 5.2 Non-station overbridge errant vehicle mitigation preferred treatments



Figure 1. Non-Station Overbridge CIRA site locations and treatments

**Key:**

- Station Overbridges
- Non-Station Overbridges

**City** City side of the overbridge (east)

**Country** Country side of the overbridge (west)



### 5.3 Non-bridge locations

The below table outlines the 66 non-bridge locations along the Southwest Metro corridor subject to errant vehicle generally showed from East to West.

Construction activities occurring at these locations include:

- Survey, survey facilitation and investigations works
- Errant treatment Vehicle Barriers
- Road upgrades (kerbside ramps) at Wiley Park
- Fencing, finishing works and other streetscaping elements across various locations
- Hostile Vehicle Mitigation

**Table B. Non-bridge area errant vehicle locations**

Number	Adjacent / Referring Station Precinct	Road Name / Location
1	Marrickville Station Precinct	Riverdale Avenue
2	Marrickville Station Precinct	Wooley Lane
3	Southwest Metro Corridor	Randall Street
4	Southwest Metro Corridor	Albermarle Street Northbound East side
5	Southwest Metro Corridor	Albermarle Street
6	Dulwich Hill Station Precinct	Dudley Street
7	Southwest Metro Corridor	School Parade
8	Dulwich Hill Station Precinct	Wardell Road
9	Dulwich Hill Station Precinct	Ewart Lane Carpark
10	Southwest Metro Corridor	Garnet Street
11	Southwest Metro Corridor	Ewart Street
12	Southwest Metro Corridor	Keir Avenue
13	Southwest Metro Corridor	Melford Street Northbound Eastside
14	Southwest Metro Corridor	Sugar House Road
15	Southwest Metro Corridor	Gould Street
16	Southwest Metro Corridor	Park Street
17	Southwest Metro Corridor	Duke Street and South Parade Roundabout
18	Southwest Metro Corridor	Harold Street
19	Southwest Metro Corridor	Beamish Lane
20	Southwest Metro Corridor	Lilian Lane West

Number	Adjacent / Referring Station Precinct	Road Name / Location
21	Campsie Station precinct	Lilian Lane Car Park near Dewar Street
22	Southwest Metro Corridor/Campsie Station precinct	Lilian Street between Carrington and Dewar Street
23	Campsie Station precinct	Dewar Street
24	Southwest Metro Corridor	Carrington Street
25	Southwest Metro Corridor	Loftus Street (south)

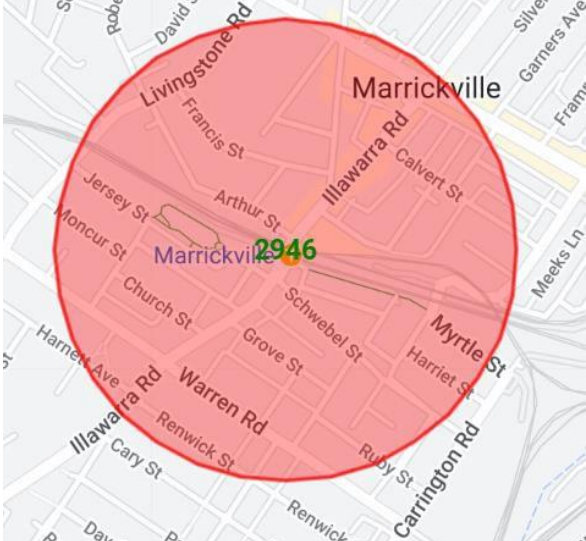
26	Southwest Metro Corridor	Redman Parade (chicane)
27	Southwest Metro Corridor	Wortley Avenue
28	Southwest Metro Corridor	Brande Street
29	Southwest Metro Corridor	Peel Street (north)
30	Southwest Metro Corridor	Peel Street (south)
31	Southwest Metro Corridor	Taylor Street (south)
32	Southwest Metro Corridor	Moreton Street Roundabout
33	Southwest Metro Corridor	Moreton Street Southbound West
34	Southwest Metro Corridor	Moreton Street Southbound Eastside
35	Southwest Metro Corridor	Dennis Street (South)
36	Southwest Metro Corridor	Taylor Street (North)
37	Southwest Metro Corridor	Dennis Street (North)
38	Southwest Metro Corridor	Railway Parade Lakemba East Carpark 2
39	Lakemba Station precinct	Croydon Street North
40	Southwest Metro Corridor	Kathleen Street
41	Southwest Metro Corridor	Alice Street North
42	Southwest Metro Corridor	Alice Street South
43	Southwest Metro Corridor	The Boulevard Lakemba
44	Wiley Park Station precinct	Wiley Lane

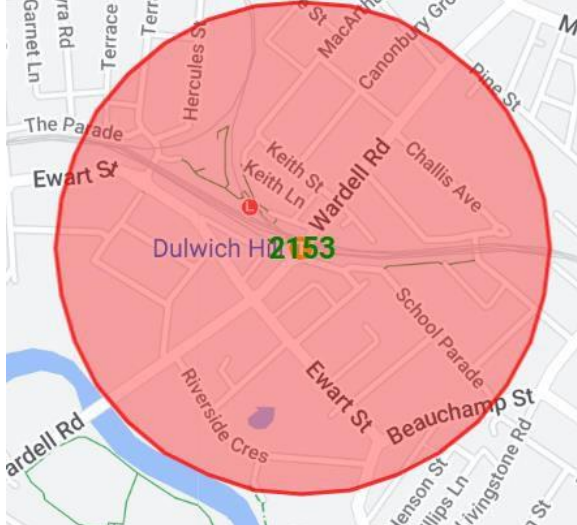
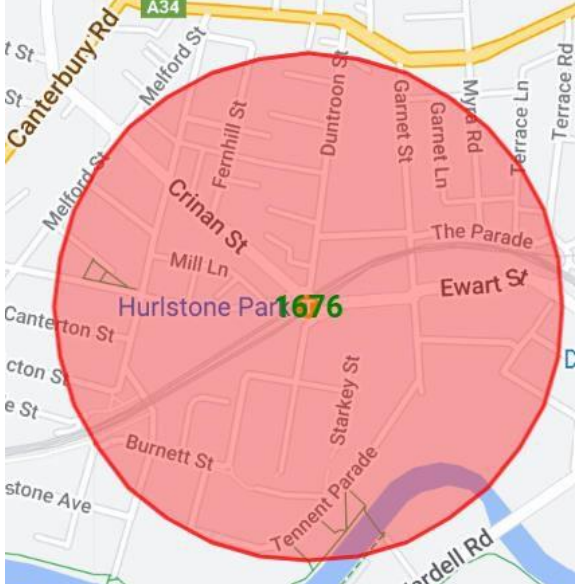
Number	Adjacent / Referring Station Precinct	Road Name / Location
45	Wiley Park Station precinct	Shadforth Street
46	Wiley Park Station precinct	The Boulevarde Carpark Wiley Park
47	Southwest Metro Corridor	Defoe Street
48	Southwest Metro Corridor	Faux Street
49	Southwest Metro Corridor	The Boulevarde Wiley Park
50	Southwest Metro Corridor	Robinson Street North
51	Southwest Metro Corridor	Robinson Street South
52	Southwest Metro Corridor	Rosemont Street North
53	Southwest Metro Corridor	Rosemont Street South
54	Southwest Metro Corridor	Dudley Street North
55	Southwest Metro Corridor	Dudley Street South
56	Southwest Metro Corridor	Rickard Street
57	Punchbowl Station precinct	Matthews Street
58	Southwest Metro Corridor/Punchbowl Station precinct	Kelly Street / Breust Place
59	Southwest Metro Corridor	Stansfield Avenue
60	Southwest Metro Corridor	Gardenia Avenue
61	Southwest Metro Corridor	Carnation Avenue
62	Southwest Metro Corridor	Wattle Street round-a-bout
63	Southwest Metro Corridor	Stacey Street Exit Ramp
64	Southwest Metro Corridor	Lady Cutler Avenue
65	Southwest Metro Corridor	East Terrace Round-a-bout
66	Southwest Metro Corridor	The Broadway
67	Belmore Station precinct	Redman Parade, Belmore Station

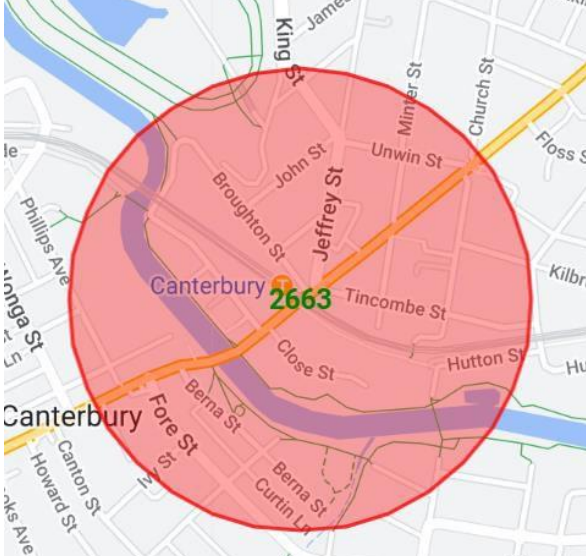
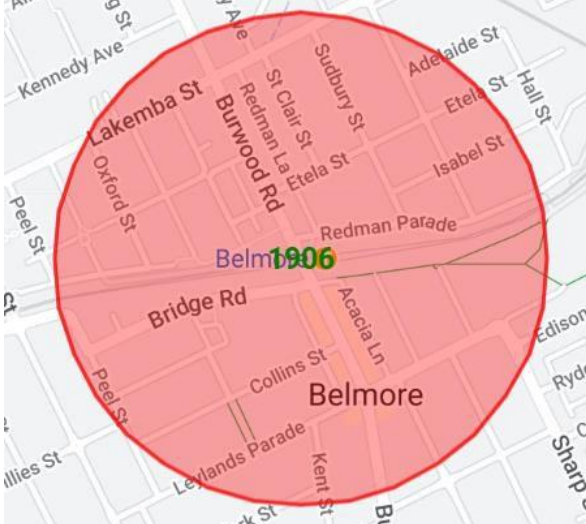
## 5.4 Works at Project sites

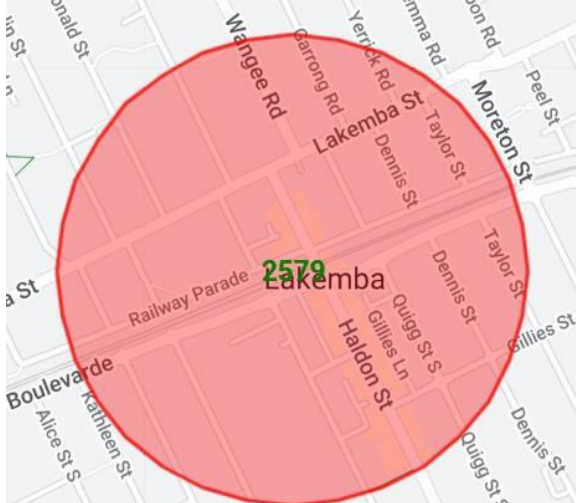
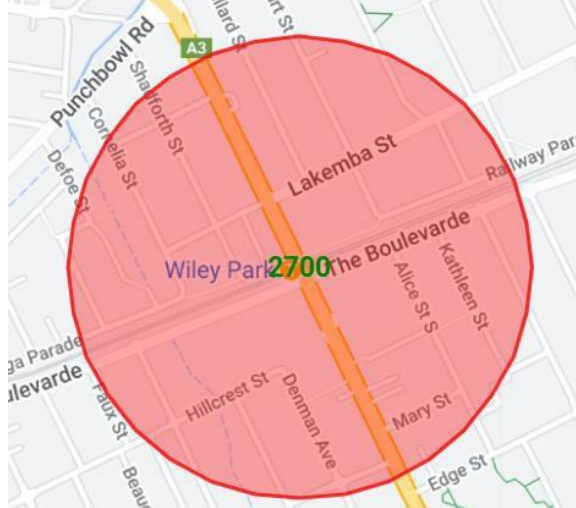
Works at each project location are listed below in Table 1.

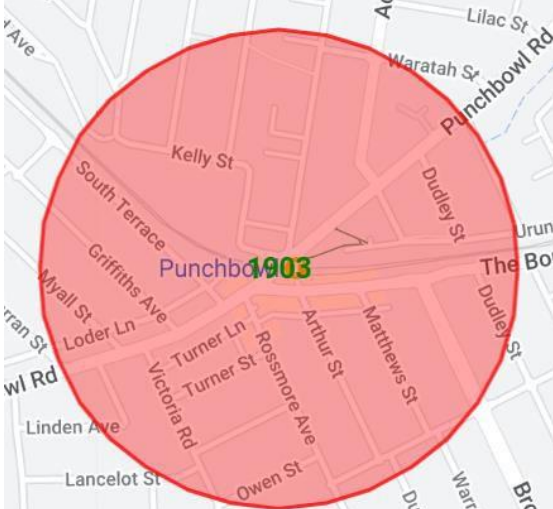

**Table 1: Works at each project location**

Project location	Summary of works at project location	Map of project area (500m radius) / area demographic summary
Station overbridges		
Marrickville Station and Illawarra Road overbridge	<ul style="list-style-type: none"> <li>- H MV</li> <li>- Errant Vehicle Mitigation North Bound</li> <li>- Relocation of utilities and TfNSW cabling</li> <li>- Bridge works</li> <li>- All temporary works, propping, excavation and backfill works</li> </ul>	 <p><b>Residential:</b> 2642</p> <p><b>Businesses:</b> 304</p> <p><b>Population:</b> 5162</p> <p><b>Dwellings owned:</b> 48%</p> <p><b>Languages spoken:</b> Vietnamese – 6.74% Greek – 5.37% Arabic – 1.88%</p> <p><b>Median age:</b> 36</p>

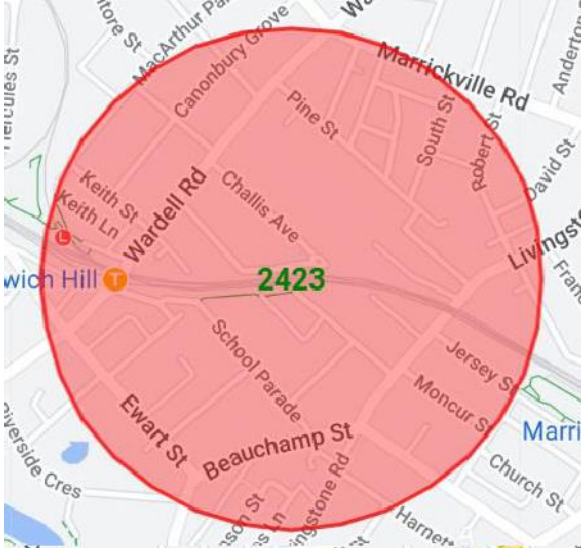
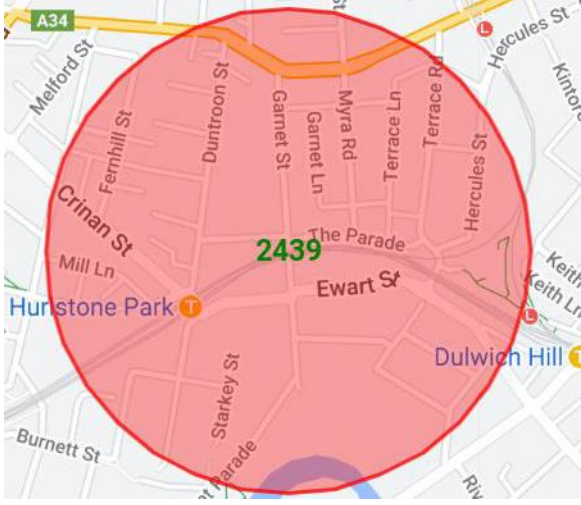
Project location	Summary of works at project location	Map of project area (500m radius) / area demographic summary
<p>Dulwich Hill and Wardell Road Overbridge</p>	<ul style="list-style-type: none"> <li>- HMV</li> <li>- Errant Vehicle Mitigation North and South Bound</li> <li>- Road works</li> <li>- Drainage modifications</li> <li>- Bridge works</li> </ul>	 <p><b>Residential:</b> 2121</p> <p><b>Businesses:</b> 32</p> <p><b>Population:</b> 3820</p> <p><b>Dwellings owned:</b> 50%</p> <p><b>Languages spoken:</b> Greek – 5.18% Vietnamese – 3.66% Arabic – 2.69%</p> <p><b>Median age:</b> 39</p>
<p>Hurlstone Park and Duntroun Street Overbridge</p>	<ul style="list-style-type: none"> <li>- Off-structure barrier solution to the Southbound/ City side</li> <li>- Errant Vehicle Mitigation South Bound</li> <li>- Relocation and protection of services</li> <li>- HMV</li> <li>- Structural upgrades to the bridge</li> <li>- Landscaping</li> </ul>	 <p><b>Residential:</b> 1634</p> <p><b>Businesses:</b> 42</p> <p><b>Population:</b> 3677</p> <p><b>Dwellings owned:</b> 57%</p> <p><b>Languages spoken:</b> Arabic – 6.43% Greek – 6.02% Mandarin – 2.87%</p> <p><b>Median age:</b> 39</p>

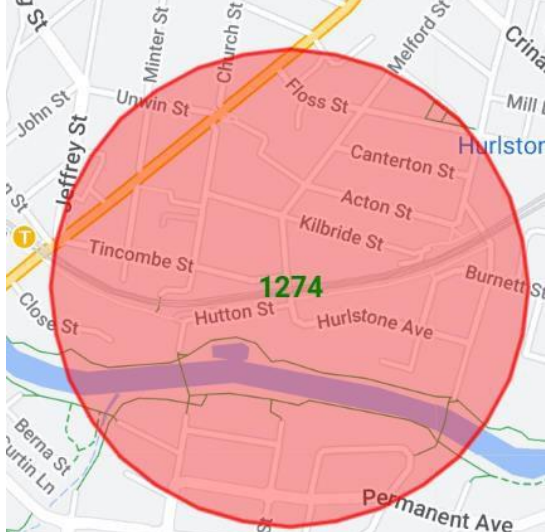
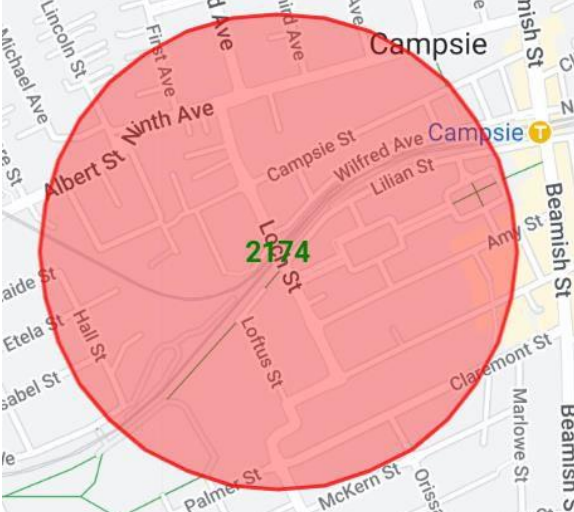
Project location	Summary of works at project location	Map of project area (500m radius) / area demographic summary
<p>Canterbury Station and Canterbury Road Overbridge</p>	<ul style="list-style-type: none"> <li>- HMV</li> <li>- Errant Vehicle Mitigation North and South Bound</li> <li>- Structural upgrades to the bridge</li> <li>- Remediation works</li> <li>- Installation of bike racks</li> <li>- Extras package on platforms</li> </ul>	 <p><b>Residential:</b> 2547</p> <p><b>Businesses:</b> 116</p> <p><b>Population:</b> 5229</p> <p><b>Dwellings owned:</b> 46%</p> <p><b>Languages spoken:</b> Mandarin – 8.16% Arabic – 6.06% Vietnamese – 5.52%</p> <p><b>Median age:</b> 35</p>
<p>Belmore Station and Burwood Road Overbridge</p>	<ul style="list-style-type: none"> <li>- Off-structure barrier solution to the Northbound/Country side</li> <li>- Errant Vehicle Mitigation North and South Bound</li> <li>- Protection of utilities</li> <li>- HMV</li> </ul>	 <p><b>Residential:</b> 1705</p> <p><b>Businesses:</b> 201</p> <p><b>Population:</b> 3826</p> <p><b>Dwellings owned:</b> 49%</p> <p><b>Languages spoken:</b> Arabic – 12.53% Greek – 10.22% Vietnamese – 5.23%</p> <p><b>Median age:</b> 40</p>

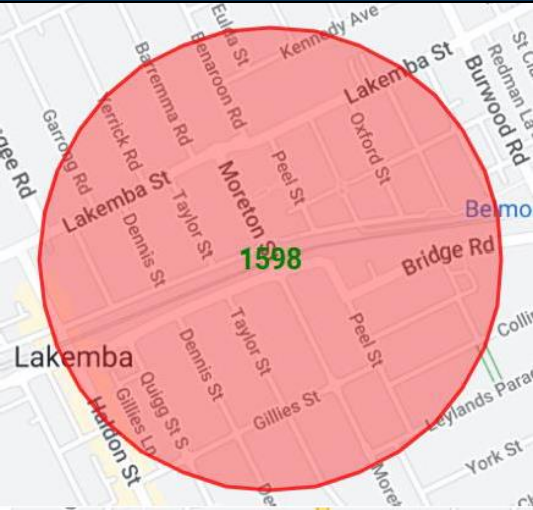
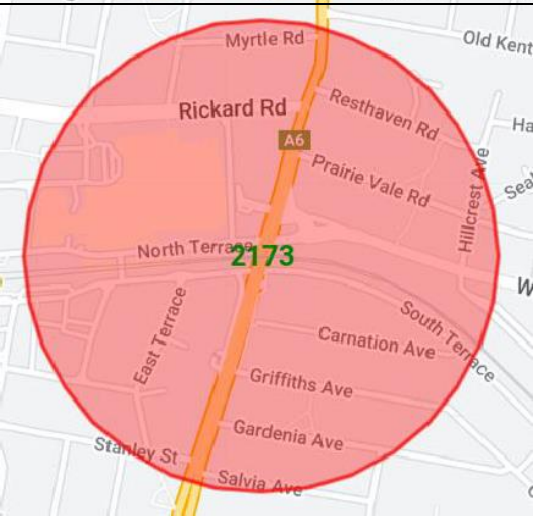
Project location	Summary of works at project location	Map of project area (500m radius) / area demographic summary
<p>Lakemba Station and Haldon Street Overbridge</p>	<ul style="list-style-type: none"> <li>- HMV</li> <li>- Errant Vehicle Mitigation North and South Bound</li> <li>- Remediation to the anchorage blocks and pier bearings on the city side of Haldon Street overbridge</li> </ul>	 <p><b>Residential:</b> 2228</p> <p><b>Businesses:</b> 351</p> <p><b>Population:</b> 6044</p> <p><b>Dwellings owned:</b>39%</p> <p><b>Languages spoken:</b> Bengali – 15.72% Arabic – 11.08% Urdu – 10.58%</p> <p><b>Median age:</b> 32</p>
<p>Wiley Park Station and King Georges Road Overbridge</p>	<ul style="list-style-type: none"> <li>- HMV</li> <li>- Errant Vehicle Mitigation North and South Bound</li> <li>- Protection of utilities</li> <li>- Landscaping</li> <li>- Roadworks and pram ramps</li> </ul>	 <p><b>Residential:</b> 2649</p> <p><b>Businesses:</b> 51</p> <p><b>Population:</b> 6615</p> <p><b>Dwellings owned:</b>36%</p> <p><b>Languages spoken:</b> Bengali – 14.54% Arabic – 13.43% Urdu – 9.98%</p> <p><b>Median age:</b> 31</p>

Project location	Summary of works at project location	Map of project area (500m radius) / area demographic summary
Punchbowl Station and Punchbowl Road Overbridge	<ul style="list-style-type: none"> <li>- HMV</li> <li>- Errant Vehicle Mitigation North and South Bound</li> </ul>	 <p><b>Residential:</b> 1695</p> <p><b>Businesses:</b> 208</p> <p><b>Population:</b> 4446</p> <p><b>Dwellings owned:</b> 47%</p> <p><b>Languages spoken:</b> Arabic – 28.91% Vietnamese – 6.55% Bengali – 3.88%</p> <p><b>Median age:</b> 33</p>
Non-station 'Corridor' overbridges		
Livingstone Road Overbridge	<ul style="list-style-type: none"> <li>- Remediation work of the girders</li> <li>- Demolition of parts of the bridge</li> <li>- Errant Vehicle Mitigation North and South Bound</li> </ul>	 <p><b>Residential:</b> 2021</p> <p><b>Businesses:</b> 57</p> <p><b>Population:</b> 4626</p> <p><b>Dwellings owned:</b> 52%</p> <p><b>Languages spoken:</b> Greek – 6.17% Vietnamese – 5.46% Arabic – 2.73%</p> <p><b>Median age:</b> 38</p>



Project location	Summary of works at project location	Map of project area (500m radius) / area demographic summary
<p>Albermarle Street Overbridge</p>	<ul style="list-style-type: none"> <li>- Errant Vehicle Mitigation North and South Bound</li> <li>- Piling works</li> <li>- Footpath works</li> </ul>	 <ul style="list-style-type: none"> <li>• <b>Residential:</b> 2375</li> <li><b>Businesses:</b> 48</li> <li><b>Population:</b> 4142</li> <li><b>Dwellings owned:</b> 52%</li> <li><b>Languages spoken:</b> Greek – 6.14% Vietnamese – 4.32% Arabic – 2.84%</li> <li><b>Median age:</b> 39</li> </ul>
<p>Garnet Street Overbridge</p>	<ul style="list-style-type: none"> <li>- Errant Vehicle Mitigation North and South Bound</li> </ul>	 <ul style="list-style-type: none"> <li>• <b>Residential:</b> 2300</li> <li><b>Businesses:</b> 139</li> <li><b>Population:</b> 4531</li> <li><b>Dwellings owned:</b> 51%</li> <li><b>Languages spoken:</b> Greek – 4.98% Arabic – 4.56% Vietnamese – 2.65%</li> <li><b>Median age:</b> 38</li> </ul>

Project location	Summary of works at project location	Map of project area (500m radius) / area demographic summary
<p>Melford Street Overbridge</p>	<ul style="list-style-type: none"> <li>- Errant Vehicle Mitigation North and South Bound</li> <li>- Piling works</li> <li>- Footpath works</li> </ul>	 <ul style="list-style-type: none"> <li>• <b>Residential:</b> 1216</li> <li><b>Businesses:</b> 58</li> <li><b>Population:</b> 2816</li> <li><b>Dwellings owned:</b> 73%</li> <li><b>Languages spoken:</b> Arabic – 8.53% Greek – 8.01% Mandarin – 3.72%</li> <li><b>Median age:</b> 45</li> </ul>
<p>Loch Street Overbridge</p>	<ul style="list-style-type: none"> <li>- Errant Vehicle Mitigation North and South Bound</li> <li>- Piling works</li> <li>- Footpath works</li> </ul>	 <ul style="list-style-type: none"> <li>• <b>Residential:</b> 2041</li> <li><b>Businesses:</b> 133</li> <li><b>Population:</b> 4850</li> <li><b>Dwellings owned:</b> 42%</li> <li><b>Languages spoken:</b> Mandarin – 17.15% Arabic – 8.34% Nepali – 7.15%</li> <li><b>Median age:</b> 39</li> </ul>

Project location	Summary of works at project location	Map of project area (500m radius) / area demographic summary
<p>Moreton Street Overbridge</p>	<ul style="list-style-type: none"> <li>- Errant Vehicle Mitigation North and South Bound</li> <li>- Piling works</li> <li>- Footpath works</li> </ul>	 <ul style="list-style-type: none"> <li>• <b>Residential:</b> 1474</li> <li><b>Businesses:</b> 124</li> <li><b>Population:</b> 4186</li> <li><b>Dwellings owned:</b> 52%</li> <li><b>Languages spoken:</b> <ul style="list-style-type: none"> <li>Arabic – 12.49%</li> <li>Bengali – 9.22%</li> <li>Urdu – 5.81%</li> </ul> </li> <li><b>Median age:</b> 37</li> </ul>
<p>Stacey Street Overbridge</p>	<ul style="list-style-type: none"> <li>- Bridge strengthening works</li> <li>- Pier bearing replacement</li> <li>- Shear and Flexural Strengthening</li> <li>- Errant Vehicle Mitigation North and South Bound</li> </ul>	 <ul style="list-style-type: none"> <li>• <b>Residential:</b> 2005</li> <li><b>Businesses:</b> 168</li> <li><b>Population:</b> 5393</li> <li><b>Dwellings owned:</b> 36%</li> <li><b>Languages spoken:</b> <ul style="list-style-type: none"> <li>Arabic – 19.28%</li> <li>Vietnamese – 13.81%</li> <li>Mandarin – 5.99%</li> </ul> </li> <li><b>Median age:</b> 32</li> </ul>

## 6 PEOPLE AND COLLABORATION

Martinus Rail’s Stakeholder and Community Engagement Team (SCET) will be responsible for managing, delivering, and completing all communication and engagement activities throughout the construction lifecycle.

**Table 2. Stakeholder and Community Engagement roles and responsibilities**

Role	Description
<b>Stakeholder and Community Engagement Manager</b>	<ul style="list-style-type: none"> <li>• Manages Stakeholder and Community Engagement Team</li> <li>• Acts as the key point of contact regarding stakeholder and broader community issues for Sydney Metro as required</li> <li>• Attends and participates in Senior Leadership meetings and activities with Sydney Metro and other Senior Project Team members as required</li> <li>• Initiates and supports Sydney Metro’s engagement and processes with stakeholder groups</li> <li>• Supports community education programs, business forums, and other key stakeholder relationships with Sydney Metro</li> <li>• Contributes to ongoing development, implementation, and consistent reviews of internal and external processes and protocols with Sydney Metro</li> <li>• Updates the CCS as required</li> <li>• Contributes to monthly progress reports required by Sydney Metro</li> <li>• Ensures compliance across the project team to achieve best possible results under Sydney Metro’s key performance indicators and key result area metrics</li> <li>• Support Sydney Metro to identify public affairs and media opportunities associated with CIRA works and project milestones.</li> </ul>
<b>Supporting Team Members</b>	
<b>Place Manager</b>	<ul style="list-style-type: none"> <li>• Supports the implementation of delivery of the CCS</li> <li>• Manages and directs the project team on stakeholder and community issues, complaints, and enquiries</li> <li>• Engages directly with Sydney Metro on stakeholder and community issues and communication</li> <li>• Manages the planning and coordination of stakeholder and community involvement activities, particularly with community members who may be impacted by work activities</li> <li>• Be a consistent and active presence in the community where residents, businesses, and other community members can meet with as required</li> <li>• Ensures proactive stakeholder and community liaison and communication is welcomed and embraced across the project lifecycle</li> <li>• Delivers timely and high quality information and consultation to local stakeholders and community and is delivered according to contractual timeframes</li> <li>• Acknowledges, responds to, and manages stakeholder and community complaints, enquiries, feedback, and compliments within the contractual timeframes, and in a manner that enhances and safeguards the reputation of Sydney Metro</li> <li>• Monitors and evaluates trends, feedback, and sentiments within the community and implements mitigation strategies to support key issues</li> <li>• Provides support to Stakeholder and Community Engagement Manager and Public Affairs and Events Manager</li> <li>• Updates Consultation Manager, engagement records, stakeholder databases as required.</li> </ul>

## 6.1 INTERFACE AND COORDINATION WITH THE SYDNEY METRO SOUTHWEST COMMUNICATION TEAM AND THEIR SUBCONTRACTORS

Martinus recognises Sydney Metro's commitment to effective, appropriate, and consistent engagement with stakeholders and members of the community across Sydney who are impacted by their program of works. Project success relies heavily on the partnership between Sydney Metro and their contractors, driven by clear and consistent communication, detailed understanding of the project context and environment, identification of preexisting issues and emerging opportunities, and dedication to the communities in which the project is in.

Martinus will support Sydney Metro's coordinated approach by:

- Taking the lead in managing and coordinating all stakeholder and community engagement activities
- Supporting and working cooperatively with Sydney Metro to provide a coordinated approach to the stakeholder and community engagement program, ensuring that it is consistent with activities across the broader Sydney Metro program of works
- Informing members of the public on project progress and impacts
- Enhancing and protecting the reputation of Sydney Metro in delivery
- Making appropriate senior personnel and subject matter experts available to attend meetings with Sydney Metro, the community or other stakeholders as required by Sydney Metro
- Providing responses to media and/or ministerial requests as required or requested by Sydney Metro
- Attending coordination meetings (if required) with Sydney Metro and other delivery contractors working in the Southwest Corridor including Traffic Control Group meetings and meetings with local Councils.

## 7 COMMUNICATIONS APPROACH

Martinus Rail's approach to stakeholder and community engagement is to complete work with minimal disruption. Where any issues are raised by stakeholders and/or community members, Martinus Rail will address them in accordance with the Sydney Metro's OCCS and CCMS.

This CCS has been developed to outline the stakeholder and community engagement for the D&C phase of the CIRA project and includes:

- Stakeholder analysis
- Key issues and mitigation measures
- Communication activities and tools
- Procedures and processes that will be implemented during the project lifecycle.

### 7.1 Stakeholder and community objectives

Martinus Rail's stakeholder and community objectives for the CIRA project include:

- Identifying stakeholders and community members interested in or potentially affected by the in-scope works
- Establishing strong relationships with stakeholders and the local respective communities to facilitate two-way communication and involvement when appropriate
- Maximising understanding of the timing and potential impacts of construction activities at the respective sites and the measures to reduce these impacts
- Identifying issues for consideration in construction planning to reduce the impact on the community, where possible, and to respond to community feedback
- Collaborating with other Sydney Metro contractors and geographically related projects to streamline communications and avoid duplication where possible.
- Ensure Martinus Rail takes reasonable steps to coordinate works and minimize construction fatigue and cumulative impacts.

The tools and systems to be used are detailed in section 8 of this CCS.

### 7.2 Collaboration

A key component of the approach is integrating community focus into the everyday consideration of the site team including planning, safety, traffic, construction, approvals, environment, sustainability, and other specialists, including:

- Co-location of stakeholder and community engagement personnel with the site team to foster open dialogue and to ensure that the Community team is visible to the wider site team
- Encouraging workers to use public transport to minimise increased parking volumes in locations where parking is already limited
- Planning of heavy vehicle routes to protect sensitive or at-risk stakeholders including pedestrians, cyclists, hospitals, schools, child care facilities
- Modelling of construction activities to identify appropriate noise and vibration mitigation measures, including respite
- Heritage analysis and investigation to ensure the protection of Aboriginal and other historic heritage items and / or sites for future generations
- Ensuring that out-of-hours work undertaken is truly essential particularly where that work will be disruptive to the Community. Construction methods will be selected and timing planned where practicable, which will allow for works with high noise impacts to be undertaken in standard construction hours. The community will be notified well in advance.

## 8 STAKEHOLDERS

### 8.1 Project areas overview

The CIRA project areas are along the Southwest T3 line and sit within two local Government areas – Inner West Council and City of Canterbury Bankstown.

With the project being within a highly ethnically diverse area of Sydney, a curated communications strategy are integral to the success of the project. Martinus Rail will engage CALD (Culturally and Linguistically Diverse), LOTE (Languages Other Than English), First Nations, youth, homeless and / or rough sleepers as part of its works. Specialised considerations for engaging with these stakeholders are further outlined in section 8.2.

By prioritising inclusivity and accessibility in Martinus’ community efforts, the stakeholder engagement team aim to ensure that all members of our work areas can access and understand the information they need to be informed about Martinus’ works.

**Table 3. Stakeholder and Community Overview**

Stakeholder	Interests	Communication tools	Indicative timings
<b>Elected Officials</b>			
<ul style="list-style-type: none"> <li>Premier</li> <li>Minister for Transport</li> </ul>	<ul style="list-style-type: none"> <li>Successful project delivery</li> </ul>	<ul style="list-style-type: none"> <li>Briefings via Sydney Metro</li> </ul>	<ul style="list-style-type: none"> <li>As requested and refer to OCCS</li> </ul>
<ul style="list-style-type: none"> <li>Minister for Climate Change, Minister for Energy, Minister for the Environment and Minister for Heritage</li> </ul>	<ul style="list-style-type: none"> <li>Effective management of any environmental or heritage impacts</li> </ul>	<ul style="list-style-type: none"> <li>Briefings via Sydney Metro</li> </ul>	<ul style="list-style-type: none"> <li>As requested and refer to OCCS</li> </ul>
<ul style="list-style-type: none"> <li>State Member for Summer Hill</li> <li>State Member for Canterbury</li> <li>State Member for Bankstown</li> <li>Federal Member for Grayndler</li> <li>Federal Member for Barton</li> <li>Federal Member for Watson</li> <li>Federal Member for Blaxland</li> </ul>	<ul style="list-style-type: none"> <li>Construction impacts, key milestones</li> </ul>	<ul style="list-style-type: none"> <li>Briefings via Sydney Metro</li> </ul>	<ul style="list-style-type: none"> <li>As requested and refer to OCCS</li> </ul>
<b>State Government (departments, agencies, corporations)</b>			
Department of Planning, Housing and Infrastructure (DPHI)	Project planning approval compliance Environmental issues	Briefings via Sydney Metro	Prior to work commencing and via regular updates
Transport for NSW	<ul style="list-style-type: none"> <li>Successful project delivery</li> <li>Impacts on roads during work</li> <li>Approvals compliance</li> </ul>	<ul style="list-style-type: none"> <li>Meetings, briefings and reporting</li> <li>Traffic and Transport Liaison Group (as needed)</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing throughout project</li> <li>TTLG monthly meetings (as needed)</li> </ul>
Customer Journey Planning (CJP) – part of Transport for NSW	<ul style="list-style-type: none"> <li>Effective cooperation with other agencies in</li> </ul>	<ul style="list-style-type: none"> <li>Meeting and working groups via Sydney Metro</li> </ul>	<ul style="list-style-type: none"> <li>Prior to work commencing and via regular updates</li> </ul>

	Sydney transport network		
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Stakeholder	Interests	Communication tools	Indicative timings
	<ul style="list-style-type: none"> <li>Awareness of project delivery details to enable effective coordination of traffic / transport planning to successfully deliver rail replacement buses in the final conversion shutdown.</li> </ul>	<ul style="list-style-type: none"> <li>Construction Traffic</li> <li>Management Plan, and special events</li> </ul>	<ul style="list-style-type: none"> <li>Briefings before special events</li> </ul>
Traffic and Transport Liaison Group (TTLG)	Traffic management plans	<ul style="list-style-type: none"> <li>Notification of traffic changes via email alerts</li> <li>Presentations and briefings</li> </ul>	<ul style="list-style-type: none"> <li>Prior to work commencing and then as appropriate</li> </ul>
NSW Environment Protection Authority	<ul style="list-style-type: none"> <li>Compliance with environmental protection licence</li> <li>Managing environmental and heritage impacts of excavation and station construction work</li> </ul>	<ul style="list-style-type: none"> <li>CEMP consultation</li> <li>Written correspondence</li> <li>Meetings via Sydney Metro</li> </ul>	<ul style="list-style-type: none"> <li>Prior to work commencing</li> <li>Ongoing as required</li> </ul>
<ul style="list-style-type: none"> <li>NSW Environment, Energy and Science</li> <li>Heritage NSW</li> </ul>	<ul style="list-style-type: none"> <li>Consultation on relevant plan in the CEMP and CHMP</li> </ul>	<ul style="list-style-type: none"> <li>Consultation on Construction Heritage Management Plan</li> <li>Briefings and meetings</li> </ul>	<ul style="list-style-type: none"> <li>Before work begins and ongoing if required</li> </ul>
Sydney Trains	<ul style="list-style-type: none"> <li>Pedestrian Links</li> <li>Impacts to existing station</li> </ul>	<ul style="list-style-type: none"> <li>CMCG</li> <li>SCO meetings</li> <li>Written correspondence</li> </ul>	<ul style="list-style-type: none"> <li>Before work begins and ongoing if required</li> </ul>
ARTC	<ul style="list-style-type: none"> <li>Impacts to routes / services</li> </ul>	<ul style="list-style-type: none"> <li>Briefings via Sydney Metro</li> <li>Written correspondence</li> </ul>	<ul style="list-style-type: none"> <li>Before work begins and ongoing if required</li> </ul>
Other Sydney Metro contractors	<ul style="list-style-type: none"> <li>Communications</li> <li>Coordination of activities</li> <li>Cumulative construction impacts</li> </ul>	<ul style="list-style-type: none"> <li>Coordination meetings</li> <li>Written correspondence</li> </ul>	<ul style="list-style-type: none"> <li>Regular meetings as required</li> </ul>
<b>Utilities</b>			



Utility stakeholders (Ausgrid, UGL, Sydney Water, Jemena, telco providers, Australia Post)	<ul style="list-style-type: none"> <li>• Impacts to existing infrastructure</li> <li>• Consultation for access to and protection of services</li> <li>• Emergency work – unplanned disruptions</li> </ul>	<ul style="list-style-type: none"> <li>• Interface agreements</li> <li>• Written correspondence</li> </ul>	<ul style="list-style-type: none"> <li>• Notification of planned work</li> <li>• Notification of emergency work</li> <li>• Prior to work commencing and ongoing as required</li> </ul>
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**Emergency Services**

Stakeholder	Interests	Communication tools	Indicative timings
Emergency Services	<ul style="list-style-type: none"> <li>• Any impacts on roads</li> <li>• Emergency access</li> <li>• Incident response</li> </ul>	<ul style="list-style-type: none"> <li>• Written correspondence</li> <li>• Updates via TTLG</li> </ul>	<ul style="list-style-type: none"> <li>• Prior to work commencing</li> </ul>

**Other heritage stakeholders**

Heritage Council of NSW	<ul style="list-style-type: none"> <li>• Impacts to heritage features and surrounding precincts</li> </ul>	<ul style="list-style-type: none"> <li>• Consultation on Construction Heritage Management Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Briefings and meetings</li> <li>• Regular meetings as required</li> </ul>
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**Other transport operators or contractors**

Coaches, couriers, taxis, buses, light rail and cycling groups	<ul style="list-style-type: none"> <li>• Construction fatigue</li> <li>• Traffic changes</li> <li>• Bus stop relocations</li> </ul>	<ul style="list-style-type: none"> <li>• Via Sydney Coordination Office</li> <li>• TTLG meetings</li> <li>• Newsletter (if on database)</li> <li>• Signage, website</li> </ul>	<ul style="list-style-type: none"> <li>• Before work begins and ongoing as required</li> </ul>
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**Local Government**

Canterbury Bankstown Council	<ul style="list-style-type: none"> <li>• Impacts on Council infrastructure / facilities / community events</li> <li>• Impacts on community e.g. traffic, dust, noise, vibration</li> <li>• Effective community engagement including homeless communities / rough sleepers</li> <li>• Environmental impacts</li> </ul>	<ul style="list-style-type: none"> <li>• Operations / Councillor briefings by Sydney Metro</li> <li>• Consultation on major events</li> <li>• Participate in TTLG</li> </ul>	<ul style="list-style-type: none"> <li>• Before work begins and ongoing through the project</li> <li>• TTLG monthly meetings</li> </ul>
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Inner West Council	<ul style="list-style-type: none"> <li>• Impacts on Council infrastructure / facilities / community events</li> <li>• Impacts on community e.g. traffic, dust, noise, vibration</li> <li>• Effective community engagement including homeless communities / rough sleepers</li> <li>• Environmental impacts</li> </ul>	<ul style="list-style-type: none"> <li>• Operations / Councillor briefings by Sydney Metro</li> <li>• Consultation on major events</li> <li>• Participate in TTLG</li> </ul>	<p>Before work begins and ongoing through the project</p> <ul style="list-style-type: none"> <li>• TTLG monthly meetings</li> </ul>
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**Media (TV, print, radio, online, industry publications)**

Media (TV, print, radio, online, industry publications)	<ul style="list-style-type: none"> <li>• Project status</li> <li>• Project milestones</li> <li>• Local interest pieces on workforce</li> <li>• Industry news</li> </ul>	<ul style="list-style-type: none"> <li>• Via Sydney Metro (media releases, media events)</li> </ul>	<ul style="list-style-type: none"> <li>• Via Sydney Metro and aligned with major project milestones</li> </ul>
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Stakeholder	Interests	Communication tools	Indicative timings
	<ul style="list-style-type: none"> <li>• Construction impacts to community</li> </ul>		
<b>Local community</b>			
<ul style="list-style-type: none"> <li>• Tourists, visitors to the area</li> <li>• Local workers</li> <li>• Local community groups</li> <li>• Existing public transport (rail, light rail and bus) users</li> </ul>	<ul style="list-style-type: none"> <li>• Impacts e.g. noise, vibration, dust, traffic</li> <li>• Pedestrian and vehicle access</li> <li>• Traffic changes</li> <li>• Construction fatigue</li> </ul>	<ul style="list-style-type: none"> <li>• Signage</li> <li>• Notifications</li> <li>• Newsletters</li> <li>• 24-hour community information line</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing through the project as required</li> </ul>
<ul style="list-style-type: none"> <li>• CALD communities</li> <li>• LOTE communities</li> <li>• CALD community leaders</li> <li>• LOTE community leaders</li> </ul>	<ul style="list-style-type: none"> <li>• Access to information on construction activities</li> </ul>	<ul style="list-style-type: none"> <li>• Visual aids</li> <li>• Access to translator on all notifications</li> <li>• Translators available to assist with doorknock activities if required</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
<ul style="list-style-type: none"> <li>• First Nations communities</li> </ul>	<p>Access to information on construction activities</p>	<ul style="list-style-type: none"> <li>• Visual aids</li> <li>• First Nations staff available to assist with doorknock activities if required</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
<ul style="list-style-type: none"> <li>• Youth communities</li> </ul>	<ul style="list-style-type: none"> <li>• Access to information on construction activities</li> </ul>	<ul style="list-style-type: none"> <li>• Visual aids</li> <li>• Signage</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
<ul style="list-style-type: none"> <li>• People with a disability</li> </ul>	<ul style="list-style-type: none"> <li>• Access to information on construction activities</li> </ul>	<ul style="list-style-type: none"> <li>• Visual aids</li> <li>• Website documents compliant with WCAG 2.0</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
<ul style="list-style-type: none"> <li>• People who are experiencing homelessness and / or rough sleeping</li> </ul>	<ul style="list-style-type: none"> <li>• Access to information on construction activities where impacts are likely</li> </ul>	<ul style="list-style-type: none"> <li>• Visual aids</li> <li>• Face to face engagement if appropriate</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> </ul>
<b>Industry/peak body</b>			

<ul style="list-style-type: none"> <li>Bankstown Business Chamber</li> <li>Marrickville Chamber of Commerce</li> <li>Retail Council</li> <li>Property Council of Australia</li> <li>(Other chambers as required)</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder views</li> <li>Jobs and economic growth</li> <li>Impacts to pedestrians</li> <li>Traffic changes</li> </ul>	<ul style="list-style-type: none"> <li>One-on-one meetings</li> <li>Regular progress updates</li> <li>Newsletters</li> </ul>	<ul style="list-style-type: none"> <li>Before work begins and regularly ongoing</li> </ul>
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**Businesses within 200m**

<ul style="list-style-type: none"> <li>Businesses in the vicinity of each station</li> </ul>	<ul style="list-style-type: none"> <li>Impacts e.g. noise, vibration, dust, traffic</li> <li>Consultation on environmental mitigation measures</li> <li>Property protection</li> <li>Pedestrian and vehicle access</li> <li>Traffic changes</li> <li>Construction fatigue</li> </ul>	<ul style="list-style-type: none"> <li>Property condition surveys</li> <li>One-on-one meetings</li> <li>Business forums</li> <li>Noise and Vibration Monitoring where triggered</li> <li>Regular progress updates</li> <li>Notifications</li> <li>Newsletters</li> <li>Adjoining owner agreements</li> </ul>	<ul style="list-style-type: none"> <li>Before work begins and regularly ongoing</li> <li>Radio and print advertisements as required</li> </ul>
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Stakeholder	Interests	Communication tools	Indicative timings
General		<ul style="list-style-type: none"> <li>Doorknocks</li> <li>Signage</li> <li>Information to strata or property managers</li> <li>24-hour community information line</li> <li></li> </ul>	
<b>Residents within 200m</b>			
<ul style="list-style-type: none"> <li>Residents in the vicinity of each station</li> </ul>	<ul style="list-style-type: none"> <li>Impacts e.g. noise, vibration, dust, traffic</li> <li>Construction fatigue</li> <li>Consultation on environmental mitigation measures</li> <li>Property protection</li> <li>Pedestrian and vehicle access</li> <li>Traffic changes</li> </ul>	<ul style="list-style-type: none"> <li>Property condition surveys</li> <li>One-on-one meetings</li> <li>Community information sessions/forums</li> <li>Notifications</li> <li>Newsletters</li> <li>Doorknocks</li> <li>Signage</li> <li>Information to strata managers</li> <li>24-hour community information line</li> <li></li> </ul>	<ul style="list-style-type: none"> <li>Before work begins and regularly ongoing</li> <li></li> </ul>
<b>Road users</b>			

Road users around each station	<ul style="list-style-type: none"> <li>• Traffic changes</li> <li>• Construction fatigue</li> </ul>	<ul style="list-style-type: none"> <li>• Signage</li> <li>• Website</li> <li>• Trip planning mobile phone applications</li> </ul>	<ul style="list-style-type: none"> <li>• As required prior to changes</li> <li>•</li> </ul>
<b>Existing train commuters</b>			
Existing suburban line train commuters	<ul style="list-style-type: none"> <li>• Impacts to existing stations</li> <li>• Pedestrian links</li> <li>• Bus stop relocations</li> </ul>	<ul style="list-style-type: none"> <li>• 24-hour community information line</li> <li>• Notifications</li> <li>• Newsletters</li> <li>• Signage</li> <li>• Trip planning mobile phone applications</li> <li>• Emails</li> </ul>	<ul style="list-style-type: none"> <li>• Before work begins and ongoing</li> </ul>

Stakeholders including local residents, local business, and local organisations around each work location, will be informed of upcoming out-of-hours work to a radius of 100m, and work within project standard construction hours to a radius of 100m or as requested by Sydney Metro.

A more detailed breakdown of stakeholders is found in Appendix 1.

## 8.2 Culturally and linguistically diverse (CALD) and vulnerable communities

Communities within the project areas in the Sydenham to Bankstown section of the T3 Line are culturally and linguistically diverse, with mixed cultural backgrounds such as from Vietnamese, Greek, Chinese, and Arabic. Understanding the diverse linguistic backgrounds along the project alignment is essential for effective communication, and this plan includes provision for engaging with communities who identify as CALD and / or use English as a second language.

Where required and in consultation with Sydney Metro, communication and engagements will have access to languages other than English. Martinus Rail will ensure that we make provisions to monitor, adapt, and review communication streams, key messages, and audiences to continue to connect with people in ways that are meaningful to them.

The following strategies will be implemented under Martinus Rail prior to work commencing and ongoing as required.

**Table 4. Strategies for engaging with CALD and LOTE stakeholders**

Strategy	Implementation
<b>Language localisation</b>	<ul style="list-style-type: none"> <li>All key communication collateral will have translation panels and be in Plain / Easy English.</li> <li>Martinus will contract translators / interpreters (that are not already part of the project team) to attend face to face engagements such as door knocks and stakeholder meetings if required.</li> </ul>
<b>Community partnerships</b>	<ul style="list-style-type: none"> <li>Martinus Rail will provide information to trusted community leaders, religious leaders and people of influence to help amplify key project information and build trust within the communities.</li> </ul>
<b>Feedback Mechanisms</b>	<ul style="list-style-type: none"> <li>Martinus Rail will respond to any feedback specifically related to improvements for CALD and LOTE communities, with the aim to continuously improve and adapt our stakeholder engagement process and messaging based on community needs and preferences.</li> </ul>

### 8.2.1 Community engagement with First Nation communities

Martinus Rail will work with Sydney Metro to provide opportunities to develop relationships with Aboriginal communities in a culturally appropriate and inclusive way.

Martinus Rail will be guided by:

- Transport for NSW Reconciliation Action Plan (RAP)
- Sydney Metro Connect with Country Framework
- Transport for NSW Aboriginal Protocols

## 8.2.2 Community engagement with homeless and / or rough sleepers

There is a possibility that Martinus' work will affect homeless and/or rough sleeping communities at different stages of the construction program.

Martinus Rail will be guided by:

- Sydney Metro's Interim Strategy for Management of Homeless People During Construction
- Inner West Council Community Engagement Strategy
- Inner West Council Homelessness Policy
- Canterbury of Bankstown Community Engagement Framework

Martinus Rail will seek any and all reasonable opportunities to engage with vulnerable community members at key points across the project corridor as required, and always in a safe and timely manner.

## 8.2.3 Community engagement with people with disabilities

Effective communication is essential for promoting equal participation of people with disabilities for a construction project. Martinus Rail:

- Understands the diversity of disabilities
- Will use respectful and inclusive language
- Adapt our communication style and methods if traditional methods are not suitable
- Is committed to creating an accessible and supportive engagement environment
- Will be open-minded and empathetic.

Martinus Rail will also be guided by the NSW Disability Inclusion Plan.

## 8.2.4 Stakeholder database

All project stakeholders and community members' details are maintained in a confidential database that will be utilised and updated throughout the project.

Martinus Rail will ensure:

- All relevant personnel are formally trained to appropriately manage community interactions
- Sydney Metro's database, Consultation Manager (CM), is used to record all stakeholder interactions and engagements, such as complaints, enquiries, feedback, doorknocks, meetings and briefings as per the OCCS.
- All interactions are updated as required.

## 9 COMMUNICATION PROTOCOLS

### 9.1 Community contact

Martinus Rail will use of a range of community contact points to keep all stakeholders informed and engaged across the construction phases.

Contact method	Description	Purpose
Sydney Metro City & Southwest Community Information Line (1800 171 386).	Sydney Metro has established a dedicated 24-hour toll-free community information line. The community information line provides access to the contractor for all verbal enquiries, complaints and feedback. All calls will be answered by a call centre and transferred through to the Martinus Rail Stakeholder and Communications Manager during construction hours. The number will be displayed on all public communication materials. Community members can also directly contact the Southwest Metro team via email at SouthwestMetro@transport.nsw.gov.au.	Available to all stakeholders and community members. Available 24/7. Responses to enquires and complaints will be provided during construction hours.

Community email address CIRA.community@martinus.com.au Southwestmetro@transport.nsw.gov.au	Sydney Metro has established a dedicated Martinus Rail community email address. The community email provides electronic access to the contractor for all enquiries, complaints and feedback. The email address will be displayed on all public communication materials.  Martinus will also establish a project-specific email address to send respite offers and other information as approved by Sydney Metro.	Available to all stakeholders and community members. Available 24/7. Responses to enquires and complaints will be provided during standard construction hours.
Community post box Sydney Metro City & Southwest, PO Box K659, Haymarket, NSW 1240.	Sydney Metro has established a dedicated post box. The community post box provides access to the Martinus Rail Stakeholder and Communications Manager for all written enquiries, complaints and feedback. The post box is a central post box for all Sydney Metro City & Southwest works. Correspondence received about CIRA works via post will be redirected to the Martinus Rail Stakeholder and Communications Manager. The postal address will be displayed on all public communication materials.	Available to all stakeholders and community members. Available 24/7. Responses will be provided within business hours.

## 9.2 Crisis communications

Martinus Rail have detailed procedures and protocols in place to ensure that appropriate and relevant personnel are notified in the event of an incident, including timely notification to Sydney Metro representatives.

Effective and timely incident communication protocols and processes will help safely manage potential incidents and maintain the reputation of Sydney Metro, Martinus Rail and the CIRA project. Martinus Rail and Sydney Metro have a clear:

- Understanding of what constitutes an incident or crisis
- Communication and responsibility protocols
- Detailed action plans and management strategies.

The Martinus Rail Communications Manager, in consultation with Sydney Metro, will also make an assessment of the crisis and contact relevant local business and community stakeholders as appropriate.

## 9.3 Induction information

All team members, contractors and subcontractors will be made aware of the project's community relations requirements as part of the inductions at each site. The training will focus on community engagement, incident management, reporting procedures, how to manage community enquiries and/or complaints and media and government enquiries.

Community information cards will also be made available to onsite staff. These cards should be handed out to members of the public or media officials when onsite staff are approached.

## 9.4 Media and government relations

Sydney Metro is responsible for leading all media and government relations relationships for the project, with Martinus Rail providing support and assistance as required.

As part of the project onsite induction, all staff will be made aware of the policies and procedures relating to contact with the media and government officials and representatives.



## 10 ENQUIRIES, COMPLAINTS AND COMPLIMENTS

Enquiries and complaints from the community can provide valuable feedback about project activities and must be responded to in a timely and consistent manner. The following procedures have been created in accordance with the Sydney Metro CCMS to help manage all enquiries and complaints related to Martinus Rail's construction activities.

### 10.1 Enquiries

Enquiries may be received directly by members of Martinus Rail project team or indirectly via Sydney Metro's Community Information Line, postal address and email address. A member of the Martinus Rail project team will be on call to receive enquiries during business hours of Monday to Friday, 9am to 5pm, and as required during out-of-hours work periods.

The Martinus Rail project team is responsible for managing all enquiries relating to their project activities. They will seek input and assistance from key senior members of the project team as needed but will remain the main point of contact until the enquiry is answered.

The procedures for responding to enquiries will be covered in the project induction for all staff and contractors. All enquiries will be responded to in accordance with the contract requirements of Sydney Metro CCMS and OCCS and requirements of planning approvals. Emails will be responded to within 24 hours (email with no phone number) or within two hours by phone if a number is left. All enquiries will be entered into the CM database.

### 10.2 Complaints

All complaints will be dealt with in a responsive and efficient manner to ensure that stakeholders see their concerns are being managed effectively and promptly.

Martinus Rail will respond to complaints in the following way:

- After receiving a complaint, it will be immediately investigated.
- If it does not relate to Martinus Rail's project work, the complaint will be passed to Sydney Metro (or another contractor as agreed) for their investigation and action.
- An initial call is made to the complainant within two (2) hours (if the complaint is received by phone or where a telephone number was provided). Alternatively, a written response will be provided to complainant via email during business hours.
- Where the complaint is received outside construction hours the complainant will receive a response within the first four (4) hours of the next business day. Email complaints will receive a written response within 24 hours of receipt.
- The complainant is kept informed of the process until the complaint is resolved.
- Actions are taken, and measures implemented to prevent the reoccurrence of the complaint.
- The complaint is closed out within an agreed timeframe (agreed with the complainant).
- Complaints that cannot be resolved are escalated by Martinus Rail to Sydney Metro to resolve, where appropriate.
- All complaints are reported to Sydney Metro within 24 hours.
- All complaints are recorded on the database within 24 hours.

#### 10.2.1 Complaints register

The Martinus Rail Place Manager will maintain a complaint register, recording information on all complaints received about the construction works for the duration of the project and for a minimum of 12 months following construction completion. The register will record:

- The number of complaints received
- The number of people affected in relation to a complaint
- How the complaint was addressed and whether resolution was reached, with or without mediation.

### 10.2.2 Preventing reoccurrence of complaints

The Place Manager has oversight of complaints to analyse, monitor issues and identify their underlying nature, emerging issues or hot spots. Where appropriate, modifications to plans and communication activities will be made to address complaints and where necessary, issues and mitigation measures will be discussed at site inductions, construction team meetings, toolbox talks and daily pre-start meetings.

The Place Manager will work with the project team and Sydney Metro to identify opportunities to manage issues to prevent reoccurrence. Lessons learned will be shared with the wider Martinus Rail project team and Sydney Metro at team meetings.

### 10.3 Compliments

Any compliments received about the project, project team or activities will be recorded in CM and shared with the project team and Sydney Metro, as appropriate.

### 10.4 Lessons learned

Lessons learned will be identified and shared within Martinus Rail project team and Sydney Metro as appropriate. This is an opportunity to improve our relationships and improve project outcomes. Martinus Rail will work with relevant contractors to apply these lessons learned via process changes and other appropriate methods.

# 11 COMMUNICATING CONSTRUCTION ACTIVITIES

## 11.1 Notifications and regular delivery of information

Sydney Metro and Martinus Rail will provide regular information and notifications to keep the community and stakeholders informed about the progress of the project including:

- Monthly notification letters distributed seven days prior to the commencement of construction activities and out of hours works, with updates if details change. The final version of the monthly construction notification is to be published on the Sydney Metro website.
- Emergency works notifications will be distributed or emailed to nearby properties within two hours of the works commencing or as soon as practicable.
- Monthly email updates sent to registered stakeholders informing them of construction progress and any key milestones or activities
- Traffic-related signage will be installed or displayed seven days in advance, to advise the local community of changes to traffic and access arrangements, such as detours and changes to footpaths or bus stops
- Fact sheets to explain the activities at the sites and environmental mitigation measures including noise and vibration, contamination and protecting heritage, if required
- Notifying eligible residents or applicable respite offers in the lead-up to out of hours work as required.

Specific notification requirements prior to work starting:

Notifications will be issued prior to the start of work or a new activity that has the potential to impact stakeholders and the community.

Notifications will be updated where specific work activity is cancelled, delayed or rescheduled. Ideally, previously contacted stakeholders are to be informed of the change and advised how and when they will be contacted again.

Where more than one notification is sent on the same work activity the later notification takes precedent and the updated notification must be issued prior to the work starting.

### 11.1.1 Communication timing matrix

Communication method	Client approval timeframe	Notification timing
Standard responses and holding lines	Five (5) business days	As needed adhering to Metro Brand Guidelines and Sydney Metro Editorial Style Guide.
Factsheets and key messages	Five (5) business days	As needed adhering to Metro Brand Guidelines and Sydney Metro Editorial Style Guide.
Letterbox notifications – offers of AA and Respite	Five (5) business days Exception of updates for changes 24 hours	As required according to City & Southwest out of hours work protocol.
Construction notification	Notification content upload seven (7) days prior to the start of the month	Monthly
Community email updates	Five (5) business days Exception of updates for changes 24 hours	Monthly and as required for out of hours work, new activities or new impacts
Construction notifications letter – seven (7) day notification	Five (5) business days Exception of updates for changes 24 hours	Monthly and as required for out of hours work, new activities or new impacts

Traffic signage	Five (5) business days	As required during access changes to roads, footpaths, cycle ways or bus stops
Other communication methods	Five (5) business days	As required and/or requested by Sydney Metro

### 11.1.2 Other communication methods

Sydney Metro and Martinus Rail will consider the following:

- Meetings with individuals, sensitive receivers and community groups to discuss activities and appropriate mitigation measures to reduce any construction impacts
- Doorknocks to discuss potential project impacts and proposed mitigation with residents, businesses and other stakeholders as necessary
- Briefings and ongoing consultation with businesses potentially affected by the works
- Regular interface meetings with the Canterbury Bankstown Council and Inner West Council to update them on the works and tap into their information distribution network to provide information more widely in the community.

## 11.2 Key Construction Activities

**Table 5. Construction activities for the CIRA project**

Activity	Description	Communication tool mitigation
Disruption to regular train services	Use of regular alignment occupation weekends to undertake key work elements that would otherwise necessitate disruption to train services or other out-of-hours work	<ul style="list-style-type: none"> <li>• Notifications</li> <li>• Signage at existing train stations</li> <li>• Newsletter information</li> <li>• Regular email updates</li> <li>• Respite and accommodation offers</li> </ul>
Cumulative impacts	Multiple and related projects affecting the same sensitive receivers	<ul style="list-style-type: none"> <li>• Coordination of works scheduling</li> <li>• Information sharing with nearby contractors</li> <li>• Coordinated communications</li> <li>• Carefully and considered planned construction activities with Sydney Metro contractors and Council contractors as required</li> <li>• Early and ongoing identification of possible impacts to neighbouring properties</li> <li>• High impact work that is noisy to be staged with respite periods and/or consulted to the community with options of completing this high impact work</li> <li>• Temporary noise blankets and fencing around work zones as required</li> <li>• Community contact information including email and phone number</li> <li>• If work is occurring on either side of the road, taking into consideration temporary footpath closures on either side not at once</li> </ul>
Noise and vibration	Airborne and ground-borne construction noise including construction of site facilities	<ul style="list-style-type: none"> <li>• Notifications as and when required.</li> </ul>

Activity	Description	Communication tool mitigation
	<p>Construction traffic noise including deliveries and heavy vehicle movements</p>	<ul style="list-style-type: none"> <li>• Doorknocks and consultation with sensitive receivers on mitigation measures.</li> <li>• Regular email updates</li> <li>• Early and ongoing identification of possible impacts to neighbouring properties</li> <li>• Ongoing notifications, slips, and newsletters</li> <li>• Community contact information including email and phone number</li> <li>• Early and ongoing engagement with neighbouring residents and businesses on possible noise and vibration impacts, and associated mitigation measures</li> <li>• Ongoing assessment of plant, equipment, tools selection, construction technique, and programming where reasonable and feasible</li> <li>• High impact work that is noisy to be staged with respite periods and/or consulted to the community with options of completing this high impact work</li> <li>• Temporary noise blankets and fencing around work zones as required</li> <li>• Subcontractor induction and toolbox meetings prior to noisy activities being completed to outline expectations of subcontractor worker behaviour</li> <li>• Real time noise and vibration monitoring</li> <li>• Noise and/or vibration monitoring offered in response to complaints to manage community expectations</li> <li>• Respite and accommodation offers</li> </ul>

<p>Traffic and parking</p>	<p>Changes to footpaths and temporary diversions, lane closures and reduction of parking spaces</p> <p>Peak hour congestion and high-volume pedestrian, cyclist and commuter movements</p> <p>Construction traffic including spoil trucks and deliveries</p>	<ul style="list-style-type: none"> <li>• Notifications</li> <li>• Signage</li> <li>• Consultation with any potentially affected businesses</li> <li>• Implementation of site-specific Traffic Management Plans under ROP (Road Occupancy Permit – Council Roads) or ROL (Road Occupancy Licence – State roads)</li> <li>• Coordination of traffic management with Councils, Transport for NSW</li> <li>• Construction truck movements minimised and access and egress locations and routes considered during peak traffic hours where reasonable and feasible</li> <li>• Heavy vehicle-specific workers toolboxed on localised conditions per work area</li> <li>• OOH deliveries to consider avoiding use of local roads</li> <li>• TCG attendance and oversight of construction program</li> <li>• Community contact information including email and phone number</li> </ul>
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Activity	Description	Communication tool mitigation
Interface with other contractors	Impact to relationships with Councils and other government agencies and/or private contractors	<ul style="list-style-type: none"> <li>Ongoing coordination with Sydney Metro and local councils</li> <li>Carefully and considered planned construction activities with Sydney Metro contractors and Council contractors as required</li> <li>Stakeholder meetings, as required</li> <li>Written correspondence</li> </ul>
Air quality	Dust generated by construction activities	<ul style="list-style-type: none"> <li>Individual consultation with sensitive receivers</li> <li>Dust mitigation measures including water carts and sprayers, street sweepers, chemical and organic ground cover, utilising hard stand, use of shade cloth, limiting activities on windy days where reasonable</li> <li>Community contact information including email and phone number</li> </ul>
Visual Amenity	Graffiti on public-facing surfaces  Site cleaning	<ul style="list-style-type: none"> <li>Sydney Metro shadecloth installed on all fencing around worksite and construction compounds</li> <li>Regular inspection of public-facing surfaces</li> <li>Rapid removal of graffiti</li> <li>Plant and surroundings maintained and cleaned as required</li> </ul>
Out-of-hours work (OOHW)	Noise from work that must be undertaken outside of normal Construction hours including changes to utilities, temporary road and footpath closures  Oversized deliveries  Lighting for OOHW	<ul style="list-style-type: none"> <li>Ongoing notifications, slips, and newsletters</li> <li>Individual briefings, as required</li> <li>Doorknocks</li> <li>Stakeholder meetings, as required</li> <li>Community contact information including email and phone number</li> <li>Respite offers and / or alternative accommodation offers, as agreed with Sydney Metro and considering Environmental noise modelling</li> </ul>
Security and safety	Public safety concerns including pedestrians and road users, particularly near site entrances and on-street work zones  Work site security  Behaviour of Martinus Rail personnel and subcontractors	<ul style="list-style-type: none"> <li>Signage</li> <li>Notifications</li> <li>Regular email updates</li> <li>Pedestrian and traffic management as needed</li> <li>Security plans</li> <li>Induction of workers</li> <li>Provide community information cards to onsite staff</li> </ul>
Business impacts	Impacts to nearby businesses	<ul style="list-style-type: none"> <li>Ongoing notifications, slips, and newsletters</li> <li>Notifications</li> <li>Signage</li> <li>Consultation with potentially affected businesses</li> </ul>

<p>Property impacts</p>	<p>Damage to adjoining and nearby properties</p>	<ul style="list-style-type: none"> <li>• Property Condition Surveys will be available on request and considered by the project team.</li> <li>• Risk identification in appropriate SWMS</li> <li>• Investigation and written response to property damage claims</li> </ul>
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## 11.3 Key messaging used across regular public communication materials

Sydney Metro is Australia's biggest public transport project.

Sydney Metro is revolutionising how Australia's biggest city travels, connecting Sydney's north west, south west and greater west to fast, reliable turn-up-and-go metro services with fully accessible stations.

By 2030, Sydney will have a network of four metro lines, 46 stations and 113 km of new metro rail. Passenger services from Chatswood to Sydenham will commence in 2024, then on to Bankstown in 2025.

For more information about the Southwest Metro upgrades, visit <https://www.sydneymetro.info/citysouthwest/sydenham-bankstown>

### 11.3.1 Project focused key messaging

Martinus has been awarded sole source Early Contractor Involvement (ECI) by Sydney Metro for the Southwest Metro package 4, consisting of a substantial amount of design development, site investigation works and development of the accepted Martinus Design and Construction offer.

The Southwest Metro Package 4 contract works include:

- 76 locations adjacent to the corridor requiring upgrades;
  - 15 bridges across the Southwest Metro Corridor, of which:
    - 8 bridges are located at existing stations; and
    - 7 are non-station bridges.
- The works will also include significant coordination with live rail operations, commuters, existing utilities, and live traffic.
- Initial work includes the site investigations which commenced earlier this year, and a series of rail possessions over the coming months to complete the investigations. Construction will commence in July and the project will be delivered early 2025.

## 12 KEY ISSUES AND MITIGATION MEASURES

Martinus Rail aims to minimise impacts that may occur to the community, local businesses, residents, and public transport customers during construction work, temporary traffic changes and temporary rail closures. The following issues, consequences, risk level, and mitigation measures are outlined below.

**Table 6. Key issues and mitigation measures**

Origin	Issue	Consequence	Risk level	Mitigation measures
External	Perception of the progress of works	<ul style="list-style-type: none"> <li>Key stakeholders and the wider community make complaints</li> <li>Negative media coverage</li> </ul>	High	<ul style="list-style-type: none"> <li>Education campaign</li> <li>Active media coverage as part of the wider Sydney Metro narrative</li> <li>Internal team are kept updated on key stakeholder concerns and issues.</li> </ul>
External	Consultation fatigue	<ul style="list-style-type: none"> <li>Community trust is eroded</li> <li>Key stakeholders and wider community make complaints</li> <li>Impact to relationships with councils and other government agencies and / or private contractors</li> </ul>	High	<ul style="list-style-type: none"> <li>Coordinated, strategic engagement that consider previous engagement outcomes and milestones</li> <li>Combined calendar of engagement activities</li> <li>Keep internal team up to date on key stakeholders</li> </ul>
External	Subcontractor behavior	<ul style="list-style-type: none"> <li>Key stakeholders and wider community make complaints</li> <li>Negative media coverage</li> </ul>	High	<ul style="list-style-type: none"> <li>Emphasise the expected standards for worker behaviour and respecting our neighbours to workforce at prestarts, toolbox talks, site inductions, and training sessions</li> <li>Apply CCS protocols</li> </ul>
External	Media scrutiny	<ul style="list-style-type: none"> <li>Negative media coverage</li> </ul>	High	<ul style="list-style-type: none"> <li>Proactive media plan aligned to internal teams for positive opportunities</li> <li>Keep internal team up to date on key stakeholders</li> </ul>
External	Cumulative impacts of a delayed program and other projects happening in the area at the same time	<ul style="list-style-type: none"> <li>Community trust is eroded</li> <li>Community complaints</li> <li>Impact to relationships with councils and other government agencies and / or private contractors</li> </ul>	High	<ul style="list-style-type: none"> <li>Coordinated, strategic engagement that consider previous engagement outcomes and milestones and other project milestones</li> <li>Keep internal team up to date on key stakeholders</li> </ul>
External	Traffic disruptions caused by delayed works	<ul style="list-style-type: none"> <li>Community complaints</li> </ul>	High	<ul style="list-style-type: none"> <li>Clarify expectations and deadlines</li> <li>Proactive communication and engagement with affected stakeholders</li> <li>Keep internal team up to date on key stakeholders</li> </ul>

COMMUNITY COMMUNICATIONS STRATEGY MANAGEMENT PLAN

External	Not communicating with marginalised communities e.g. CALD and LOTE or First Nations with respect and dedicated resources	<ul style="list-style-type: none"> <li>• Alienating communities</li> <li>• Project information not reaching affected communities</li> <li>• Community trust being eroded</li> </ul>	Medium	<ul style="list-style-type: none"> <li>• Build meaningful relationships with key stakeholders</li> <li>• Engage translation services support and connect with relevant community leaders, where possible</li> <li>• Keep internal team up to date on key stakeholders</li> </ul>
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Origin	Issue	Consequence	Risk level	Mitigation measures
External	Noise associated from Out of hours work	<ul style="list-style-type: none"> <li>Complaints and negative sentiment</li> <li>Negative media coverage</li> </ul>	Medium	<ul style="list-style-type: none"> <li>Noise mitigation measures such as staging works, respite periods, noise blankets</li> <li>Early and ongoing engagement with neighbouring residents and businesses</li> <li>Subcontractor induction and toolbox meetings</li> <li>Real time noise and vibration monitoring</li> <li>Noise and/or vibration monitoring offered in response to complaints to manage community expectations</li> <li>Respite measures including vouchers and accommodation as required throughout the project</li> </ul>
External	Concerns around construction dust	<ul style="list-style-type: none"> <li>Key stakeholders and wider community make complaints</li> <li>Negative media coverage</li> </ul>	Medium	<ul style="list-style-type: none"> <li>Toolbox talks</li> <li>Construction mitigation methods such as water carts, sprayers, street sweepers, chemical and organic ground cover, utilising hard stand, use of shade cloth, limiting activities on windy days where reasonable</li> </ul>
External	Concerns about property damage	<ul style="list-style-type: none"> <li>Key stakeholders and wider community make complaints</li> <li>Negative media coverage</li> </ul>	Medium	<ul style="list-style-type: none"> <li>Build meaningful relationships with key stakeholders</li> <li>Clarify expectations and deadlines</li> <li>Keep internal team up to date on key stakeholders</li> <li>Offer identified properties a pre-construction dilapidation survey, where applicable.</li> </ul>
External	Business impacts	<ul style="list-style-type: none"> <li>Impact to relationships with councils and other government agencies and / or private contractors</li> </ul>	Medium	<ul style="list-style-type: none"> <li>BEMP approved for specific engagement</li> <li>Keep internal team up to date on key stakeholders</li> </ul>
External	Graffiti Perceived untidy work site	<ul style="list-style-type: none"> <li>Key stakeholders and wider community make complaints</li> <li>Outside compliance on graffiti removal</li> </ul>	Medium	<ul style="list-style-type: none"> <li>Clean crew deployed to rectify</li> <li>Workers to tidy site</li> <li>Regular inspection of public-facing structures such as hoarding and perimeter fencing</li> <li>Toolbox talks</li> </ul>

Origin	Issue	Consequence	Risk level	Mitigation measures
Internal	Confusion on what is happening across the program	<ul style="list-style-type: none"> <li>Unclear project documentation</li> <li>Reporting deadlines missed</li> <li>Information flow interrupted</li> </ul>	Medium	<ul style="list-style-type: none"> <li>Clear expectations and deadlines</li> <li>Regular updates to relevant people</li> <li>Keep internal team up to date on changes</li> </ul>
Internal	Lack of internal and external alignment	<ul style="list-style-type: none"> <li>Program is delayed</li> <li>Key messaging is not followed</li> <li>Construction fatigue is amplified</li> </ul>	Low	<ul style="list-style-type: none"> <li>Have an agreed forward plan for announcements and opportunities plus regular communication and briefs provided</li> <li>Keep internal team up to date on changes</li> </ul>

### 12.1 Other construction projects in the area – cumulative impacts

With many concurrent infrastructure and major construction projects near the sites, cumulative impacts and the potential to confuse stakeholders regarding who is responsible for which work will happen. At the time of this CCS version, concurrent construction projects include:

- Other Sydney Metro packages of work in the Southwest corridor
- City of Canterbury Bankstown projects
  - Canterbury Town Centre
  - Canterbury Olympic Ice Rink
  - Canterbury Leisure and Aquatic Centre
  - Bankstown CBD upgrade
  - Bankstown CBD stormwater upgrade project
  - Marions St Carpark, Lighting upgrade
- Inner West Council projects:
  - Dulwich Hill Station Precinct Public Domain Improvements Project

Martinus Rail will proactively work with Sydney Metro and other contractors to coordinate communications activities to minimise impacts to stakeholders directly affected by multiple projects.

## 13 LEAVING A LASTING LEGACY IN SOUTHWEST SYDNEY

Martinus Rail is committed to active participation with all communities in the project areas. Opportunities to leave a positive legacy will be sought and developed through the project.

Martinus Rail sustainability vision is to achieve excellent environmental, social, and economic outcomes concerning our activities, products and services that connects the community in an environmentally sustainable manner.

To achieve this sustainability vision, we shall:

- Embed environmental, economic, and social outcomes by establishing robust sustainability objectives and targets
- Demonstration of corporate social responsibility excellence
- Manage resources efficiently through incorporating energy, water and material saving initiatives into our activities and products
- Support and enhance social, cultural and community wellbeing
- Report on sustainability performance and be accountable for meeting environmental and social responsibilities
- Work with suppliers who promote sound sustainability practices
- Support of and reliance on local supply chain and resources whenever possible
- Encourage the pioneering of innovation in sustainable design, process or advocacy that seeks continuous improvement to promote new ideas and thinking

Initiatives could include:

- Supporting local businesses through encouragement of spending amongst Martinus Rail workers and subcontractors
- Providing resources and time to deliver on projects that meet community needs that will extend beyond the ECI and D&C phase.

## APPENDIX 1 – KEY STAKEHOLDER LIST

Table 7. Key external stakeholder list for CIRA project

Stakeholder	Interest Influence level	Interest area	Channels for engagement
<b>Government elected</b>			
Premier of New South Wales (The Hon Chris Minns MP)	• Medium	- Successful project delivery - Positive brand reputation	- Briefings (via Sydney Metro)
Minister for Transport (The Hon. Jo Haylen MP)	• High	- Successful project delivery - Positive brand reputation	- Briefings (via Sydney Metro)
Minister for Climate Change, Minister for Energy, Minister for the Environment and Minister for Heritage (The Hon Penny Sharpe MLC)	• Medium	- Successful project delivery - Positive brand reputation - Effective management of any environmental or heritage impacts	- Briefings (via Sydney Metro)
- Member for Summer Hill - Member for Canterbury - State Member for Bankstown	• High	- Construction impacts, key milestones	- Briefings (via Sydney Metro)
<b>State Government (departments, agencies, corporations)</b>			
Department of Planning, Housing and Infrastructure (DPHI)	• Medium	- Project Planning - Strong stakeholder engagement - Effective and compliant management of any environmental and/or heritage impacts - Approval compliance	- Briefings (via Sydney Metro)
Department of Climate Change, Energy, the Environment and Water (NSW DCCEE)	• Medium	- Construction impacts - Strong stakeholder engagement - Effective and compliant management of any environmental and/or heritage impacts	- Briefings (via Sydney Metro)
Design Review Panel (DRP)	• Low	- Successful project delivery	- Project Update - Meetings as required
Heritage NSW	• Low	- Retaining Heritage listed buildings and platforms at each Metro station - Interest in upgrades to stations and rails	- Project Update - Meetings as required

Transit Systems NSW (Bus) and other commercial bus and coach operators	<ul style="list-style-type: none"> <li>• Low</li> </ul>	<ul style="list-style-type: none"> <li>- Impacts on roads</li> <li>- Increase of bus services</li> <li>- Replacement bus services</li> </ul>	<ul style="list-style-type: none"> <li>- Project Update</li> <li>- Meetings as required</li> <li>- Notifications</li> </ul>
Sydney Trains	<ul style="list-style-type: none"> <li>• High</li> </ul>	<ul style="list-style-type: none"> <li>- Pedestrian links</li> <li>- Impacts to existing stations</li> </ul>	<ul style="list-style-type: none"> <li>- Meetings as required (via Sydney Metro)</li> </ul>
Transport for NSW (roads and waterways)	<ul style="list-style-type: none"> <li>• High</li> </ul>	<ul style="list-style-type: none"> <li>- Impacts on roads</li> <li>- Approvals compliance</li> <li>- Impact of works on replacement buses servicing the T3 Line during the final conversion period</li> </ul>	<ul style="list-style-type: none"> <li>- Meetings</li> <li>- Briefings</li> <li>- Ongoing meetings with Traffic and Transport Liaison Group (TTLG)</li> </ul>
Traffic and Transport Liaison Group (TTLG)	<ul style="list-style-type: none"> <li>• Medium</li> </ul>	<ul style="list-style-type: none"> <li>- Traffic management plans</li> </ul>	<ul style="list-style-type: none"> <li>- Meetings as required</li> </ul>
ARTC	<ul style="list-style-type: none"> <li>• Medium</li> </ul>	<ul style="list-style-type: none"> <li>- Aligning rail possessions for works</li> <li>- Impacts on roads and/or rail</li> <li>- Updates when train schedule changes are required</li> </ul>	<ul style="list-style-type: none"> <li>- Meetings as required</li> </ul>
Metro Trains Sydney (MTS)	<ul style="list-style-type: none"> <li>• Medium</li> </ul>	<ul style="list-style-type: none"> <li>- Updates on project progress</li> </ul>	<ul style="list-style-type: none"> <li>- Meetings as required</li> </ul>
NSW Environmental Protection Authority (EPA)	<ul style="list-style-type: none"> <li>• Medium</li> </ul>	<ul style="list-style-type: none"> <li>- Planning compliance</li> <li>- Compliance with Environmental Protection License (EPL)</li> <li>- Effective and compliant management of any environmental and/or heritage impacts</li> </ul>	<ul style="list-style-type: none"> <li>- Briefings</li> <li>- Meetings</li> </ul>
TAHE	<ul style="list-style-type: none"> <li>• Medium</li> </ul>	<ul style="list-style-type: none"> <li>- Project planning approvals</li> <li>- Consultation on relevant plans in the Construction Environmental Management Plan (CEMP) and Construction Heritage Management Plan (CHMP)</li> </ul>	<ul style="list-style-type: none"> <li>- Briefings</li> <li>- Meetings</li> </ul>
Emergency Services	<ul style="list-style-type: none"> <li>• Low</li> </ul>	<ul style="list-style-type: none"> <li>- Any impacts to roads</li> <li>- Emergency access</li> <li>- Incident response</li> </ul>	<ul style="list-style-type: none"> <li>- Written correspondence</li> <li>- Meeting as required</li> </ul>
<b>Internal</b>			
Sydney Metro IG/EDA	<ul style="list-style-type: none"> <li>• High</li> </ul>	<ul style="list-style-type: none"> <li>- Successful project delivery</li> <li>- Compliance</li> </ul>	<ul style="list-style-type: none"> <li>- Briefings</li> <li>- Meetings as required</li> <li>- Project Updates</li> </ul>



Sydney Metro Systems Engineering and Safety Assurance team	<ul style="list-style-type: none"> <li>• High</li> </ul>	<ul style="list-style-type: none"> <li>- Successful project delivery</li> <li>- Compliance</li> </ul>	<ul style="list-style-type: none"> <li>- Briefings</li> <li>- Meetings as required</li> <li>- Project Updates</li> </ul>
Sydney Metro Communication and Environment teams	<ul style="list-style-type: none"> <li>• High</li> </ul>	<ul style="list-style-type: none"> <li>- Successful project delivery</li> <li>- Compliance</li> </ul>	<ul style="list-style-type: none"> <li>- Briefings</li> <li>- Ongoing meetings</li> <li>- Project Updates</li> </ul>
<b>Aboriginal group</b>			
<ul style="list-style-type: none"> <li>- Connect with Country Aboriginal Working Group</li> <li>- Metropolitan Local Aboriginal Land Council</li> <li>- Aboriginal Cultural Heritage Advisory Committee</li> <li>- Traditional Elders recognised by Local members of the community</li> </ul>	<ul style="list-style-type: none"> <li>• Low</li> </ul>	<ul style="list-style-type: none"> <li>- Appropriate management of land</li> <li>- Effective and compliant management of any Aboriginal environmental and/or Aboriginal artefacts</li> <li>- Consultation on relevant plans in the Construction Environmental Management Plan (CEMP) and Construction Heritage Management Plan (CHMP)</li> </ul>	<ul style="list-style-type: none"> <li>- Meetings as required</li> <li>- Ongoing updates</li> </ul>
<b>Other agencies</b>			
Other Sydney Metro contractors working across the Southwest Corridor	<ul style="list-style-type: none"> <li>• Medium</li> </ul>	<ul style="list-style-type: none"> <li>- Coordination of activities</li> <li>- Cumulative construction impacts</li> </ul>	<ul style="list-style-type: none"> <li>- Meetings as required</li> </ul>
<b>Local Government</b>			
Inner West Council	<ul style="list-style-type: none"> <li>• High</li> </ul>	<ul style="list-style-type: none"> <li>- Community and construction impacts from traffic, noise and vibration, and dust</li> <li>- Impacts on Council infrastructure, facilities, services, community events, and Council infrastructure projects being delivered</li> <li>- Effective community engagement to CALD communities, homeless communities, and sensitive receivers</li> <li>- Environmental impacts</li> </ul>	<ul style="list-style-type: none"> <li>- Briefings (via Sydney Metro)</li> <li>- Ongoing meetings</li> <li>- TTLG monthly meetings</li> <li>- Project update</li> <li>- Consultation on major events</li> </ul>

Canterbury Bankstown Council	<ul style="list-style-type: none"> <li>• High</li> </ul>	<ul style="list-style-type: none"> <li>- Community and construction impacts from traffic, noise and vibration, and dust</li> <li>- Impacts on Council infrastructure, facilities, services, community events, and Council infrastructure projects being delivered</li> <li>- Effective community engagement to CALD communities, homeless communities, and sensitive receivers</li> <li>- Environmental impacts</li> </ul>	<ul style="list-style-type: none"> <li>- Briefings</li> <li>- Ongoing meetings</li> <li>- TTLG monthly meetings</li> <li>- Project update</li> <li>- Consultation on major events</li> </ul>
<b>Local community</b>			
<ul style="list-style-type: none"> <li>- Local residents</li> <li>- Local businesses (workers and owners)</li> <li>- Tourists and visitors</li> <li>- Local community groups</li> <li>- Existing rail and bus users</li> </ul>	<ul style="list-style-type: none"> <li>• Medium</li> </ul>	<ul style="list-style-type: none"> <li>- Increase in travel time</li> <li>- Construction impacts from noise, vibration, traffic, and dust</li> <li>- Pedestrian and vehicle access and impacts</li> <li>- Traffic changes</li> </ul>	<ul style="list-style-type: none"> <li>- Doorknocks</li> <li>- Information Sessions</li> <li>- Notifications</li> <li>- Regular email updates</li> <li>- Newsletters</li> <li>- Signage</li> <li>- 24 hours community information line</li> <li>- Radio and print advertisements</li> </ul>
Stakeholders with a disability	<ul style="list-style-type: none"> <li>• Low</li> </ul>	<ul style="list-style-type: none"> <li>- Permittable access and ease of access at stations and during construction work</li> <li>- Station accessibility at design phase</li> </ul>	<ul style="list-style-type: none"> <li>- Website documents WCAG compliant</li> <li>- Signage</li> <li>- Pedestrian detours</li> <li>- 24 hours community information line</li> </ul>
LOTE and CALD groups	<ul style="list-style-type: none"> <li>• Low</li> </ul>	<ul style="list-style-type: none"> <li>- Clear information in preferred language</li> <li>- Access to project information and updates</li> </ul>	<ul style="list-style-type: none"> <li>- Translated community material</li> <li>- Access to translators during doorknocks, briefings, and events</li> </ul>
<b>Utilities</b>			
<ul style="list-style-type: none"> <li>- Sydney Water</li> <li>- Ausgrid</li> <li>- Jemena / Qenos</li> <li>- Telstra / Optus / TPG</li> </ul>	<ul style="list-style-type: none"> <li>• Low</li> </ul>	<ul style="list-style-type: none"> <li>- Construction impact</li> <li>- Consultation on impacts to infrastructure</li> <li>- Collaboration on building or upgrading infrastructure</li> <li>- Protection of services</li> <li>- Emergency work – unplanned disruptions when required</li> </ul>	<ul style="list-style-type: none"> <li>- Interface agreements</li> <li>- Meetings as required</li> <li>- Written communication</li> <li>- Notification of planned work</li> <li>- Notification of emergency work</li> </ul>
<b>Road users</b>			

<ul style="list-style-type: none"> <li>- Couriers</li> <li>- Heavy Vehicle</li> <li>- Cycling groups</li> <li>- Taxis</li> </ul>	<ul style="list-style-type: none"> <li>• Medium</li> </ul>	<ul style="list-style-type: none"> <li>- Traffic changes</li> <li>- Bus stop relocations</li> <li>- Road detours</li> <li>- Construction fatigue</li> </ul>	<ul style="list-style-type: none"> <li>- Signage</li> <li>- Project website</li> <li>- Notification to local residents and businesses</li> </ul>
- General motorists			
<b>Media</b>			
Media (TV, print, radio, online, industry publications)	<ul style="list-style-type: none"> <li>• Low</li> </ul>	<ul style="list-style-type: none"> <li>- Project status and milestones</li> <li>- Local interest on workforce, achievements, and impacts</li> <li>- Industry news</li> </ul>	<ul style="list-style-type: none"> <li>- Via Sydney Metro (media releases and events)</li> </ul>

