

# Community Communications Strategy

## Project: Sydney Metro Sydenham to Bankstown Upgrade SSI 8256

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## 1. Glossary

### 1.1. Abbreviations

Term	Definition
BMP	Business Management Plan
CALD	Culturally and Linguistically Diverse communities
CCM	Community Complaints Mediator
CCS	Community Communications Strategy
CCS-S2B	Community Communications Strategy – Sydenham to Bankstown Upgrade
CoA	Conditions of Approval
OCCS	Sydney Metro Overarching Community Communications Strategy
CIC	Community Information Centre
CMCG	Communications Management Control Group
CEMP	Construction Environmental Management Plan
CHMP	Construction Heritage Management Plan
CTMP	Construction Traffic Management Plan
EPA	Environment Protection Authority
EPL	Environment Protection Licence
IPIAP	Independent Property Impact Assessment Panel
LOTE	Languages other than English
RMS	Roads and Maritime Services
SMU	Sydenham Metro Upgrade
SSI	State Significant Infrastructure
S2B	Sydenham to Bankstown Upgrade
TfNSW	Transport for New South Wales
TMP	Traffic Management Plan
TTLG	Traffic and Transport Liaison Group
TTP	Temporary Transport Plan
WCAG 2.0	Web Content Accessibility Guidelines 2.0

## 2. Strategy overview

### 2.1. Purpose

The purpose of the Community Communications Strategy – Sydenham to Bankstown Upgrade (CCS S2B - this Strategy) is to describe how Sydney Metro will deliver stakeholder and community liaison and communication activities for the upgrade between Sydenham and Bankstown (the Project) as part of Sydney Metro City & Southwest.

The Project was approved by the Minister for Planning in December 2018. The project involves:

- Upgrading 10 existing stations west of Sydenham (Marrickville, Dulwich Hill, Hurlstone Park, Canterbury, Campsie, Belmore, Lakemba, Wiley Park, Punchbowl, and Bankstown)
- Upgrading an approximately 13 kilometre long section of the T3 Bankstown Line between west of Sydenham Station and west of Bankstown Station to metro standards.

This project will improve accessibility for customers and meet the standards required for metro operations. The project will enable Sydney Metro to operate beyond Sydenham along the T3 Line to Bankstown.

This Strategy has been prepared to address the relevant requirements of Sydney Metro's Overarching Community Communications Strategy and to comply with Conditions B1 and B2 (community information, consultation and involvement) of the NSW Government Department of Planning and Environment Conditions of Approval for SSI 17\_8256 Sydney Metro Sydenham to Bankstown Upgrade. Further details on the Project's conditions of approval can be found in Appendix A.

### 2.2. Tailored and staged approach

The Project has a diverse range of stakeholders and therefore requires a variety of engagement and communication approaches. The alignment includes a range of local communities, including culturally and linguistically diverse community members, commuters and small businesses surrounding stations.

Sydney Metro will tailor information for community members and stakeholder groups to ensure people are informed, have the opportunity to provide feedback, understand construction scope, are aware of impacts and are aware of the long-term benefits of Sydney Metro. Translated materials in the most common languages other than English spoken in the relevant areas will be produced.

Communication activities will be staged according to the Project's delivery strategy. The delivery strategy is made up of a range of works including design, corridor works and station upgrades that will be broken up into different contracts. The delivery strategy will be implemented in a staged approach as contract packages are progressively awarded from early 2019. It is expected each contractor will work with Sydney Metro to deliver communications and engagement activities per this CCS S2B (except for Southwest Metro Early Work and Southwest Metro Design Services which each have an existing CCS).

### 2.3. Structure and interface with other plans

This Strategy has been prepared in line with the Sydney Metro Overarching Community Communications Strategy (OCCS) and Project Conditions of Approval. This Strategy will be

implemented in conjunction with the Sydenham to Bankstown Business Management Plan and relevant Temporary Transport Plans, as outlined in Figure 1.

This Strategy is also designed to complement a number of other contractor-specific management plans which may be developed for each contract package that is awarded, including:

- Construction Environmental Management Plan (CEMP)
- Construction Traffic and Access Management Plan
- Construction Noise and Vibration Management Plan including Out-of-Hours Works (OOHW) Protocol
- Project Management Plan
- Construction Management Plan
- Property Management Plan

**Figure 1: Interface between CCS-S2B and other plans**



## 2.4. Relationship with other Community Communications Strategies

Separate Community Communications Strategies (CCS) have been developed for the following Sydney Metro City & Southwest contracts that have been awarded:

- Sydenham Metro Upgrade (SMU) - John Holland and Laing O’Rourke Joint Venture
- Southwest Metro Early Work - John Holland and Laing O’Rourke Joint Venture
- Line-Wide Works – Systems Connect
- Southwest Metro Design Services (SMDS) – Metron T2M

While this Strategy does not include the contracts above, all CCSs including contractor community sub-plans have been developed in line with the Sydney Metro Overarching Community Communications Strategy (OCCS). There will be collaboration between concurrent Sydney Metro projects due to works occurring within the same rail corridor under different packages of works. The approach to collaboration is discussed further in section 4.5.

## 2.5. Community and stakeholder communication objectives

The objectives of this Strategy are to:

- comply with the relevant project approval
- identify key stakeholders and groups
- identify and appropriately address stakeholder, business and community issues
- minimise, where possible, project impacts on stakeholders and the community
- keep the community and stakeholders informed of what to expect and what has been done to minimise disruption
- enable community and stakeholder engagement and feedback on the Project
- build stakeholder support for, and understanding of, Sydney Metro
- enable cooperation and integrated communications between Sydney Metro contractors working in the same area of the alignment

## 2.6. Compliance requirements

Appendix A summarises:

- the Project Conditions of Approval (CoA) as they apply to communication activities and managing community impacts
- how and where these CoAs are addressed in this strategy

Apart from work activities under contracts listed in Section 2.4 (contracts already awarded), all other construction activities for the Sydenham to Bankstown Upgrade will not commence until this CCS is approved in accordance with Project Approval Condition B4. For the purposes of this Strategy, Construction activities are defined in accordance with the Sydenham to Bankstown CoA, as shown in Figure 2.

Figure 2: Definition of Construction activities

Term	Definition
Construction	<p>Includes activities required to construct the CSSI as described in the <b>Condition A1</b>, including commissioning trials of equipment and temporary use of any part of the CSSI, but excluding the following <b>Low Impact Activities</b>:</p> <ul style="list-style-type: none"> <li>(a) survey including carrying out general alignment survey, installing survey controls (including installation of global positioning systems (GPS)), installing repeater stations, carrying out surveys of existing and future utilities and building and road dilapidation surveys;</li> <li>(b) investigations including investigative drilling and excavation;</li> <li>(c) site establishment in approved locations or in locations meeting the criteria identified in <b>Condition A16</b> and or approved in accordance with <b>Condition A17</b> of this approval including constructing ancillary facility access roads and providing utilities to the facility;</li> <li>(d) use of ancillary facilities if the ER has determined the activities will have a minor impact on the environment and community;</li> <li>(e) minor clearing and relocation of native vegetation, as identified in the documents listed in <b>Condition A1</b>;</li> <li>(f) installation of mitigation measures including erosion and sediment controls, temporary exclusion fencing for sensitive areas and temporary at property acoustic treatments;</li> <li>(g) property acquisition adjustments including installation of property fencing, and relocation and adjustments of utilities to property including water supply and electricity;</li> <li>(h) relocation and connection of utilities where the relocation or connection has minor environmental impact to the environment as determined by the ER;</li> <li>(i) archaeological testing under the <i>Code of practice for archaeological investigation of Aboriginal objects in NSW (DECCW, 2010)</i> or archaeological monitoring undertaken in association with (a)-(h) above to ensure that there is no impact on heritage items;</li> <li>(j) other activities determined by the ER to have minor environmental impact which may include building of minor access roads, temporary relocation of pedestrian and cycle paths and the provision of property access; and</li> <li>(k) maintenance of existing buildings and structures required to facilitate the carrying out of the CSSI.</li> </ul> <p>However, where heritage items on the State heritage register, areas of known or expected archaeological potential, or threatened species or threatened ecological communities (within the meaning of the <i>Biodiversity Conservation Act 2016</i>) are affected by any low impact activity, that activity is construction, unless otherwise determined by the Planning Secretary, following consultation by the Proponent with OEH or DoI Fisheries (in the case of impact upon fish, aquatic invertebrates or marine vegetation).</p> <p>The Low Impact Activities described in this definition become Construction with the approval of a Construction Environmental Management Plan. Where Low Impact Activities have already commenced, these are considered to remain as Low Impact Activities and are managed in accordance with the framework under which they commenced.</p>

## 2.7. Avoiding and minimising disruption

The aim during construction is always to minimise disruption, delay and inconvenience to the public, road users, public transport customers, and nearby residents and businesses.

Community concerns highlighted during previous consultation include:

- managing construction impacts such as:
  - public safety, particularly pedestrians and cyclists, due to heavy vehicle movements
  - noise, vibration and dust
  - traffic congestion on local roads, and changes to resident parking
  - protecting homes, property, amenity and heritage
- managing impacts on nearby businesses during construction including visibility and maintaining access for deliveries, tenants and customers
- cumulative impacts of projects underway at the same time as the Sydenham to Bankstown Upgrade
- high expectations for ongoing communication and transparency, particularly on mitigation measures.

A key element of our strategy is to design out impacts as far as possible before sites are set up. Every attempt will be made to carefully forecast and manage the impacts on our neighbours and keep the community involved and informed along the way.

## 2.8. Further development of plans

This Strategy and its sub-plans will be reviewed at intervals not exceeding 12 months throughout each contract. They will be developed, amended and updated, if necessary, to address changes in:

- design and construction program
- stakeholder and community needs
- planned activities and stakeholder and community information requirements.

### 3. Project context and key issues

#### 3.1. Sydney Metro City & Southwest

Sydney Metro is Australia's biggest public transport project. In 2024, customers will benefit from a new fully-air conditioned Sydney Metro train every four minutes in the peak in each direction with lifts, level platforms and platform screen doors for safety, accessibility and increased security.

There are four core components:

(a) **Sydney Metro Northwest** (formerly the 36km North West Rail Link)

This project is now complete and passenger services commenced in May 2019 between Rouse Hill and Chatswood, with a metro train every four minutes in the peak. The project was delivered on time and \$1 billion under budget.

(b) **Sydney Metro City & Southwest**

Sydney Metro City & Southwest project includes a new 30km metro line extending metro rail from the end of Metro Northwest at Chatswood, under Sydney Harbour, through new CBD stations and southwest to Bankstown. It is due to open in 2024 with the ultimate capacity to run a metro train every two minutes each way through the centre of Sydney.

Sydney Metro City & Southwest will deliver new metro stations at Crows Nest, Victoria Cross, Barangaroo, Martin Place, Pitt Street, Waterloo and new underground metro platforms at Central Station. In addition it will upgrade and convert all 11 stations between Sydenham and Bankstown to metro standards.

(c) **Sydney Metro West**

Sydney Metro West is a new underground railway connecting Greater Parramatta and the Sydney CBD. This once-in-a-century infrastructure investment will transform Sydney for generations to come, doubling rail capacity between these two areas, linking new communities to rail services and supporting employment growth and housing supply between the two CBDs.

Sydney Metro West stations have been confirmed at Westmead, Parramatta, Sydney Olympic Park, North Strathfield, Burwood North, Five Dock, The Bays, Pyrmont and the Sydney CBD. Further planning is underway to determine the locations of the Pyrmont and Sydney CBD stations.

(d) **Greater Western Sydney**

Metro rail will also service Greater Western Sydney and the new Western Sydney International (Nancy Bird Walton) Airport. The new railway line will become the transport spine for the Western Parkland City's growth for generations to come, connecting communities and travellers with the rest of Sydney's public transport system with a fast, safe and easy metro service. The Australian and NSW governments are partners in the delivery of this new railway.

The Sydenham to Bankstown component of Sydney Metro City & Southwest was approved by the Minister for Planning in December 2018. The project involves:

- Upgrading 10 existing stations west of Sydenham (Marrickville, Dulwich Hill, Hurlstone Park, Canterbury, Campsie, Belmore, Lakemba, Wiley Park, Punchbowl, and Bankstown – see Figure 3)
- Upgrading an approximately 13 kilometre long section of the T3 Bankstown Line between west of Sydenham Station and west of Bankstown Station to metro standards.

The Project would improve accessibility for customers and meet the standards required for metro operations. A key element of the Project is upgrading stations along the corridor from Marrickville

to Bankstown to allow better access for more people by providing level platforms and lifts at all stations. These upgrades aim to provide a better, more frequent and safer experience for public transport customers.

**Figure 3: T3 Sydenham to Bankstown line map**



### 3.1.1. Construction activities and timeline

Station and corridor works will be staged between 2019 and 2022 to suit operational requirements and the availability of rail possession (shutdown) periods. Table 1 provides an outline of how construction works are expected to be staged and activities planned for each stage. Appendix B outlines the work scope for each station in more detail. Works may change after detailed design and construction planning is completed.

Some of the works outlined in Table 1 will be undertaken during possession periods including:

- Station works and activities on stations which cannot be undertaken during operation of the rail network
- Track and corridor works
- Bridge works.

Equipment expected to be used during construction includes:

Bobcats, compressors, concrete pumps, concrete trucks/agitators, diamond saws, excavators , franna crane, generators, hand tools, mobile cranes (50 tonnes), piling rigs (bored), rollers (non-vibratory), scissor lifts, semi-trailers, trucks, water tankers, welding equipment.

Construction compounds will be required at various locations along the rail corridor to support the Project.

Works will generally be undertaken during standard construction hours for the Project::

- Monday to Friday 7am to 6pm
- Saturdays 8am to 6pm
- Sundays and public holidays: no work

During possession periods work may be undertaken 24 hours per day.

Erection of site hoarding and fencing will be required to provide temporary enclosure of work sites and work areas for safety of the public and to provide protection from dust and noise. Hoardings and fencing may result in the temporary closure or diversion of pedestrian walkways and cycle ways.

**Table 1: Construction activities and timeline**

Timing	Construction activities	Specific works
Jan – June 2019	Site investigations	<ul style="list-style-type: none"> <li>Geotechnical investigations, boreholes and test pits</li> </ul>
Jan 2019 – February 2020	Installing services between Marrickville and Campsie	<ul style="list-style-type: none"> <li>Installation of a combined services route inside the rail corridor alongside the track between Marrickville and Campsie with service conduits and pipes</li> </ul>
Dec 2019 – Mid 2021	Enabling works for rail construction	<ul style="list-style-type: none"> <li>Site investigations to support design development</li> </ul>
Late 2020 –Late 2022	Rail corridor construction works	<ul style="list-style-type: none"> <li>Installation of a combined services route inside the rail corridor alongside the track between Belmore and Bankstown with service conduits and pipes</li> <li>Upgrading/adjustments of rail over and under bridges and footbridges, and installation of vertical protection screens as required between Marrickville and Bankstown requiring temporary partial traffic closures of bridge lanes and/or footpaths</li> <li>Installation of a fence segregating metro works from the operational rail network</li> <li>Minor earthworks and installation of retaining structures</li> <li>Installations of overhead wire support structures, wires and signal gantry</li> <li>Installation of drainage pits, pipes and outlets as required</li> <li>Changes to the existing track at Campsie for a new crossover and Bankstown for a reconfigured rail junction and turnback. Further track work may be required after investigations. Track work will include replacing track, sleepers and ballast, tamping and profiling, welding and installing associated cables, communications and electrical systems and drainage</li> <li>Construction of new boundary fencing on both sides of the Sydney Metro corridor between Marrickville and Punchbowl</li> </ul>
2021-2022	Station upgrade works – Marrickville, Dulwich Hill, Hurlstone Park, Canterbury, Campsie, Belmore, Lakemba, Wiley Park, Punchbowl	<p>Station upgrades will include some or all of the following:</p> <ul style="list-style-type: none"> <li>Site establishment and enabling works</li> <li>Lift construction at Punchbowl, Wiley Park, Canterbury, Hurlstone Park and Dulwich Hill</li> <li>Stair construction</li> <li>Reuse and refurbishment of station buildings</li> <li>Platform works and re-levelling, installation of platform screen doors and gap minimisation solution</li> <li>Station area works</li> <li>Provision of kerbside facilities and bike parking</li> <li>Landscaping, painting and paving</li> <li>Installation of a concourse at Dulwich Hill Station</li> <li>Building a new public plaza at Campsie</li> <li>Erection of hoardings as required</li> <li>Removal/demolition of existing structures as required</li> </ul>

2021-2022	Station upgrade works – Bankstown	<p>The Bankstown station upgrade will include the following:</p> <ul style="list-style-type: none"> <li>• Site establishment and enabling works</li> <li>• Construction/extension of platforms</li> <li>• Reuse and refurbishment of station buildings</li> <li>• Construction of new north-south pedestrian plaza</li> <li>• Provision of kerbside facilities and bike parking</li> <li>• Landscaping, painting and paving</li> <li>• Erection of hoardings as required</li> <li>• Removal/demolition of existing Parcel office</li> </ul>
2023-2024	Testing and commissioning works	System and train testing along alignment
2024	Metro conversion works	<p>A three to six month rail shutdown to convert the rail line to metro, works include:</p> <ul style="list-style-type: none"> <li>• Removal of redundant Sydney Trains assets from Sydney Metro corridor</li> <li>• Final conversion works at Bankstown station to separate Sydney Trains and Sydney Metro operations.</li> <li>• Installation of and commissioning of mechanical gap filler and platform screen doors</li> <li>• Train testing</li> </ul>

## 3.2. Key issues and strategic approach

With construction occurring in populated urban areas within an operating rail line, the successful delivery of the Sydenham to Bankstown Upgrade will rely on highly effective communication, strong coordination with various stakeholders, and effective mitigation measures for directly affected communities and commuters.

These key issues and the strategic approach to managing them are outlined in the following sections.

### 3.2.1. Keeping Sydney moving during upgrade works

To facilitate upgrade works, a range of possessions will need to occur on the T3 Bankstown Line, including:

- temporary shutdowns
- partial line possessions
- additional weekend possessions
- a three to six month shutdown for conversion works prior to opening of the Metro in 2024.

Minimising impacts of service disruption are essential during these shutdown periods. A Temporary Transport Plan (TTP) for each shutdown period (excluding standard weekend

possessions) would be developed and implemented by Transport Coordination with input from Sydney Metro.

During the development of any TTP, Transport Coordination will lead consultation with key stakeholders including Sydney Trains, bus operators, emergency services and other key government/transport agencies, with Sydney Metro providing assistance as needed.

Transport Coordination will undertake wider communications campaigns in the lead up to any shutdowns to:

- provide the community upfront, clear and timely information on alternate transport services during shutdown periods
- provide a mechanism for enquiries or feedback.

### **3.2.2. Minimising impacts on businesses**

The Project will interact with a range of small businesses concentrated around and in the train stations along the T3 Bankstown Line. A Business Management Plan (BMP) has been developed to minimise impacts on businesses.

Sydney Metro will endeavour to work with businesses to develop measures to minimise disruption and maintain access for customers and deliveries, manage noise and vibration impacts, and provide a clear contact point to manage any issues.

The BMP identifies specific businesses that are sensitive to construction activities and includes specific mitigation measures to be implemented, and procedures to monitor, evaluate and report on the BMP.

Communication will be designed to reach affected businesses so they are kept informed of work activities. Where access will be affected, Sydney Metro will consult with those businesses on the specifics of the changes in advance of the change.

Councils and other selected stakeholders will also be consulted throughout the Project.

### **3.2.3. Minimising disruption and construction impacts**

Residents, property owners, businesses and community facilities near construction sites may be impacted. Sydney Metro and its contractors will engage through multiple channels to:

- Notify and build understanding of any noise and vibration impacts, changes to access, air quality and/or visual amenity
- Outline mitigation activities.

Construction Noise and Vibration Management Plans will use modelling to identify sensitive receivers that are likely to be affected, and the expected duration and level of impact. Any mitigation strategies will be implemented in line with site specific Construction Environmental Management Plans.

### **3.2.4. Tailoring communication for culturally and linguistically diverse communities**

The Project falls within the Inner West and City of Canterbury Bankstown Local Government Areas (LGAs). Almost a third of the Inner West LGA population speak a language other than English at home. A number of suburbs in the City of Canterbury Bankstown LGA have

communities where over 60 per cent of residents speak a language other than English. These include Canterbury, Campsie, Belmore, Lakemba, Wiley Park, Punchbowl and Bankstown. Bridging the communication gap is vital in ensuring these communities receive construction updates, and are informed about impacts and mitigation measures. Appendix C shows a breakdown of languages spoken at home and proficiency in English in the relevant suburbs along the Sydenham to Bankstown alignment.

Conditions of Approval for the Project include some requirements for a communication strategy for people who speak languages other than English (LOTE) and culturally and linguistically diverse communities (CALD) and vulnerable communities as outlined in Appendix A.

Tailored LOTE communication for the Project will be in line with the Sydney Metro OCCS and include:

- translation services for the Sydney Metro website and some printed materials into languages appropriate for the Sydenham to Bankstown alignment
- advertisements in community language newsletters where appropriate
- a Project Interpreting and Translation Service (interpretation phone line)
- on-site interpreters for selected events, stakeholder meetings, and information sessions

### 3.2.5. Minimising cumulative impacts

With many major projects currently under construction across Sydney, stakeholders and the community may be affected by multiple projects and receive information from various agencies and contractors. A key feature of this Strategy is extensive collaboration with TfNSW, local Councils, government agencies and interface contractors to find opportunities to minimise overall impacts. Coordinated communications will guide the community to the right points of contact for information and complaints and help minimise confusion and notification fatigue.

### 3.2.6. Site-specific issues

There are a number of site specific issues that will need to be addressed at each Sydney Metro construction location. Construction related issues including noise and vibration, dust, heavy vehicle movements, traffic diversions, site security and worker behaviour. All issues will be addressed in the site-specific sub-plans and, where relevant, in the BMP.

Specific concerns regarding design and scope of work were raised during the EIS process and may need to be continually addressed in communication activities moving forward. More information on issues raised during the EIS consultation process is detailed in the Sydney Metro City & Southwest Sydenham to Bankstown Submissions Report (September 2018).

## 4. Community and stakeholder engagement

### 4.1. Engagement approach

In collaboration with construction contractors, Sydney Metro is committed to establishing genuine relationships with the local community and ensuring effective public participation through meaningful communication and engagement opportunities.

Table 2 outlines the proposed level of engagement during the project phases, based on the International Association for Public Participation (IAP2) Public Participation Spectrum. Level of

engagement will be regularly reviewed to take into account progress, changes to scope and/or timing, community/stakeholder feedback, and other opportunities for public participation.

**Table 2: Level of engagement**

Stage of Project	Level of engagement	Desired Outcomes
<b>Design</b>	<ul style="list-style-type: none"> <li>Consult/Inform</li> </ul>	To obtain public feedback on design and construction methodology of the project.
<b>Early works</b>	<ul style="list-style-type: none"> <li>Inform</li> </ul>	To provide the public with balanced and objective information about site investigations to help them understand what work is taking place and how they may be impacted.
<b>Development of Temporary Transport Plans</b>	<ul style="list-style-type: none"> <li>Consult</li> </ul>	To obtain stakeholder feedback on alternate transport arrangements during shutdowns of the T3 line to facilitate Sydney Metro works
<b>Construction</b>	<ul style="list-style-type: none"> <li>Inform</li> </ul>	To provide the public with balanced and objective information construction activities to help them understand what work is taking place and how they may be impacted.
<b>Commissioning and demobilisation</b>	<ul style="list-style-type: none"> <li>Inform</li> </ul>	

## 4.2. Roles and responsibilities

Sydney Metro has dedicated community specialists called Place Managers, who act as the single point-of-contact between members of the community and the project team. Place Managers can be contacted by members of the public through the 1800 community infoline to answer any questions or concerns that they may have in relation to project activities. The Place Manager will interact directly with local stakeholders and communities and implement the site-specific sub-plans. This position will interface closely with the Sydney Metro Communications Manager to ensure a coordinated approach to issues escalation, management and resolution.

The awarded contractor(s) will also provide a Community Liaison Officer to plan, coordinate and undertake the community and stakeholder management duties on behalf of the contractor.

**Table 3 – Roles and Responsibilities**

Role	Community responsibilities
Community Place Manager(s)	<ul style="list-style-type: none"> <li>Manage community relations across the Southwest Metro corridor</li> <li>Community Place Managers are rostered to manage the 1800 number to ensure there is 24-hour access for members of the public. The site based Community Place Manager will close out any issues raised out-of-hours.</li> <li>Relationships with other construction contractors in the vicinity of the Southwest Metro works</li> </ul>
Contractor Community Liaison Officer(s)	<ul style="list-style-type: none"> <li>Engage with and manage issues around affected businesses and ensure the contractor complies with community and engagement liaison contractual requirements for the Project.</li> <li>Provide place management, stakeholder liaison, communications and public affairs support to the Community Place Manager(s)</li> </ul>

### 4.3. Stakeholder and community responsibilities of other contractor work roles

Table 4 highlights the roles which have key responsibilities related to stakeholder and community relations. These roles would interface with the Place Manager, Community Liaison Officer and Communications Manager on any community related issues on the Project.

**Table 4: Stakeholder and community responsibilities of construction site roles**

Project Role	Key Stakeholder and Community Relations responsibilities
<b>Project Director</b>	<ul style="list-style-type: none"> <li>• A point of escalation for key stakeholder and community issues if required</li> <li>• Allocate sufficient resources to participate in key consultation, communication and site access activities, as required</li> <li>• Nominate a contact from the construction team to be the on-call contact for complaints or urgent enquiries outside standard construction hours</li> </ul>
<b>Construction Managers, Project Managers</b>	<ul style="list-style-type: none"> <li>• Provide leadership to construction teams to ensure activities are managed to minimise impacts and respond to reasonable community requirements</li> <li>• Provide technical input where required to enable the Place Manager to respond to community enquiries and complaints</li> <li>• Available to participate in key consultation, communication and site access activities</li> <li>• Make appropriate allowances for community notifications in works programs</li> </ul>
<b>Engineering Manager, Design Managers</b>	<ul style="list-style-type: none"> <li>• Provide leadership to design teams to encourage the adoption of 'safety-in-design' principles</li> <li>• Develop designs that minimise impacts and respond to reasonable community requirements</li> </ul>
<b>Approvals, Environmental and Sustainability Manager</b>	<ul style="list-style-type: none"> <li>• Manage all consultation with authorities and agencies required in the Project Planning Approval</li> <li>• Provide environmental information and reports required to be made public on the contractor's website or used in communications or consultation</li> <li>• Oversee the investigation of all environmental complaints and EPA reporting</li> <li>• Be available to participate in stakeholder and community meetings as required</li> </ul>
<b>Environmental and other consultants</b>	<ul style="list-style-type: none"> <li>• Be available to participate in stakeholder and community meetings as required</li> </ul>
<b>Traffic and Transport Manager</b>	<ul style="list-style-type: none"> <li>• Manage liaison with Traffic and Transport stakeholders including participation in the Traffic and Transport Liaison Group</li> <li>• Identify traffic changes requiring notification to stakeholders, community and the travelling public</li> <li>• Work with the Place Manager to identify stakeholder access requirements</li> </ul>
<b>Interface Manager</b>	<ul style="list-style-type: none"> <li>• Manage and coordinate key interfaces on the project with interface contractors and through formal agreements with councils, government agencies, and other third parties</li> <li>• Ensure interface issues are understood and incorporated into all planning and programming activities</li> <li>• Coordinate regular interface meetings in collaboration with Sydney Metro and the Stakeholder and Community team</li> <li>• Oversee the implementation of condition surveys and monitoring programs</li> </ul>
<b>Planning Manager</b>	<ul style="list-style-type: none"> <li>• Include appropriate allowances for stakeholder and community requirements in the Works programs</li> </ul>
<b>Subcontractors and consultants</b>	<ul style="list-style-type: none"> <li>• Agreements will include explicit requirements to meet the Project's community obligations, including penalties for non-conformance. Selected subcontracts will include the requirement for employees to comply with codes of conduct e.g. heavy vehicle drivers and security</li> </ul>

Project Role	Key Stakeholder and Community Relations responsibilities
<p><b>All site employees, supervisors and subcontractors</b></p>	<ul style="list-style-type: none"> <li>• Complete the works induction and site-specific induction. Subcontractors sign agreements that they understand and accept their relevant community responsibilities</li> <li>• Identify community impacts during activity reviews and recommend preventative solutions or processes</li> </ul>

#### 4.4. Stakeholder analysis

There are a number of existing stakeholder relationships that have been managed by Sydney Metro to date. We will work closely with our contractors to continue serving these stakeholders throughout design development and into construction.

Table 5 includes a preliminary list of key stakeholder groups that have an interest in or an influence on the project. The table lists the stakeholders' specific interests in the project and proposed communication strategies/tools.

Appendix D provides a more detailed location-specific stakeholder list identifying educational institutions, childcare centres, places of worship and medical centres within 500 metres of work sites (apart from Bankstown Hospital – 2km) that may have an interest in or an influence on the Project. This list is indicative only and will develop as the project progresses.

Sydney Metro retains responsibility for key stakeholder relationships including with government ministers, MPs and other stakeholders. Construction and design contractors will support and participate in engagement as necessary, where relevant to their scope of works.

Table 5: Stakeholder analysis

Stakeholder category	Specific stakeholder(s)	Issues/Interest in the project	Communication strategy and tools	Indicative timing
<b>Government – elected representatives</b>	<ul style="list-style-type: none"> <li>NSW Premier Gladys Berejiklian MP</li> </ul>	<ul style="list-style-type: none"> <li>Media opportunities</li> <li>Successful delivery of project within required timeframe and budget</li> </ul>	<ul style="list-style-type: none"> <li>Briefings from TfNSW/ Sydney Metro as required</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing throughout the Project</li> </ul>
	<ul style="list-style-type: none"> <li>NSW Minister for Transport and Roads, Andrew Constance MP</li> </ul>	<ul style="list-style-type: none"> <li>Media opportunities</li> <li>Successful delivery of project within required timeframe and budget</li> </ul>	<ul style="list-style-type: none"> <li>Briefings from TfNSW/Sydney Metro as required</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing throughout the Project</li> </ul>
	<ul style="list-style-type: none"> <li>NSW Minister for Planning and Public Spaces, The Hon. Rob Stokes MP</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with Project Planning Approval</li> </ul>	<ul style="list-style-type: none"> <li>Briefings from TfNSW/Sydney Metro as required</li> </ul>	<ul style="list-style-type: none"> <li>As required</li> </ul>
	<ul style="list-style-type: none"> <li>Minister for Energy and Environment, The Hon. Matt Kean MP</li> </ul>	<ul style="list-style-type: none"> <li>Management of environmental impacts and compliance with EPA licences</li> </ul>	<ul style="list-style-type: none"> <li>Briefings from TfNSW/ Sydney Metro as required</li> </ul>	<ul style="list-style-type: none"> <li>As required</li> </ul>
	<ul style="list-style-type: none"> <li>NSW State Members for: <ul style="list-style-type: none"> <li>Heffron – Ron Hoenig</li> <li>Summer Hill – Jo Haylen</li> <li>Newtown – Jenny Leong</li> <li>Canterbury – Sophie Cotsis</li> <li>Lakemba – Jihad Dib</li> <li>Bankstown – Tania Mihailuk</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Impact on constituents during construction</li> <li>Community engagement process</li> <li>End state operations</li> <li>Cumulative impacts</li> <li>Urban renewal</li> </ul>	<ul style="list-style-type: none"> <li>Briefings from Sydney Metro as required</li> </ul>	<ul style="list-style-type: none"> <li>As required</li> </ul>

Stakeholder category	Specific stakeholder(s)	Issues/Interest in the project	Communication strategy and tools	Indicative timing
	<ul style="list-style-type: none"> <li>Federal members for:               <ul style="list-style-type: none"> <li>Grayndler –Anthony Albanese MP</li> <li>Sydney – Tanya Plibersek MP</li> <li>Watson – Tony Burke MP</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Impact on constituents during construction</li> <li>Community engagement process</li> <li>End state operations</li> <li>Cumulative impacts</li> <li>Urban renewal</li> </ul>	<ul style="list-style-type: none"> <li>As above</li> </ul>	<ul style="list-style-type: none"> <li>As required</li> </ul>
<b>State government departments and agencies</b>  <b>(Consultation with environmental agencies is detailed further in the CEMP)</b>	<ul style="list-style-type: none"> <li>Transport for NSW - including former Roads and Maritime Services functions (TfNSW)</li> </ul>	<ul style="list-style-type: none"> <li>Successful project delivery within required timeframe and budget and with the least impact on the community</li> <li>Compliance with Interface Agreements</li> <li>Interface with wider project development</li> <li>Interface with other modes of transport</li> <li>Impacts on road network (incl. haulage routes)</li> </ul>	<ul style="list-style-type: none"> <li>Meetings, reporting, workshops, coordination forums in accordance with contractual requirements</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing briefings, meetings as required</li> </ul>
	<ul style="list-style-type: none"> <li>Transport Coordination</li> </ul>	<ul style="list-style-type: none"> <li>Coordination of traffic and transport planning for projects and major events</li> <li>Temporary Transport Plan</li> <li>Impact on the NSW State road network</li> </ul>	<ul style="list-style-type: none"> <li>Coordination meetings/ briefings</li> </ul>	<ul style="list-style-type: none"> <li>Briefings in advance of major traffic changes/rail possessions and where special events are potentially affected</li> </ul>

Stakeholder category	Specific stakeholder(s)	Issues/Interest in the project	Communication strategy and tools	Indicative timing
	<ul style="list-style-type: none"> <li>Sydney Trains</li> </ul>	<ul style="list-style-type: none"> <li>Safety management</li> <li>Impacts on rail operations</li> <li>Asset condition/protection</li> <li>Engagement with interface contractors</li> <li>Temporary Transport Plan</li> </ul>	<ul style="list-style-type: none"> <li>Interface agreement and meetings</li> <li>Written correspondence and design workshops</li> <li>Station Operations and Impacts Assessment Group (SPOAIG) meetings</li> <li>Possession meetings (as and when required to coordinate works during rails shutdown weekend)</li> </ul>	<ul style="list-style-type: none"> <li>Throughout the Project as required</li> </ul>
	<ul style="list-style-type: none"> <li>NSW Department of Planning, Industry and Environment</li> </ul>	<ul style="list-style-type: none"> <li>Compliance with Project Approval Conditions</li> <li>Impacts on waterways</li> <li>Water quality monitoring program</li> <li>Consultation on restoration and rehabilitation of affected riparian vegetation, Soil and Salinity, Water Quality monitoring program</li> </ul>	<ul style="list-style-type: none"> <li>Briefings, meetings, written correspondence, reporting and CEMP consultation program</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing briefings, meetings as required</li> <li>As set out in the CEMP</li> </ul>

Stakeholder category	Specific stakeholder(s)	Issues/Interest in the project	Communication strategy and tools	Indicative timing
	<ul style="list-style-type: none"> <li>NSW Environment Protection Authority (EPA)</li> </ul>	<ul style="list-style-type: none"> <li>Response to community environmental complaints</li> <li>Application for and compliance with Environment Protection Licence (EPL)</li> <li>Managing environmental and heritage impacts of the Project</li> <li>Consultation on Water Quality Monitoring program and Management of groundwater and surface water integration</li> </ul>	<ul style="list-style-type: none"> <li>Written correspondence and meetings</li> <li>Reporting</li> <li>CEMP consultation program</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing throughout the Project as required</li> </ul>
	<ul style="list-style-type: none"> <li>NSW Department of Education</li> </ul>	<ul style="list-style-type: none"> <li>TfNSW Schools Education Program</li> </ul>	<ul style="list-style-type: none"> <li>Project updates and site visits</li> </ul>	<ul style="list-style-type: none"> <li>As required</li> </ul>
<b>Local government</b>	<ul style="list-style-type: none"> <li>Inner West Council               <ul style="list-style-type: none"> <li>Mayor: Darcy Byrne</li> <li>Acting General Manager: Brian Barrett</li> </ul> </li> <li>City of Canterbury Bankstown               <ul style="list-style-type: none"> <li>Mayor: Khal Asfour</li> <li>General Manager: Matthew Stewart</li> </ul> </li> <li>Relevant council officers in both Councils (e.g. Aboriginal Liaison, Environmental, Planning, and Community)</li> </ul>	<ul style="list-style-type: none"> <li>Impacts on council infrastructure</li> <li>Impacts on local roads, traffic, public transport, community facilities and street trees</li> <li>Impacts on residents and businesses during construction (for example, noise, vibration and dust)</li> <li>Community engagement process</li> <li>Consultation as described in the CEMP</li> </ul>	<ul style="list-style-type: none"> <li>Councillor briefings</li> <li>Agency briefing</li> <li>Regular interface meetings with council officers</li> <li>CEMP consultation program</li> <li>Participation in TTLG</li> </ul>	<ul style="list-style-type: none"> <li>Prior to construction and regular meetings with council officers.</li> <li>Briefings to Councillors as required</li> </ul>

Stakeholder category	Specific stakeholder(s)	Issues/Interest in the project	Communication strategy and tools	Indicative timing
<b>Liaison groups/panels</b>	<ul style="list-style-type: none"> <li>Sydney Metro City &amp; Southwest Traffic and Transport Liaison Group (TTLG)</li> </ul>	<ul style="list-style-type: none"> <li>Briefings on traffic management plans</li> <li>Adequate notification of traffic changes</li> <li>Community concerns and comments or feedback</li> <li>Impacts on road-based transport operations</li> <li>Issues related to pedestrians and cyclists or mobility-impaired road users</li> </ul>	<ul style="list-style-type: none"> <li>Presentations/briefings</li> </ul>	<ul style="list-style-type: none"> <li>Prior to major traffic changes and monthly updates</li> </ul>
	<ul style="list-style-type: none"> <li>Independent Property Impact Assessment Panel (IPIAP)</li> </ul>	<ul style="list-style-type: none"> <li>Documentation and monitoring of settlement and vibration regarding potential property damage</li> <li>Response to damage complaints/claims</li> </ul>	<ul style="list-style-type: none"> <li>Presentations/briefings</li> <li>Meetings and progress updates</li> </ul>	<ul style="list-style-type: none"> <li>Prior to construction and throughout the project life cycle as required</li> </ul>
<b>Utility stakeholders</b>	<ul style="list-style-type: none"> <li>Sydney Water</li> <li>Endeavour Energy</li> <li>TransGrid</li> <li>Ausgrid</li> <li>Jemena</li> <li>Optus</li> <li>AAPT</li> <li>Qenos</li> <li>NBN Co</li> </ul>	<ul style="list-style-type: none"> <li>Impact on existing infrastructure</li> <li>Relocation, protection and monitoring (if required) of utility infrastructure assets</li> <li>Consultation on settlement criteria for individual utility structures and on access, diversion, protection and/or support</li> <li>Notification to residents and businesses of any disruption to services</li> </ul>	<ul style="list-style-type: none"> <li>Interface agreements</li> <li>Written correspondence and meetings to identify requirements and address specific issues</li> <li>Notification of planned works</li> <li>Asset condition surveys</li> <li>Utilities Management Plan</li> <li>Incident response protocols</li> </ul>	<ul style="list-style-type: none"> <li>Prior to any construction or early works affecting utilities</li> </ul>

Stakeholder category	Specific stakeholder(s)	Issues/Interest in the project	Communication strategy and tools	Indicative timing
<b>Transport and traffic</b>	<ul style="list-style-type: none"> <li>TfNSW               <ul style="list-style-type: none"> <li>Transport Coordination</li> <li>(former) Roads and Maritime Services</li> <li>Transport Management Centre</li> <li>Sydney Trains</li> </ul> </li> <li>BusNSW</li> <li>Bicycle NSW</li> </ul>	<ul style="list-style-type: none"> <li>Impacts on road and transport network</li> <li>Traffic management plans, including planned lane closures and changes to paths</li> <li>Pedestrian management</li> <li>Incident and special event plans</li> <li>Haulage routes and layover areas</li> </ul>	<ul style="list-style-type: none"> <li>Written correspondence, meetings, regular construction updates, traffic updates and alerts on changes to local roads and traffic conditions</li> <li>Monthly TTLG meetings</li> </ul>	<ul style="list-style-type: none"> <li>Prior to construction and major traffic changes</li> </ul>
<b>Emergency services</b>	<ul style="list-style-type: none"> <li>Ambulance Service of NSW</li> <li>Fire and Rescue NSW – Marrickville Fire Station, Campsie Fire Station</li> <li>State Emergency Services</li> <li>NSW Police Force – Marrickville Police, Campsie Police</li> </ul>	<ul style="list-style-type: none"> <li>Impacts on local roads during construction</li> <li>Emergency access/procedures during construction</li> <li>Site orientation, emergency facilities and incident response and scenario planning</li> </ul>	<ul style="list-style-type: none"> <li>Introductory workshop, contact procedures, site visits and desktop emergency exercise/debrief</li> <li>Written correspondence, meetings, regular construction updates and traffic updates on changes to local roads/conditions</li> <li>Emergency scenario exercise</li> </ul>	<ul style="list-style-type: none"> <li>Prior to construction and ongoing 6 monthly updates</li> <li>Site visits as sites are established</li> <li>Monthly TTLG meetings</li> </ul>
<b>Neighbouring projects</b>	<ul style="list-style-type: none"> <li>WestConnex</li> <li>Other Sydney Metro packages of work (including Sydenham Metro Upgrade and Line Wide Works)</li> <li>Council works</li> </ul>	<ul style="list-style-type: none"> <li>Coordination of activities and information</li> <li>Referral of enquiries and complaints as appropriate</li> <li>Minimising cumulative impacts</li> </ul>	<ul style="list-style-type: none"> <li>Written correspondence, meetings, exchange of key contacts and progress updates</li> <li>Communications Coordination Group</li> <li>Interface agreements and meetings</li> </ul>	<ul style="list-style-type: none"> <li>Throughout the project life cycle</li> </ul>

Stakeholder category	Specific stakeholder(s)	Issues/Interest in the project	Communication strategy and tools	Indicative timing
<b>Education institutions – near construction site</b>	<ul style="list-style-type: none"> <li>Please see Appendix D for detailed stakeholder list</li> </ul>	<ul style="list-style-type: none"> <li>Potential concern about construction traffic and changed traffic conditions</li> <li>Noise, vibration and dust</li> <li>Work hours</li> <li>Construction traffic and safety around worksites</li> <li>Impact on teaching/exams</li> <li>General interest in the project</li> <li>Project updates</li> </ul>	<ul style="list-style-type: none"> <li>Website, social media, advertising, newsletters and displays at the Community Information Centre (CIC)</li> <li>One on one meetings</li> <li>Notifications, newsletters</li> <li>Parent information letters</li> <li>Telephone hotline</li> <li>Website and social media</li> <li>Site signage</li> <li>1800 number</li> </ul>	<ul style="list-style-type: none"> <li>Prior to construction and regular works updates (weekly and monthly)</li> <li>Project newsletters</li> <li>Meetings as required</li> </ul>
<b>Preschool or childcare</b>	<ul style="list-style-type: none"> <li>Please see Appendix D for detailed stakeholder list</li> </ul>	<ul style="list-style-type: none"> <li>Noise, vibration and dust</li> <li>Work hours</li> <li>Changes to local pedestrian access</li> <li>Construction vehicles on surrounding roads</li> <li>Safety around worksites</li> </ul>	<ul style="list-style-type: none"> <li>Website, social media, advertising, newsletters and displays at the CIC</li> <li>One on one meetings</li> <li>Notifications, newsletters</li> <li>Parent information letters</li> <li>Telephone hotline</li> <li>Website and social media</li> <li>Site signage</li> <li>1800 number</li> </ul>	<ul style="list-style-type: none"> <li>Consultation prior to construction and regular email updates</li> <li>Project newsletters/ notifications as required</li> </ul>

Stakeholder category	Specific stakeholder(s)	Issues/Interest in the project	Communication strategy and tools	Indicative timing
<b>Directly-affected property owners and tenants (generally within 100m of the project site)</b>	<ul style="list-style-type: none"> <li>Residential owners/tenants in directly affected properties</li> <li>Body corporates and owners' corporations</li> </ul>	<ul style="list-style-type: none"> <li>Construction impacts (noise, vibration, dust, visual and traffic)</li> <li>Impact on residents and tenants (noise, vibration and access)</li> <li>Consultation on environmental management measures</li> <li>Concern about property damage</li> </ul>	<ul style="list-style-type: none"> <li>Property condition surveys</li> <li>Building-based information sessions (for owners and tenants)</li> <li>Information to/meetings with strata managers</li> <li>Monitoring on specified properties</li> <li>Regular progress updates (telephone/email )</li> <li>Notifications and newsletters</li> <li>Displays/ information at the CIC</li> <li>1800 number</li> </ul>	<ul style="list-style-type: none"> <li>Condition surveys before and after construction</li> <li>Building briefings prior to construction</li> <li>Construction notifications/ doorknocks at least 7 days in advance of work</li> <li>Weekly and monthly email updates for registered stakeholders</li> <li>Consultation in advance of construction for noise and vibration for sensitive stakeholders</li> <li>Project newsletters</li> </ul>
	<ul style="list-style-type: none"> <li>Businesses/tenants in directly affected properties (refer to Business Management Plan)</li> </ul>	<ul style="list-style-type: none"> <li>Loss of amenity during construction (noise, vibration and visual)</li> <li>Changes to pedestrian and customer access</li> <li>Changes to vehicle access and parking</li> <li>Loss of business</li> <li>Work hours and project duration</li> <li>Concern about property damage</li> <li>Consultation on environmental management</li> </ul>	<ul style="list-style-type: none"> <li>Property condition surveys</li> <li>Business Management Plan</li> <li>Building-based information sessions (for owners and tenants)</li> <li>Meetings, email and phone call updates,</li> <li>Notifications and newsletters</li> <li>Signage</li> <li>Briefings for businesses</li> <li>1800 number</li> </ul>	<ul style="list-style-type: none"> <li>Condition surveys before and after construction</li> <li>Building briefings prior to construction</li> <li>Construction notifications/ doorknocks at least 7 days in advance of work</li> <li>Weekly and monthly email updates for registered stakeholders</li> <li>Project newsletters</li> </ul>

Stakeholder category	Specific stakeholder(s)	Issues/Interest in the project	Communication strategy and tools	Indicative timing
<b>Neighbouring property owners and tenants (outside 100m of construction site)</b>	<ul style="list-style-type: none"> <li>Property owners and tenants within noise catchment area of construction sites</li> <li>Body corporates and owners' corporations</li> </ul>	<ul style="list-style-type: none"> <li>Construction impacts (noise, visual and amenity, access)</li> <li>Heavy vehicle movements</li> </ul>	<ul style="list-style-type: none"> <li>Notifications, newsletters, signage, email updates</li> <li>Information to strata/property managers</li> <li>Website and social media</li> <li>Displays at the CIC</li> <li>1800 number</li> </ul>	<ul style="list-style-type: none"> <li>Monthly email updates for registered stakeholders</li> <li>Project newsletters</li> </ul>
	<ul style="list-style-type: none"> <li>Businesses within 500 metres of construction sites  (refer to Business Management Plan)</li> </ul>	<ul style="list-style-type: none"> <li>Loss of amenity during construction (noise, vibration, visual)</li> <li>Changes to pedestrian access</li> <li>Traffic changes, detours, lane closures and changes to public transport</li> <li>Heavy vehicle movements</li> </ul>	<ul style="list-style-type: none"> <li>Business Management Plan</li> <li>Notifications, newsletters, signage, email updates</li> <li>Website and social media</li> <li>Displays at the CIC</li> <li>1800 number</li> </ul>	<ul style="list-style-type: none"> <li>Monthly email updates for registered stakeholders</li> <li>Project newsletters</li> </ul>
	<ul style="list-style-type: none"> <li>Canterbury Theatre Guild</li> </ul>	<ul style="list-style-type: none"> <li>Impacts of construction (including noise, vibration, access) on availability or usage of facility</li> </ul>	<ul style="list-style-type: none"> <li>Meetings, email and phone call updates, notifications, newsletters</li> </ul>	<ul style="list-style-type: none"> <li>Condition surveys before and after construction</li> <li>Consultation in advance of construction</li> <li>Notifications/ doorknocks at least 7 days in advance of work</li> </ul>

Stakeholder category	Specific stakeholder(s)	Issues/Interest in the project	Communication strategy and tools	Indicative timing
<b>Health care and medical centres</b>	<ul style="list-style-type: none"> <li>Please see Appendix D for detailed list</li> </ul>	<ul style="list-style-type: none"> <li>Noise, vibration, dust and visual amenity</li> <li>Changes to traffic conditions and pedestrian access</li> <li>Changes to emergency vehicle access (hospital)</li> <li>Work hours (night and weekend work)</li> <li>Station closures causing disruption to hospital workers commuting to and from work</li> </ul>	<ul style="list-style-type: none"> <li>Business Management Plan</li> <li>Property condition surveys as required</li> <li>Notifications</li> <li>Newsletters</li> <li>1800 number</li> <li>Website and social media</li> </ul>	<ul style="list-style-type: none"> <li>Consultation in advance of construction and ongoing as required</li> </ul>
<b>Places of worship</b>	<ul style="list-style-type: none"> <li>Please see Appendix D for detailed list</li> </ul>	<ul style="list-style-type: none"> <li>Impact on church services caused by noise, vibration</li> <li>Construction vehicles on local roads</li> <li>Access and parking</li> </ul>	<ul style="list-style-type: none"> <li>One on one meetings</li> <li>Notifications/newsletters</li> <li>800 number</li> <li>Website and social media</li> <li>Site signage</li> </ul>	<ul style="list-style-type: none"> <li>Consultation in advance of construction and ongoing as needed</li> </ul>
<b>Road users</b>	<ul style="list-style-type: none"> <li>Motorists, pedestrians, cyclists and buses in streets surrounding worksites</li> </ul>	<ul style="list-style-type: none"> <li>Changes to pedestrian routes and cycleways, access and parking</li> <li>Traffic detours</li> </ul>	<ul style="list-style-type: none"> <li>Signage, advertising, media liaison and website</li> <li>Coordinated strategies with Transport Coordination / (former) RMS for major changes</li> </ul>	<ul style="list-style-type: none"> <li>Signage as required at least 7 days in advance of traffic changes</li> <li>E-mail updates for registered stakeholders</li> </ul>
<b>Public transport users</b>	<ul style="list-style-type: none"> <li>Train users of T3 Bankstown Line</li> </ul>	<ul style="list-style-type: none"> <li>Changes to timetables or rail shutdown</li> <li>Temporary transport arrangements</li> <li>Progress of works</li> </ul>	<ul style="list-style-type: none"> <li>Signage and notification for changes to bus stops or temporary diversions</li> <li>Signage and coordinated wayfinding strategy with Sydney Trains</li> <li>Media articles and events</li> </ul>	<ul style="list-style-type: none"> <li>Signage as required at least 7 days in advance of public transport changes</li> <li>Commuter updates in coordination with Sydney Trains and Sydney Coordination Office</li> </ul>

Stakeholder category	Specific stakeholder(s)	Issues/Interest in the project	Communication strategy and tools	Indicative timing
<b>Accessibility groups</b>	<ul style="list-style-type: none"> <li>Disability Council of NSW</li> <li>Vision Australia</li> <li>Accessible Transport Advisory Committee</li> </ul>	<ul style="list-style-type: none"> <li>Temporary reduced access to the station and amenities during construction</li> <li>Traffic changes, including bus stops</li> <li>Safety of pedestrians</li> <li>Urban renewal</li> <li>Access to construction information</li> </ul>	<ul style="list-style-type: none"> <li>Newsletters, website and social media updates</li> <li>Advertising</li> <li>1800 number</li> <li>Fact sheets</li> <li>Community information sessions</li> <li>Briefing/presentation</li> </ul>	<ul style="list-style-type: none"> <li>As required</li> </ul>
<b>Heritage stakeholders</b>	<ul style="list-style-type: none"> <li>Heritage Council of NSW (under NSW Department of Planning, Industry and Environment)Registered Aboriginal Parties</li> </ul>	<ul style="list-style-type: none"> <li>Communication of relevant finds</li> <li>Protection of heritage items from construction impacts (detailed in CHMP)</li> <li>Heritage investigations, excavation and documentation</li> </ul>	<ul style="list-style-type: none"> <li>Heritage Working Group (TfNSW-led)</li> <li>Consultation on CHMP and salvage strategy (with councils and Heritage Council)</li> <li>Meetings, newsletters and website</li> <li>Property condition surveys</li> <li>Communication of relevant finds</li> </ul>	<ul style="list-style-type: none"> <li>Monthly email updates to registered stakeholders</li> <li>Project newsletters</li> <li>Consultation as required in CHMP</li> <li>Monthly meetings with councils</li> <li>Site visits for local heritage groups if locally significant heritage finds are made</li> </ul>
<b>Business groups</b>	<ul style="list-style-type: none"> <li>Canterbury Bankstown Chamber of Commerce</li> <li>Belmore Shopkeepers Association</li> <li>Australia Arab Business Council</li> <li>Marrickville Business Association</li> <li>Marrickville Chamber of Commerce</li> </ul>	<ul style="list-style-type: none"> <li>Loss of amenity for local businesses during construction (noise, vibration, visual)</li> <li>Changes to pedestrian access</li> <li>Traffic changes, detours, lane closures and changes to public transport</li> </ul>	<ul style="list-style-type: none"> <li>Business Management Plan</li> <li>Notifications</li> <li>Meetings</li> <li>Newsletters</li> <li>1800 number</li> <li>Website and social media</li> </ul>	<ul style="list-style-type: none"> <li>Consultation in advance of construction and ongoing as needed</li> </ul>

Stakeholder category	Specific stakeholder(s)	Issues/Interest in the project	Communication strategy and tools	Indicative timing
<b>Culturally and Linguistically Diverse Communities (CALD)/ stakeholders with English as a second language</b>	<ul style="list-style-type: none"> <li>Ethnic Communities' Council of NSW</li> <li>Multicultural NSW</li> </ul>	<ul style="list-style-type: none"> <li>Access to construction information</li> </ul>	<ul style="list-style-type: none"> <li>Access to translation services shown on all notifications</li> </ul>	<ul style="list-style-type: none"> <li>Throughout the Project as required</li> </ul>
<b>Local community centres/ youth centres</b>	<ul style="list-style-type: none"> <li>Please see Appendix D for detailed list</li> </ul>	<ul style="list-style-type: none"> <li>Access to construction information</li> <li>Demolition, noise, vibration, dust</li> <li>Protection of community assets</li> </ul>	<ul style="list-style-type: none"> <li>Notifications, newsletters</li> <li>Website and social media</li> <li>Community information sessions</li> </ul>	<ul style="list-style-type: none"> <li>Prior to construction and throughout the project life cycle as required</li> </ul>
<b>People with a disability</b>	<ul style="list-style-type: none"> <li>Vision/hearing/mobility impaired</li> </ul>	<ul style="list-style-type: none"> <li>Access to construction information</li> <li>Access around construction sites</li> <li>Fully accessible railway</li> <li>Access during station shutdowns</li> </ul>	<ul style="list-style-type: none"> <li>Website documents WCAG 2.0 compliant</li> <li>Accessible viewing areas and toilets for major public site events</li> </ul>	<ul style="list-style-type: none"> <li>Prior to construction and throughout the project life cycle as required</li> </ul>

Stakeholder category	Specific stakeholder(s)	Issues/Interest in the project	Communication strategy and tools	Indicative timing
<b>Community action groups/ environmental and transport groups</b>	<ul style="list-style-type: none"> <li>• Save Marrickville</li> <li>• Restore Inner West Line Action Group</li> <li>• Marrickville Resident Action Group</li> <li>• Sydenham to Bankstown Alliance</li> <li>• Save T3 Bankstown Line</li> <li>• Facebook: Tempe 2020</li> <li>• Facebook: Marrickville 2020</li> <li>• Save Dully Action Group</li> <li>• Hurlstone Park Association</li> <li>• Canterbury Community Action Group</li> <li>• Cooks River Alliance</li> </ul>	<ul style="list-style-type: none"> <li>• Demolition, noise, vibration, dust</li> <li>• Protection of community/heritage assets</li> <li>• Environmental impacts</li> <li>• Commuter impact</li> <li>• Temporary transport arrangements</li> <li>• Scope of work</li> </ul>	<ul style="list-style-type: none"> <li>• Presentations</li> <li>• Notifications</li> <li>• Newsletters</li> <li>• Website and social media</li> <li>• Community information sessions</li> <li>• 1800 number</li> </ul>	<ul style="list-style-type: none"> <li>• Prior to construction and throughout the project life cycle as required</li> </ul>
<b>Media</b>	<ul style="list-style-type: none"> <li>• Local newspapers</li> <li>• Metro newspapers</li> <li>• Metropolitan radio</li> <li>• Community radio</li> <li>• National and State TV</li> </ul>	<ul style="list-style-type: none"> <li>• Project status and progress,</li> <li>• Project milestones</li> <li>• Impact on residents and businesses</li> <li>• Industry news</li> </ul>	<ul style="list-style-type: none"> <li>• In accordance with TfNSW media liaison protocols</li> </ul>	<ul style="list-style-type: none"> <li>• Concurrent with major milestones</li> </ul>

#### **4.5. Systems and records**

All interactions with stakeholders will be recorded in the Sydney Metro Communication Management System - Consultation Manager database, including engagement activities, the stakeholder's identified issues and mitigation measures. The stakeholder listing and database will be maintained by the Place Manager and continually reviewed and updated throughout the delivery of the contract packages. Once the contracts are awarded, site-specific sub-plans and the BMP will provide more detail of the stakeholders identified for each construction site.

### **5. Communication**

#### **5.1. Communication tools**

Multiple communication tools as outlined in Table 6 will be used to ensure diverse stakeholder groups have various avenues to provide feedback and seek access to information. It will give those most affected a number of ways to contact the Project team. Unless otherwise specified, the responsibility for these tools will fall under Sydney Metro with the construction contractor providing input where required.

All community notifications and newsletters will be issued in pdf web accessible format that complies with the Level AA accessibility requirements in the Web Content Accessibility Guidelines (WCAG 2.0)

**Table 6: Communication tools**

Communication tool	Stakeholder or community group	Purpose	Frequency
<b>Online tools</b>			
24-hour Community information line (1800 171 386)	<ul style="list-style-type: none"> <li>All stakeholder groups and members of the community</li> </ul>	<ul style="list-style-type: none"> <li>The 1800 number allows access to project team during construction hours and is available 24 hours/ day, seven (7) days a week during construction. The number is to be publicised on all communication materials prior to and during construction, and prior to operation</li> </ul>	<ul style="list-style-type: none"> <li>Available 24 hours/day, 7 days/week during construction</li> </ul>
Community email address (SouthwestMetro@transport.nsw.gov.au and sydneymetro@transport.nsw.gov.au)	<ul style="list-style-type: none"> <li>All stakeholder groups and members of the community</li> </ul>	<ul style="list-style-type: none"> <li>Allows communication with the Project team. E-mail address to be publicised on all communication materials. The Southwest Metro e-mail provides a more targeted platform for feedback or enquiries on the Project</li> </ul>	<ul style="list-style-type: none"> <li>During business hours</li> </ul>
Sydney Metro website <a href="http://www.sydneymetro.info">www.sydneymetro.info</a>	<ul style="list-style-type: none"> <li>All stakeholder groups and members of the community</li> </ul>	<ul style="list-style-type: none"> <li>Information about the construction activities will be placed on the website including description of the works, notifications, press releases, community newsletters, graphics, planning approval documentation and reports, and contact information. The Sydney Metro website has satisfied all Level AA success criteria of the Web Content Accessibility Guidelines (WCAG) 2.0 specification</li> </ul>	<ul style="list-style-type: none"> <li>Established. Ongoing and available for 12 months after completion of Sydney Metro</li> </ul>
Contractor webpage (responsibility of contractor)	<ul style="list-style-type: none"> <li>All stakeholder groups and members of the community</li> </ul>	<ul style="list-style-type: none"> <li>Each contractor will establish and maintain a project webpage to upload and maintain information required to be published to comply with the relevant projects Conditions of Approval, including copies of community, environmental, sustainability, transport, traffic and noise and vibration reports and plans.</li> </ul>	<ul style="list-style-type: none"> <li>To be established prior to commencement of construction, and made available during construction and for 12 months after completion of the awarded project</li> </ul>
Sydney Metro social media (Facebook) <a href="https://www.facebook.com/SydneyMetro">Facebook.com/SydneyMetro</a>	<ul style="list-style-type: none"> <li>All stakeholder groups and members of the community</li> </ul>	<ul style="list-style-type: none"> <li>An informal way to engage with the community and a platform to communicate key updates and project milestones</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
Community email updates and notifications	<ul style="list-style-type: none"> <li>Stakeholders and members of the community who are subscribed to the e-mail distribution list</li> </ul>	<ul style="list-style-type: none"> <li>Monthly email updates informing about current site construction activities, progress, schedules and any key milestones.</li> </ul>	<ul style="list-style-type: none"> <li>Monthly from start of works</li> </ul>
Media releases	<ul style="list-style-type: none"> <li>All stakeholder groups and members of the community</li> </ul>	<ul style="list-style-type: none"> <li>Update the community on major project milestones</li> </ul>	<ul style="list-style-type: none"> <li>To mark major project milestones</li> </ul>

Communication tool	Stakeholder or community group	Purpose	Frequency
<b>Physical and printed tools</b>			
Community post box  Sydney Metro City & Southwest PO Box K659, Haymarket NSW 1240	<ul style="list-style-type: none"> <li>All stakeholder groups and members of the community</li> </ul>	<ul style="list-style-type: none"> <li>Central postal address allows stakeholders and the community to have access to the Project teams for enquiries, feedback or complaints. It provides an alternate avenue of communication for community members who do not have access to e-mail or prefer a more traditional method of engagement</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
Community notification letter – at least 7 days’ notice before commencement of work	<ul style="list-style-type: none"> <li>Local residents and businesses. Each notification would be to a defined distribution radius based on type of activity and predicted noise impacts</li> </ul>	<ul style="list-style-type: none"> <li>Advise community and stakeholders of construction activities no later than 7 days and include:               <ul style="list-style-type: none"> <li>scope of work</li> <li>location of work</li> <li>hours of work</li> <li>duration of activity</li> <li>type of equipment used</li> <li>likely impacts including noise, vibration, traffic, access and dust</li> <li>the Sydney Metro 24 hour telephone number, postal address and email address</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Throughout construction</li> </ul>
Fact sheets	<ul style="list-style-type: none"> <li>All stakeholder groups and members of the community</li> </ul>	<ul style="list-style-type: none"> <li>Used to explain key aspects of the construction activities and mitigation measures</li> </ul>	<ul style="list-style-type: none"> <li>In conjunction with timing of key activities, e.g. with letters of offer for property condition surveys</li> </ul>
Site signage	<ul style="list-style-type: none"> <li>Members of the community</li> </ul>	<ul style="list-style-type: none"> <li>Advise community and stakeholders of construction activities no later than seven (7) days prior to works or changes, including any changes to footpaths, pedestrian access, cycle ways or bus stops</li> </ul>	<ul style="list-style-type: none"> <li>Upon site establishment and as required during construction</li> </ul>
Advertisements in local newspapers	<ul style="list-style-type: none"> <li>Members of the community</li> </ul>	<ul style="list-style-type: none"> <li>Advertise in newspapers prior to start of construction activities, announce project milestones before commencement of operation and to announce major traffic changes or community events</li> </ul>	<ul style="list-style-type: none"> <li>As required</li> </ul>
Site hoarding (responsibility of contractor)	<ul style="list-style-type: none"> <li>Members of the community and commuters</li> </ul>	<ul style="list-style-type: none"> <li>Signage used to identify the site and provide Sydney Metro contact information for the community.</li> <li>Hoarding in line with Sydney Metro branding requirements</li> </ul>	<ul style="list-style-type: none"> <li>Prior to start of works</li> </ul>

Communication tool	Stakeholder or community group	Purpose	Frequency
<b>Face-to-face</b>			
One-on-one meetings	<ul style="list-style-type: none"> <li>Adjoining or directly affected property owners, residents, strata managers and businesses</li> </ul>	<ul style="list-style-type: none"> <li>Discuss timing and activities of upcoming work including potential impacts and mitigation measures</li> </ul>	<ul style="list-style-type: none"> <li>As required during construction</li> </ul>
Doorknocks	<ul style="list-style-type: none"> <li>Stakeholders potentially directly affected by construction activities</li> </ul>	<ul style="list-style-type: none"> <li>Discuss potential project impacts and proposed mitigation measures with residents, businesses and other stakeholders. A "Sorry We Missed You" card with contact details will be left at unattended premises and for residents who are not at home.</li> </ul>	<ul style="list-style-type: none"> <li>At least 7 days in advance of works with potential to impact stakeholders</li> </ul>
Council interface meetings	<ul style="list-style-type: none"> <li>Inner West Council</li> <li>City of Canterbury-Bankstown</li> </ul>	<ul style="list-style-type: none"> <li>Discuss project information, upcoming construction work, changes to local traffic conditions, potential impacts to residents and businesses, and respond to issues raised by constituents</li> </ul>	<ul style="list-style-type: none"> <li>Monthly or as required</li> </ul>
Meetings with individuals or groups	<ul style="list-style-type: none"> <li>Local community/business/impacted resident groups/interested stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Discuss project activities including work in progress or upcoming work, including potential issues, as required</li> </ul>	<ul style="list-style-type: none"> <li>As required</li> </ul>
General community information sessions/ events	<ul style="list-style-type: none"> <li>Local community and interested stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Provide Project update, and an opportunity to provide feedback</li> </ul>	<ul style="list-style-type: none"> <li>Prior to construction</li> </ul>
Localised community forums	<ul style="list-style-type: none"> <li>Impacted community and business stakeholders within 500-metre radius of each construction site</li> </ul>	<ul style="list-style-type: none"> <li>Localised community forums that focus on key environmental management issues relating to contractor activities and mitigation measures</li> </ul>	<ul style="list-style-type: none"> <li>As required during construction</li> </ul>
Local Member and Minister briefings	<ul style="list-style-type: none"> <li>Federal and State MPs and local Councillors</li> </ul>	<ul style="list-style-type: none"> <li>Updates on major project milestones will be provided as required to keep all elected officials informed and to respond to issues raised by constituents</li> </ul>	<ul style="list-style-type: none"> <li>As required</li> </ul>
School presentation and events	<ul style="list-style-type: none"> <li>Primary and secondary school students</li> </ul>	<ul style="list-style-type: none"> <li>Engagement and educational program for students</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>
<b>Project management requirements</b>			

Communication tool	Stakeholder or community group	Purpose	Frequency
<p>Communications Management Control Group (CMCG)</p>	<ul style="list-style-type: none"> <li>• Relevant stakeholders including the construction contractor(s), Sydney Trains, NSW Trains, Sydney Coordination Office and local Councils</li> </ul>	<ul style="list-style-type: none"> <li>• The role of the Communications Management Control Group is to:               <ul style="list-style-type: none"> <li>○ Provide an update on current and upcoming milestones, construction program and stakeholder and community issues.</li> <li>○ Provide a forum to exchange information and coordinate communication and consultation activities between contractors to ensure a consistent approach to stakeholders, the community and others is delivered.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• As required – location specific based on multiple contractor/project interface</li> </ul>

## 5.2. Communication implementation plan

The implementation plan in Appendix E provides a framework program of communication activity tied to the current high level program of works. It is designed to be flexible and will be reviewed to anticipate upcoming activities and any emerging community and stakeholder issues. These will be used as the basis for ongoing forecasts and coordination meetings.

## 5.3. Approvals and communication timeframes

Public communications and promotional materials will be prepared in line with the Sydney Metro Brand Guidelines.

Any communication materials prepared by the contract partner will be sent to Sydney Metro for approval before being published or issued in time to meet notification requirements contained in the Conditions of Approval. Table 7 provides a guideline of timeframes for notification for the Project.

**Table 7: Communication timeframes**

Communication activity	Notification requirements before work starts
<b>Project contact details</b> (1800 number, email and mailing address) published in local newspapers, on site hoardings and website	<ul style="list-style-type: none"> <li>• Before construction</li> </ul>
<b>Letterbox notifications</b> to potentially affected stakeholders and community about: <ul style="list-style-type: none"> <li>• Investigations (surveys, drilling, pot- holing)</li> <li>• Vegetation clearing</li> <li>• Site establishment works including installing environmental controls</li> <li>• Start of construction Significant milestones Changes to scope of work Night works</li> <li>• Changes to traffic conditions</li> <li>• Modifications to pedestrian routes, cycleways and bus stops</li> <li>• Out-of-hours work</li> <li>• Disruption of residential or business access</li> <li>• Changing or disrupting utility services</li> </ul>	<ul style="list-style-type: none"> <li>• Delivered at least 7 days before activity</li> <li>• Final version for upload on Sydney Metro website on the day notification is distributed</li> </ul>
<b>Traffic signage</b> advising: <ul style="list-style-type: none"> <li>• Changes to pedestrian routes and cycleways</li> <li>• Changing traffic conditions</li> <li>• Disrupted access to bus stops/ kiss and ride/ taxi rank</li> </ul>	<ul style="list-style-type: none"> <li>• Erected at least 7 days before change</li> </ul>
<b>Traffic alert email</b> advising of changes to traffic and access arrangements to transport and traffic stakeholders including: <ul style="list-style-type: none"> <li>• Relevant authorities</li> <li>• Transport operators (bus, coach and point to point)</li> </ul>	<ul style="list-style-type: none"> <li>• Issued at least 7 days before change</li> </ul>
<b>Community email progress updates</b>	<ul style="list-style-type: none"> <li>• Monthly (each site)</li> </ul>
<b>Notifications and materials</b> for community information sessions	<ul style="list-style-type: none"> <li>• Before construction and as required</li> </ul>
<b>Condition surveys</b> for eligible property owners	<ul style="list-style-type: none"> <li>• Reports provided to property owners no later than one month before construction commences</li> </ul>

Communication activity	Notification requirements before work starts
<b>Utility service works</b> – Notification to utility service authorities	<ul style="list-style-type: none"> <li>Issued at least 7 days before starting works</li> </ul>
<b>Emergency works</b> – Doorknocks with written notice	<ul style="list-style-type: none"> <li>Within 2 hours of starting emergency works</li> </ul>

## 5.4. Contractor reporting

A daily written report of complaints will be provided to Sydney Metro and to the EPA by 2pm on each business day. The report covers the period from 12.00 pm to 12.00 pm each day. Complaints received from 12.00 pm on Friday to 12.00 pm on Monday will be included in the Monday report. The report includes the complaints received, response times and details of any actions undertaken or proposed, or investigations occurring.

## 5.5. Collaboration with concurrent projects

Interface with other Sydney Metro contractors to coordinate stakeholder and community relations issues will be primarily via the relevant Communications Management Coordination Groups (CMCG) chaired by Sydney Metro.

CMCG meetings will be location based, focused on areas where there are multiple contractors or projects interfacing in the same area (e.g. Sydney Metro Line-Wide Works may interface with Southwest Metro Early Work contractor and/or the station upgrades contractor along the Sydenham to Bankstown rail corridor).

The role of any CMCG is to:

- provide an update on current and upcoming milestones, construction program and stakeholder and community issues.
- provide a forum to exchange information and coordinate communication and consultation activities to ensure a consistent approach to stakeholders, the community and others is delivered.

Sydney Metro will invite community liaison representatives of other major concurrent infrastructure projects (non-Sydney Metro) where cumulative impacts are likely. Where such instances occur, the Place Manager will be responsible for maintaining contacts with these stakeholders. Where the works are the subject of a Third Party Agreement, the Interface Manager will coordinate regular interface meetings.

## 5.6. Collaboration on special events

Where special events such as festivals or concerts interact with project works, these events will be factored into the delivery program. Sydney Metro will work with event organisers, construction contractors, Sydney Coordination Office, Councils and other stakeholders in planning and coordinating our works.

## 6. Enquiries and Complaints

### 6.1. Management approach

Each stakeholder contact is an opportunity to build understanding about Sydney Metro. Enquires and complaints provide important feedback to improve project processes, mitigation measures and to avoid or minimise further concerns.

Sydney Metro expects that contractors will take all reasonable measures to prevent the reoccurrence of stakeholder and community complaints.

The strategic approach to managing enquiries and complaints consists of:

- Courtesy
- accessibility
- responsiveness
- delegation of authority to resolve the issue
- access to accurate information.

All employees and subcontractors are required to respond to stakeholders with courtesy and professionalism and refer members of the public to the 1800 community information line. This shall be reinforced during site inductions. Specific toolbox talks will further consolidate the approach.

### 6.2. Procedures of response

The procedure to manage enquiries and complaints is contained in the Sydney Metro Overarching Community Communications Strategy and the Sydney Metro Construction Complaints Management System (SM-17-00088079 Revision 6.5).

Table 8 summarises the service standards for response to enquiries and complaints:

**Table 8: Enquiry and Complaint categories and service standards**

Communication activity	Service standards
<b>General enquiries received by phone or in person</b>	<ul style="list-style-type: none"> <li>• At least an oral response within 2 hours unless the enquirer agrees otherwise</li> </ul>
<b>Written enquiries (letters and emails)</b>	<ul style="list-style-type: none"> <li>• Provide an initial response within 48 hours of receipt of the letter/ email</li> </ul>
<b>Details of each enquiry recorded in the Consultation Manager Database</b>	<ul style="list-style-type: none"> <li>• Within 48 hours of receipt</li> </ul>
<b>Complaints – received by telephone or face to face</b>	<ul style="list-style-type: none"> <li>• Initiate investigation upon receipt of complaint</li> <li>• Oral update on the actions being taken to investigate and resolve the complaint provided within 2 hours of the initial contact unless the complainant agrees otherwise</li> <li>• Keep the complainant informed of the process until the complaint is resolved</li> </ul>

Communication activity	Service standards
<b>Written complaints (letters and emails)</b>	<ul style="list-style-type: none"> <li>Provide a written response within 24 hours or orally within 2 hours if a telephone number is available on Consultation Manager or as otherwise agreed with the complainant</li> <li>Keep the complainant informed of the process until the complaint is resolved</li> </ul>
<b>Details of each complaint recorded in the Consultation Manager Database</b>	<ul style="list-style-type: none"> <li>Within 24 hours of receipt</li> </ul>

### 6.3. Complaints process

Any communication received from a stakeholder that expresses dissatisfaction will be classified as a complaint. This is a purposely broad definition to assist with a prompt resolution and prevention of the matter escalating unnecessarily.

A 24-hour community information and complaints line 1800 171 386 and an email address [SouthwestMetro@transport.nsw.gov.au](mailto:SouthwestMetro@transport.nsw.gov.au) have been established by Sydney Metro. All Project communication materials and signage will contain these contact details.

Complaints may also be received via other means including in writing through the post, in person or through referral from third parties such as Inner West Council or City of Canterbury Bankstown.

All complaints will be responded to 24 hours a day, seven days a week. Complaints received via the 1800 community information line will be answered by a Sydney Metro call centre that will record contact details and basic information about the nature and location of the complaint. The complainant will be advised that an on-call officer will contact them shortly to address the issue which ensures the caller is not placed on hold or referred to a recorded message. The Place Manager will manage the ongoing communication with the complainant until they are satisfied with the action taken.

The complaint will be escalated to the Senior Communications Manager if the complainant remains unsatisfied. Any further escalation will be in line with the Sydney Metro Overarching Community Communications Strategy and may include the Community Complaints Mediator or the Independent Property Impact Assessment Panel. The contractor shall comply with all directions from Sydney Metro, which may include recommendations from the Community Complaints Mediator, in resolving any escalated complaints.

Sydney Metro will make use of translator services if a stakeholder or community member is unable to communicate their concerns in English. All documents on the Project website are accessible, including this Community Communication Strategy.

Complaint handling responsibilities are listed in Table 9.

**Table 9: Enquiry and complaint responsibilities**

Enquiry and complaint type	Responsibility
<b>Enquiries and complaints about construction activities during business hours</b>	Place Manager
<b>Enquiries and complaints about construction activities after hours</b>	Place Manager
<b>Complaint about works that are not Southwest Metro related</b>	Sydney Metro to refer to relevant contractor
<b>Complaints unrelated to Sydney Metro</b>	Sydney Metro to refer to relevant organisation

Enquiry and complaint type	Responsibility
<b>Complaints not resolved by Place Manager</b>	Escalated to Sydney Metro Senior Communications Manager who may then refer the complaint to the Community Complaints Mediator or the Independent Property Impact Assessment Panel if required

## 6.4. Community Complaints Mediator

An independent Community Complaints Mediator (CCM) has been engaged by Sydney Metro and approved by the Planning Secretary. The CCM's role is to facilitate communication between parties in conflict with the view to guiding/assisting these parties to reach a voluntary mutually agreeable outcome to the dispute. It is acknowledged that the role of the community complaints mediator is to mediate and not arbitrate. The mediator can actively encourage and facilitate discussion to move toward an outcome, however cannot order or decide an outcome for the parties. Sydney Metro will be the first point of contact with the CCM. See also Section 7.

## 6.5. Complaints reporting

The following information will be recorded in Consultation Manager with regards to complaints:

- complainant name, contact details and address
- nature of complaint
- time and date of complaint and time and date response was provided
- details of response provided and action taken or committed to.

Ability to prevent avoidable complaints and resolve complaints in a timely and proactive manner will be evidenced through the information recorded in Consultation Manager.

Information recorded in Consultation Manager will be used to generate content for monthly reports on community and stakeholder contact, complaints, enquiries and issues management.

## 7. Protocols

### 7.1. Contractor community protocols

All contractor site team members and their subcontractors will be made aware of community interaction expectations and local community concerns through site inductions before working on site. Weekly toolbox inductions will also be carried out to revisit parts of the formal induction and to refresh staff and subcontractors understanding of the project's community requirements, and as required for new issues. Codes of conduct for standards of behaviour for heavy vehicle drivers and security officers will also be included in contracts to comply with community relations requirements.

From a community perspective, all personnel are expected to understand the importance of being a 'good neighbour' on site and respecting the community. This includes:

- minimising disruption to adjacent residents, property owners, and transport users
- understanding the project's commitment to keeping the community informed in a timely, clear and concise manner
- working to the approved project hours – including approved night and weekend work
- expectations of behaviour including watching their language (no shouting/profanities)
- site management – keeping areas clean and tidy in and around the site
- understanding the enquiries, complaints and media enquiry process
- always carrying the project information card to promptly refer members of the public to the community information line.

### 7.2. Media protocol

Sydney Metro will manage all media relations regarding the Sydney Metro City & Southwest Project. Contractors will support Sydney Metro with relevant information when required.

Any media enquiries or requests to visit work sites received by the contractor shall be directed to Sydney Metro. Contractors will be briefed on the media protocols prior to the start of any works which includes protocol when dealing with media enquiries, unexpected visits as well as processes for when media are invited on site tours by Sydney Metro.

### 7.3. Incident and crisis communication

Contractors will be required to develop a crisis communication procedure for the unlikely event that a crisis or incident associated with the construction activities that may have an impact on the community, environment, employees, subcontractors or any other stakeholders that may attract the attention of the media or government representatives.

Any such event would be managed in accordance with Sydney Metro's Project Work Health and Safety Management Plan which is aligned with Sydney Metro Incident Reporting requirements.



City & Southwest

**Appendix A Project Conditions of Approval**

Conditions of Approval		
Community Information, Consultation and Involvement		
Condition	Detail	Document reference
B1	A <b>Community Communication Strategy</b> 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.	This Strategy
B2	The <b>Community Communication Strategy</b> must: (a) identify people and organisations to be consulted during the design and Work stages;	Section 4.4
	(b) identify community demographics and approaches to address the needs of LOTE and CALD and vulnerable communities;	Section 3.3.4
	(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;	Sections 3.3.4 and 5.1
	(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;	Section 5.1
	(e) establish place managers for each construction site to engage with the local community; and	Section 4.2
	(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.	Sections 4.4, 5.1, 6.2 and 6.3
B3	The <b>Community Communication Strategy</b> must be submitted to the Planning Secretary for approval no later than one (1) month before commencement of any Work.	This Strategy
B4	Work for the purposes of the CSSI must not commence until the <b>Community Communication Strategy</b> has been approved by the Planning Secretary.	This Strategy
Complaints Management System		
B5	A <b>Complaints Management System</b> 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.	Section 6
B6	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: (a) a 24- hour telephone number for the registration of complaints and enquiries about the CSSI;	Sections 5.1 and 6.3
	(b) a postal address to which written complaints and enquires may be sent;	Sections 5.1 and 6.3
	(c) an email address to which electronic complaints and enquiries may be transmitted; and	Sections 5.1 and 6.3
	(d) a mediation system for complaints unable to be resolved.	Section 6.3

B7	The telephone number, postal address, website URL and email address required under <b>Condition B6</b> 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 <b>Condition B14</b> of this approval.	Section 5.1
B8	A <b>Complaints Register</b> must be maintained recording information on all complaints received about the CSSI during the carrying out of Work and for a minimum of 12 months following the completion of Construction. The <b>Complaints Register</b> must record the: (a) number of complaints received; (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.	Sydney Metro Overarching Community Communication Strategy and Sydney Metro Construction Complaints Management System
B9	The <b>Complaints Register</b> must be provided to the Planning Secretary upon request, within the timeframe stated in the request.	Sydney Metro Construction Complaints Management System
B10	A <b>Community Complaints Mediator</b> 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 <b>Community Complaints Mediator</b> must be submitted to the Planning Secretary for approval within one (1) month of the date of this approval.	Section 6.4, referred to as Community Complaints Mediator
B11	The role of the <b>Community Complaints Mediator</b> 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 in and executed through the <b>Complaints Management System</b> identified in <b>Condition B5</b> may ask the <b>Community Complaints Mediator</b> to review the Proponent's response. The application must be submitted in writing and the <b>Community Complaints Mediator</b> must respond within 28 days of the request being made or other specified timeframe agreed between <b>the Community Complaints Mediator</b> and the member of the public.	Sections 6.3 and 6.4, referred to as Community Complaints Mediator
B12	The <b>Community Complaints Mediator</b> will: (a) review disputes between the project and members of the public if the procedures and mechanisms under <b>Condition B5</b> or <b>Condition B2(f)(iii)</b> 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.	Sydney Metro Overarching Community Communication Strategy and Sydney Metro Construction Complaints Management System. Referred to as Community Complaints Mediator
B13	The <b>Community Complaints Mediator</b> will not act before the <b>Complaints Management System</b> required by <b>Condition B5</b> , 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 and resolution processes are available, or matters which are not within the scope of the CSSI.	Sydney Metro Overarching Community Communication Strategy and Sydney Metro Construction Complaints Management System. Referred to as Community Complaints Mediator

Provision of Electronic Information

<p><b>B14</b></p>	<p>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 on the website before the relevant Work commencing and maintained on the website including:</p> <p>(a) information on the current implementation status of the CSSI;</p> <p>(b) the telephone number, postal address and email address required under <b>Condition B6</b>;</p> <p>(c) a copy of the documents listed in <b>Conditions A1 and A2</b> of this approval;</p> <p>(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;</p> <p>(e) a copy of EPL required and obtained in relation to the CSSI;</p> <p>(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</p> <p>(g) a copy of the compliance reports required under <b>Conditions A29 and A32</b> of this approval.</p> <p><i>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.</i></p>	<p>Section 5.1</p>
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## Appendix B Scope of station upgrades

Station	Feature	Description
<b>General</b>	Station rooms and buildings	<ul style="list-style-type: none"> <li>Repurpose, modification, upgrading and conversion of existing Bankstown Line Station rooms and buildings</li> <li>Replacement of hearing loops for hearing impaired passengers, installation of defibrillators and new Help Points</li> <li>Installation of Sydney Metro systems including CCTV and signalling and communication systems</li> <li>Upgrades to station lighting</li> </ul>
	Platforms	<ul style="list-style-type: none"> <li>Relevelling platforms and finishing platform edges</li> <li>New platform screen doors and gap fillers</li> <li>Installation of emergency and maintenance ramps at the ends of station platforms</li> <li>New platform drainage, seating and bins</li> <li>New platform garden plantings</li> </ul>
	Demolition	<ul style="list-style-type: none"> <li>Removal and replacement of fencing</li> <li>Demolition and removal of redundant infrastructure, platform structures, building and services required to enable construction of the Metro Station Works.</li> </ul>
	Lifts	<ul style="list-style-type: none"> <li>Modification of lifts at Marrickville, Campsie, Belmore, Lakemba to ensure compatibility with metro systems</li> <li>Install new lifts at Dulwich Hill, Hurlstone Park, Canterbury, Wiley Park and Punchbowl</li> </ul>
	Canopies and shelters	<ul style="list-style-type: none"> <li>Provide canopies to all new bridges, stairs, and lift landings</li> <li>Repair canopies and roof structures</li> </ul>
	Signage and wayfinding	<ul style="list-style-type: none"> <li>Installation of temporary interim wayfinding signage during construction works</li> <li>Installation of permanent Sydney Metro wayfinding signage</li> </ul>
	Ticketing	<ul style="list-style-type: none"> <li>Adjustments to gate lines and ticketing systems</li> </ul>
	Station precincts	<ul style="list-style-type: none"> <li>Upgrades to seating, bins, urban design elements, fixtures and fittings</li> <li>Upgrades to pavements, footpaths, plazas, ramps, verges, stairs and other ground surfaces</li> <li>Installation of bicycle parking facilities</li> <li>Creation of shared zones and paths</li> <li>Bus taxi and kiss and ride facilities</li> <li>Installation of fences, gates, balustrades and protection screens</li> <li>Landscaping</li> </ul>
<b>Marrickville</b>		

Station	Feature	Description
	Station and precinct works	<ul style="list-style-type: none"> <li>Heritage station buildings on platforms 1 and 2 and former booking office on platform 2 to be retained and repurposed</li> <li>Bus stops, kiss and ride, parking and bike parking may be temporarily relocated to accommodate station works and temporary transport plans during rail possessions</li> <li>A new vertical protection (anti-throw) screen installed on Illawarra Road bridge</li> <li>Bollards at the Station Street entrance will be replaced</li> <li>Removal of existing hooped top fence behind platform 2 and landscaping</li> <li>Widening the existing footpath adjacent to the rail corridor from Station Street to Charlotte Avenue for pedestrian and cycling connectivity, including adjusting security fence location</li> </ul>
	Rail corridor works	<ul style="list-style-type: none"> <li>Installation of segregation fencing between the ARTC and Sydney Metro lines.</li> <li>Construction of metro services building</li> </ul>
<b>Dulwich Hill</b>	Station and precinct works Station and precinct works	<ul style="list-style-type: none"> <li>New station entrance from Ewart Lane</li> <li>New landscaped public plaza near intersection of Wardell Road and Ewart Lane, including landscaping and pedestrian path, street furniture, lighting and bicycle parking</li> <li>New concourse between metro station platform and light rail connecting to existing light rail entry, lift and stairs</li> <li>Temporary changes to the station entry while the station entrance is upgraded</li> <li>New covered station concourse bridge from Bedford Crescent to Ewart Lane with connection to the island platform</li> <li>New stairs to Ewart Lane car park</li> <li>New stairs and lifts to the island platform from station concourse bridge, with canopies over the lift landing and stairs</li> <li>New lighting between the Bedford Crescent station entry and Keith Lane</li> <li>Building a new platform building under the new stairs</li> <li>Heritage listed overhead booking office and station building on the platform to be retained and repurposed</li> <li>New taxi bay on Bedford Crescent</li> <li>Changes and upgrades to Ewart Lane commuter car park including removal of some spaces</li> <li>New vertical protection (anti-throw) screens installed on Wardell Road bridge</li> <li>New shared cycling and walking path linking Wardell Road to Ewart Lane</li> <li>Installation of new bike parking adjacent to Bedford Crescent</li> </ul>
	Rail corridor	<ul style="list-style-type: none"> <li>Installation of new fencing</li> <li>Construction of metro services building</li> </ul>

Station	Feature	Description
<b>Hurlstone Park</b>	Station and precinct works	<ul style="list-style-type: none"> <li>• New lifts and new stairs to platforms 1 and 2</li> <li>• Extension of the existing concourse</li> <li>• Refurbish and reuse existing overhead booking office</li> <li>• New kiss and ride, taxi bay and accessible parking</li> <li>• New bike parking</li> <li>• New vertical protection (anti-throw) screens to Duntroon Street overbridge</li> <li>• Replace fencing on the corner of Duntroon Street and Crinan Street</li> <li>• Bus stops, kiss and ride, parking and bike parking may be temporarily relocated to accommodate station works and temporary transport plans</li> </ul>
	Rail corridor	<ul style="list-style-type: none"> <li>• Landscaping on the western edge of platform 2</li> <li>• Construction of metro services building</li> </ul>
<b>Canterbury Station</b>	Station and precinct works	<ul style="list-style-type: none"> <li>• Heritage listed overhead booking office and heritage buildings on platforms 1 and 2 to be repurposed</li> <li>• Two new lifts – one to platform 1 and one to platform 2</li> <li>• New stairs to platform 1 and new canopy</li> <li>• Renewed entry from Canterbury Road</li> <li>• Safe guarding a future station entry from Charles Street (no construction related to this)</li> <li>• New kiss and ride facility, taxi bay, and restoration of bus shelters on Broughton Street</li> <li>• New accessible parking</li> <li>• More bike parking</li> <li>• New vertical protection (anti-throw) screens to Canterbury Road bridge</li> <li>• Provide new planting and landscaping</li> <li>• New paving to footpath near the station on Canterbury Road and Broughton Street</li> <li>• Bus stops, kiss and ride, parking and bike parking may be temporarily relocated to accommodate station works and temporary transport plans</li> </ul>
	Rail corridor	<ul style="list-style-type: none"> <li>• New fencing to the rail corridor</li> <li>• Landscaping to platform 2, west of existing platform building</li> <li>• Construction of metro services building</li> </ul>

Station	Feature	Description
<b>Campsie Station</b>	Station and precinct works	<ul style="list-style-type: none"> <li>• New public plaza at enhanced station entry on Beamish Street including new canopy</li> <li>• New fencing and seating at Beamish Street footpath edge</li> <li>• Temporary changes to the station entry while the station entrance is upgraded</li> <li>• Heritage listed buildings on platform 1 and 2 to be refurbished and reused</li> <li>• New bike parking on North Parade</li> <li>• New kiss and ride on South Parade</li> <li>• Widening of the existing footpath to Beamish Street, enlarge traffic blister and landscaping on Beamish Street</li> <li>• Bus stops, kiss and ride, parking and bike parking may be temporarily relocated to accommodate station works and temporary transport plans</li> </ul>
	Rail corridor	<ul style="list-style-type: none"> <li>• New rail corridor fencing</li> <li>• Construction of metro services building</li> </ul>
<b>Belmore Station</b>	Station and precinct works	<ul style="list-style-type: none"> <li>• Refurbish and reuse overhead booking office</li> <li>• Enhanced plaza on the corner of Tobruk Avenue and Burwood Road including landscaping, new paving, lighting and bicycle parking</li> <li>• Landscaping and new bicycle parking to the corner of Redman Parade and Burwood Road</li> <li>• New taxi parking and kiss and ride on Tobruk Avenue</li> <li>• New vertical protection (anti-throw) screens to Burwood Road bridge</li> <li>• Bus stops, kiss and ride, parking and bike parking may be temporarily relocated to accommodate station works and temporary transport plans</li> </ul>
	Rail corridor	<ul style="list-style-type: none"> <li>• New rail corridor fencing</li> <li>• Construction of metro services building</li> </ul>
<b>Lakemba Station</b>	Station and precinct works	<ul style="list-style-type: none"> <li>• Platform heritage buildings to be refurbished</li> <li>• New security gates to the station concourse entry</li> <li>• New plaza at station entry on Railway Parade</li> <li>• New kiss and ride on The Boulevarde</li> <li>• New signage to the taxi bay on The Boulevarde</li> <li>• New bike parking on Railway Parade</li> <li>• Landscaping works and seating to the park west of the northern station entry</li> <li>• New vertical protection (anti-throw) screens to the Haldon Street Bridge</li> <li>• New glazed vertical protection (anti-throw) screens to the station concourse bridge</li> <li>• Bus stops, kiss and ride, parking and bike parking may be temporarily relocated to accommodate station works and temporary transport plans during rail possessions</li> </ul>

Station	Feature	Description
	Rail corridor	<ul style="list-style-type: none"> <li>New rail corridor fencing</li> <li>Construction of metro services building</li> </ul>
<b>Wiley Park Station</b>	Station and precinct works	<ul style="list-style-type: none"> <li>Two new lifts to platform 1 and 2 and walkway canopies</li> <li>Refurbish and reuse overhead booking office and platform buildings</li> <li>New station entry plaza on King Georges Road including new paving, planting and bike parking</li> <li>Temporary changes to the station entry while the station entrance is upgraded to a pedestrian plaza</li> <li>New station building on platform 1</li> <li>Installation of additional platform canopies</li> <li>Safe guarding a future station entry from Shadforth Street (no construction related to this)</li> <li>New vertical protection (anti-throw) screens to King Georges Road bridge</li> <li>New kiss and ride facility, taxi spaces and accessible parking on The Boulevarde</li> <li>Removal of retail building from concourse, with reinstatement of retail as part of the upgrades</li> <li>Bus stops, kiss and ride, parking and bike parking may be temporarily relocated to accommodate station works and temporary transport plans</li> </ul>
	Rail corridor	<ul style="list-style-type: none"> <li>New rail corridor fencing</li> <li>Construction of metro services building</li> </ul>
<b>Punchbowl Station</b>	Station and precinct works	<ul style="list-style-type: none"> <li>Three new lifts</li> <li>New canopies over entry stairs</li> <li>Enhanced plaza on station entry at The Boulevarde including new seating and landscaping</li> <li>New bike parking near station entries</li> <li>Path widening and upgraded pedestrian underpass under Punchbowl Road pedestrian underpass</li> <li>Refurbish and reuse existing overhead booking office and upgraded concourse</li> <li>Upgraded plaza on Punchbowl Road station entry with new paving and landscaping</li> <li>New kiss and ride on The Boulevarde</li> <li>A potential new pedestrian crossing on Punchbowl Road (under investigation)</li> <li>Bus stops, kiss and ride, parking and bike parking may be temporarily relocated to accommodate station works and temporary transport plans</li> </ul>
	Rail corridor	<ul style="list-style-type: none"> <li>New rail corridor fencing</li> <li>Construction of metro services building</li> </ul>

Station	Feature	Description
<b>Bankstown Station</b>		Sydney Metro is working with City of Canterbury Bankstown Council on a master plan for the Bankstown Station area. The scope of work outlined below may alter in consultation with Council.
	Station and precinct works	<ul style="list-style-type: none"> <li>• New cross-corridor landscaped public plaza with seating and lighting, connecting Appian Way and Restwell Street</li> <li>• New station entries with gateline</li> <li>• Re-use of heritage platform building</li> <li>• Extension of Sydney Trains platform</li> <li>• Rail corridor security upgrades to West Terrace bridge</li> <li>• New kiss and ride spaces</li> <li>• New bicycle parking hoops and bicycle storage</li> <li>• New accessible car parks</li> </ul>
	Rail corridor	<ul style="list-style-type: none"> <li>• Construction of metro services building</li> <li>• New rail corridor fencing</li> </ul>

## Appendix C Community profiles and languages spoken at home

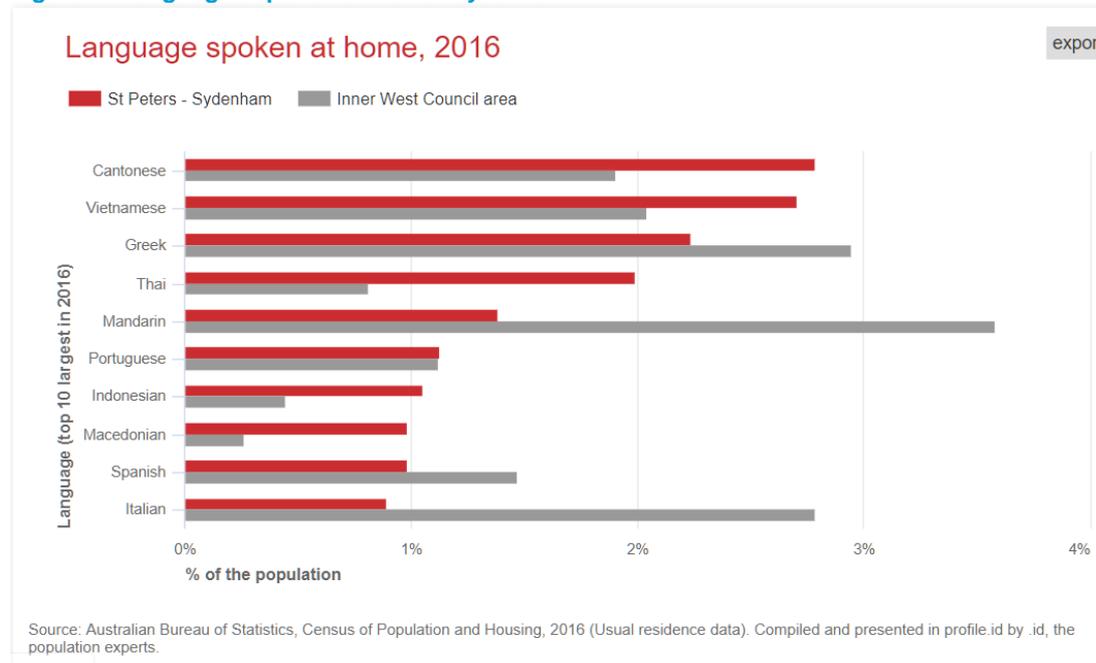
### Sydenham - St Peters

The 2017 Estimated Resident Population for St Peters - Sydenham is 4,603. In St Peters - Sydenham, 26.0% of people spoke a language other than English at home in 2016.

#### Proficiency in English

In St Peters - Sydenham, 239 people who were able to speak another language in 2016.

Figure 4: Languages spoken at home: Sydenham



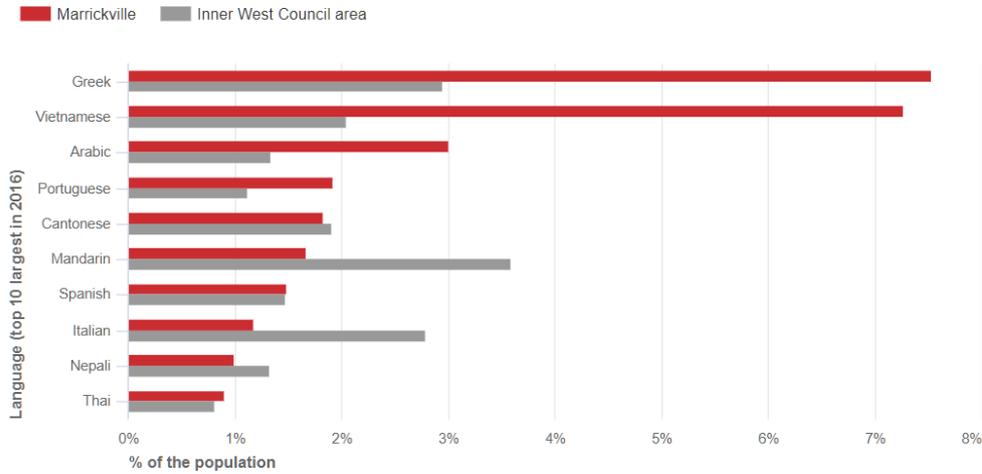
### Marrickville

The 2017 Estimated Resident Population for Marrickville is 28,288. In Marrickville, 37.2% of people spoke a language other than English at home in 2016. The dominant language spoken at home, other than English, in Marrickville was Greek, with 7.5% of the population, or 2,003 people speaking this language at home.

Figure 5: Languages spoken at home: Marrickville

## Language spoken at home, 2016

export



Source: Australian Bureau of Statistics, Census of Population and Housing, 2016 (Usual residence data). Compiled and presented in profile.id by .id, the population experts.

### Proficiency in English

In Marrickville, 2,641 people who were able to speak another language in 2016, reported difficulty speaking English.

## Dulwich Hill

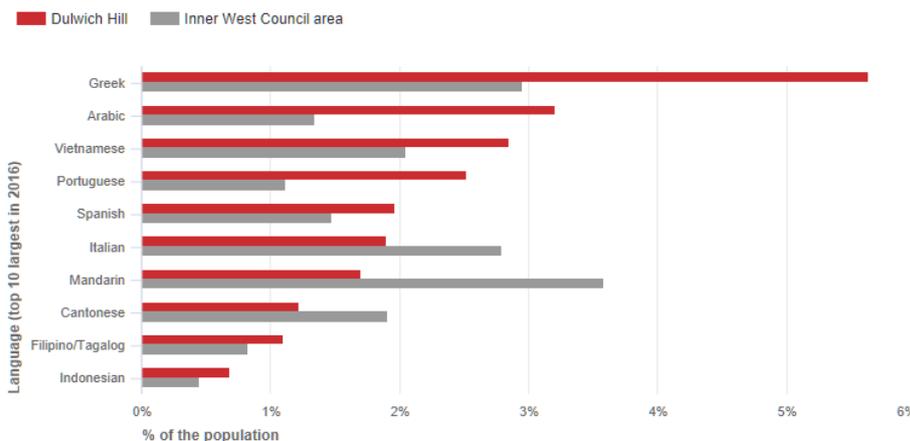
The 2017 Estimated Resident Population for Dulwich Hill is 14,542.

In Dulwich Hill, 32.1% of people spoke a language other than English at home in 2016.

Figure 6: Languages spoken at home: Dulwich Hill

## Language spoken at home, 2016

export



Source: Australian Bureau of Statistics, Census of Population and Housing, 2016 (Usual residence data). Compiled and presented in profile.id by .id, the population experts.

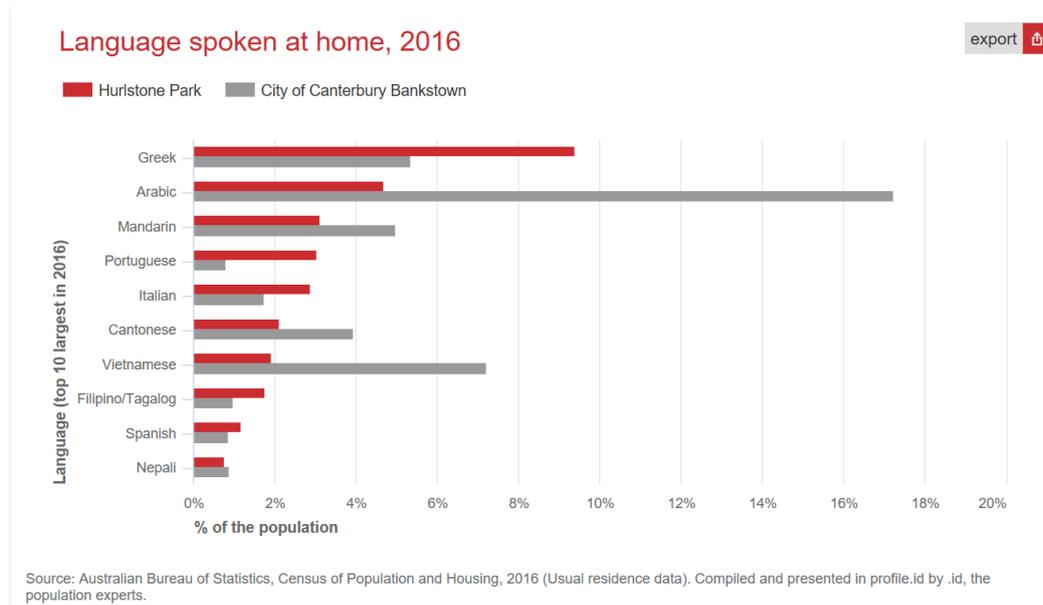
### Proficiency in English

In Dulwich Hill, 866 people who were able to speak another language in 2016, reported difficulty speaking English.

## Hurlstone Park

ABS Estimated Resident Population of Hurlstone Park was 204,588 in 2017. In Hurlstone Park, 39.4% of people spoke a language other than English at home in 2016. The dominant language spoken at home, other than English, in Hurlstone Park was Greek, with 9.4% of the population, or 400 people speaking this language at home.

Figure 7: Languages spoken at home: Hurlstone Park



### Proficiency in English

In Hurlstone Park, 328 people who were able to speak another language in 2016, reported difficulty speaking English.

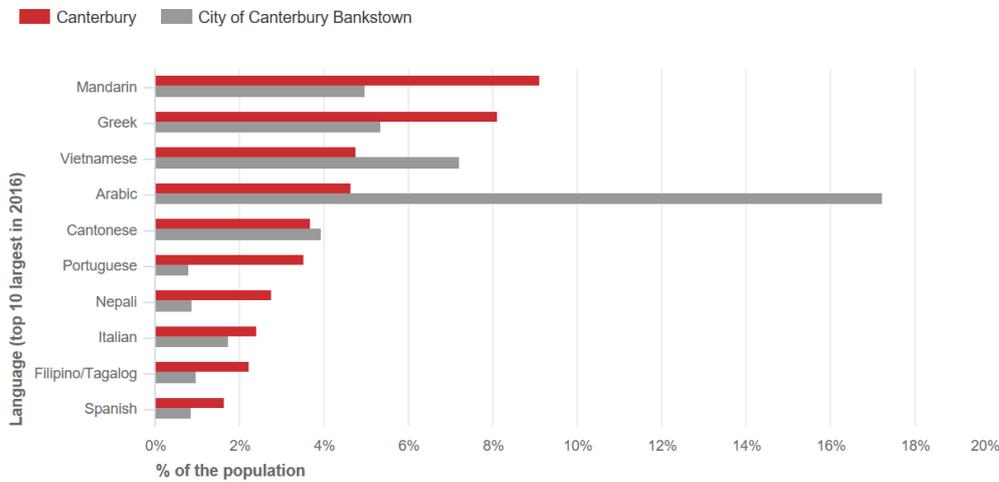
## Canterbury

In Canterbury the ABS Estimated Resident Population is 7,984 in 2017. 57.8% of people spoke a language other than English at home in 2016. The dominant language spoken at home, other than English, in Canterbury was Mandarin, with 9.1% of the population, or 660 people speaking this language at home.

Figure 8: Languages spoken at home: Canterbury

## Language spoken at home, 2016

export



Source: Australian Bureau of Statistics, Census of Population and Housing, 2016 (Usual residence data). Compiled and presented in profile.id by .id, the population experts.

### Proficiency in English

In Canterbury, 883 people who were able to speak another language in 2016, reported difficulty speaking English.

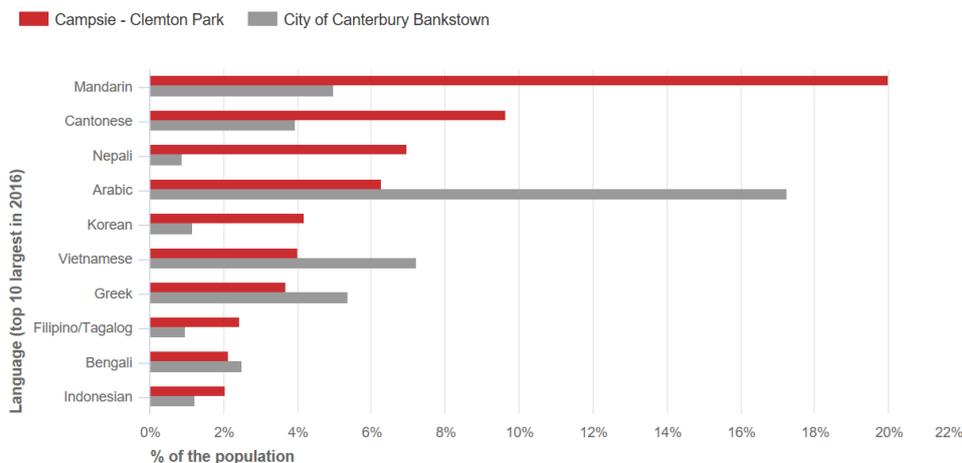
## Campsie

The ABS Estimated Resident Population in Campsie - Clemton Park was 28,013 in 2017. 75.3% of people spoke a language other than English at home in 2016.

Figure 9: Languages spoken at home: Campsie

## Language spoken at home, 2016

export



Source: Australian Bureau of Statistics, Census of Population and Housing, 2016 (Usual residence data). Compiled and presented in profile.id by .id, the population experts.

The dominant language spoken at home, other than English, in Campsie - Clemton Park was Mandarin, with 20.0% of the population, or 5,223 people speaking this language at home.

### Proficiency in English

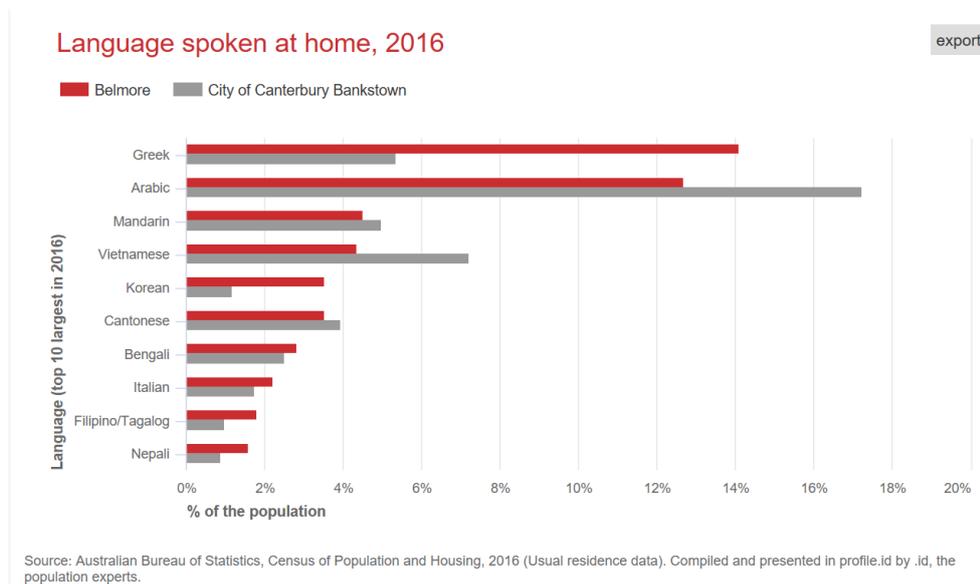
In Campsie - Clemton Park, 5,927 people who were able to speak another language in 2016, reported difficulty speaking English.

### Belmore

ABS Estimated Resident Population 2017 is 13,464

In Belmore, 66.4% of people spoke a language other than English at home in 2016. The dominant language spoken at home, other than English, in Belmore was Greek, with 14.1% of the population, or 1,793 people speaking this language at home.

Figure 10: Languages spoken at home: Belmore



### Proficiency in English

In Belmore, 1,916 people who were able to speak another language in 2016, reported difficulty speaking English.

### Lakemba

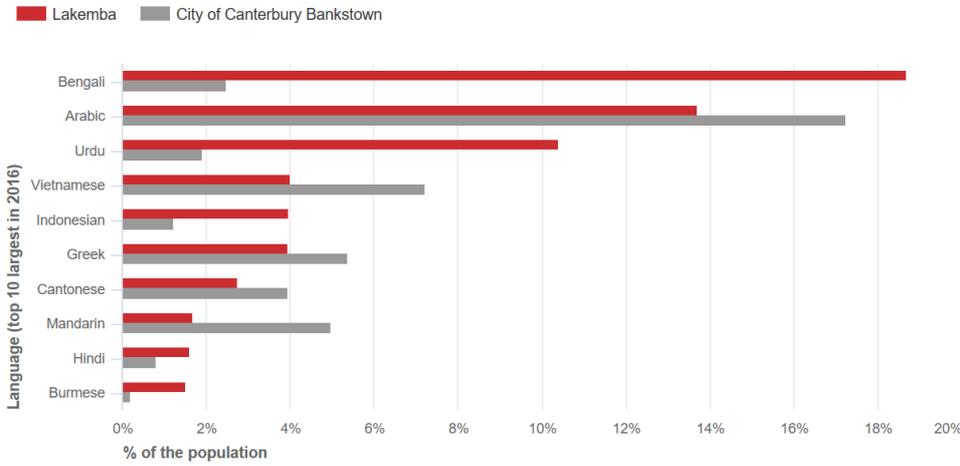
The ABS Estimated Resident Population in Lakemba was 18,134 in 2017.

78.3% of people spoke a language other than English at home in 2016. The dominant language spoken at home, other than English, in Lakemba was Bengali, with 18.7% of the population, or 3,176 people speaking this language at home.

Figure 11: Languages spoken at home: Lakemba

## Language spoken at home, 2016

export



Source: Australian Bureau of Statistics, Census of Population and Housing, 2016 (Usual residence data). Compiled and presented in profile.id by .id, the population experts.

## Proficiency in English

In Lakemba, 2,970 people who were able to speak another language in 2016, reported difficulty speaking English.

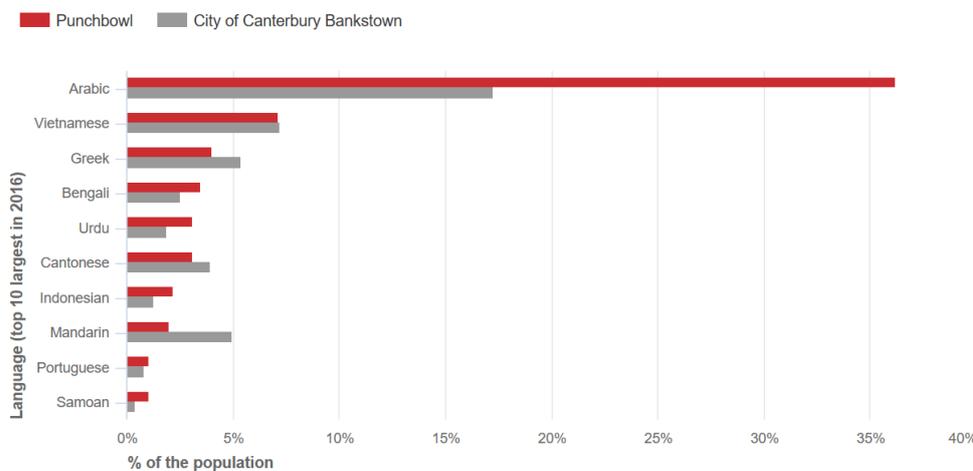
## Punchbowl

The ABS Estimated Resident Population in Punchbowl was 21,562 in 2017. 72.8% of people spoke a language other than English at home in 2016. The dominant language spoken at home, other than English, in Punchbowl was Arabic, with 36.2% of the population, or 7,319 people speaking this language at home.

Figure 12: Languages spoken at home: Punchbowl

## Language spoken at home, 2016

export



Source: Australian Bureau of Statistics, Census of Population and Housing, 2016 (Usual residence data). Compiled and presented in profile.id by .id, the population experts.

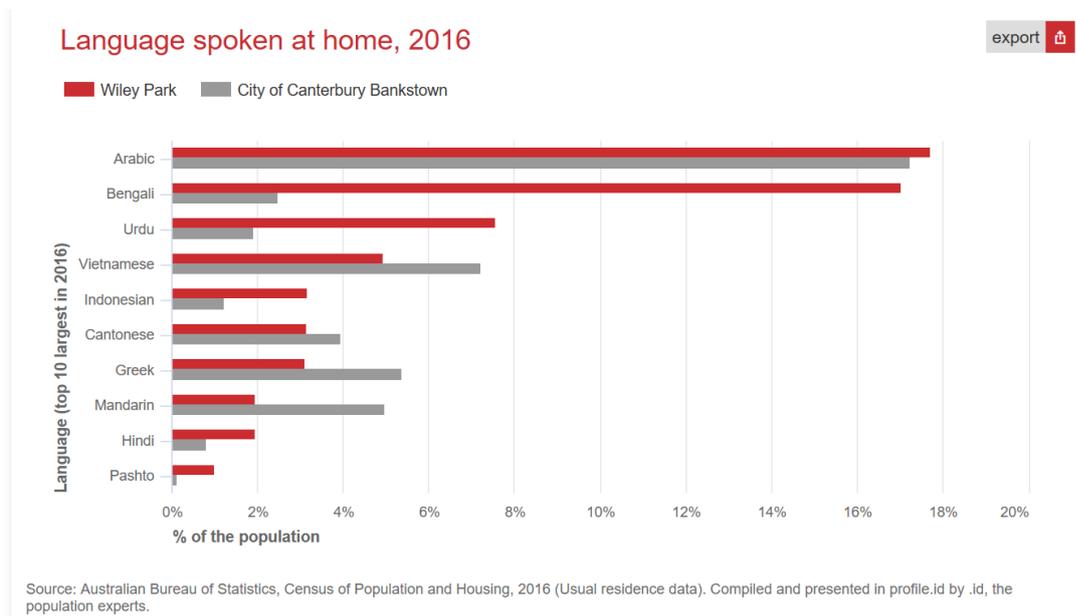
**Proficiency in English**

In Punchbowl, 2,979 people who were able to speak another language in 2016, reported difficulty speaking English.

**Wiley Park**

ABS Estimated Resident Population in Wiley Park was 10,786 in 2017. 75.4% of people spoke a language other than English at home in 2016. The dominant language spoken at home, other than English, in Wiley Park was Arabic, with 17.7% of the population, or 1,791 people speaking this language at home.

Figure 13: Languages spoken at home: Wiley Park



**Proficiency in English**

In Wiley Park, 1,512 people who were able to speak another language in 2016, reported difficulty speaking English.

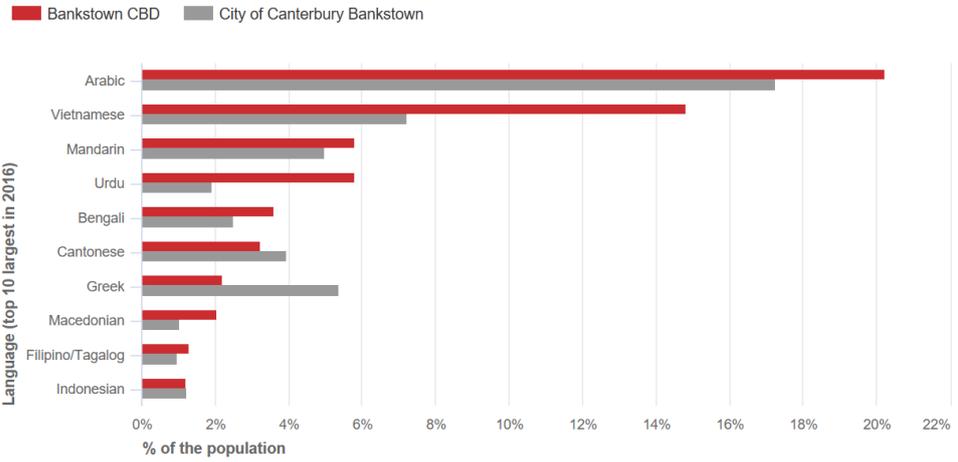
**Bankstown**

ABS Estimated Resident Population in Bankstown CBD was 20,143 in 2017. 74.2% of people spoke a language other than English at home in 2016. The dominant language spoken at home, other than English, in Bankstown CBD was Arabic, with 20.2% of the population, or 3,814 people speaking this language at home.

Figure 14: Languages spoken at home: Bankstown

Language spoken at home, 2016

export



Source: Australian Bureau of Statistics, Census of Population and Housing, 2016 (Usual residence data). Compiled and presented in profile.id by .id, the population experts.

**Proficiency in English**

In Bankstown CBD, 3,621 people who were able to speak another language in 2016, reported difficulty speaking English.

## Appendix D Detailed stakeholder list by suburb

Stakeholder category	Name	Approximate distance to Station	Address
<b>Marrickville</b>			
Childcare/Pre-school	QwertyKids (After school program)	Within 100m	7 Warburton St, Marrickville
	Aboriginal Child, Family and Community Care, Marrickville	Within 250m	21 Carrington Rd, Marrickville NSW 2204
Education/School	Casimir Catholic College	Within 350m	200 Livingstone Rd, Marrickville
	St Brigid's Catholic Primary School	Within 500m	392A Marrickville Rd, Marrickville
	Tempe High School	Within 850m	Unwins Bridge Rd, Tempe NSW 2044
	Col Jones Learn To Swim	Within 850m	23 Toyer St, Tempe NSW 2044
	Tempe Public School	Within 900m	Unwins Bridge Rd, St Peters NSW 2044
Medical	Gadalla Dental Services	Within 100m	346A Illawarra Rd, Marrickville NSW 2204
	Every Smile Dental	Within 150m	385 Illawarra Rd, Marrickville NSW 2204
	JMD Family Medical Centre	Within 200m	397 Marrickville Rd, Marrickville
	Dr Nabil Behary	Within 200m	397 Marrickville Rd, Marrickville
	Marrickville Vet Hospital	Within 350m	402 Illawarra Rd, Marrickville
	Illawarra Road Medical Centre	Within 400m	248 Illawarra Rd, Marrickville
	Metro Dental Marrickville	Within 450m	1-2/445 Illawarra Rd, Marrickville NSW 2204
	Marrickville Medical Centre	Within 500m	5/296 Marrickville Rd, Marrickville
Places of Worship	MTC Australia Marrickville, Marrickville	Within 100m	334-336 Illawarra Rd, Marrickville
	Church of Christ, Marrickville	Within 150m	389 Illawarra Rd, Marrickville
	Uniting Church in Australia, Marrickville	Within 200m	388 Illawarra Rd, Marrickville NSW 2204
	St Nicholas Greek Orthodox Church, Marrickville	Within 400m	203-207 Livingstone Rd, Marrickville
<b>Dulwich Hill</b>			
Aged Care	Maronite Sisters Of The Holy Family Village	Within 500m	28 Marrickville Ave, Marrickville NSW 2204
Childcare/Pre-school	Montessori Learning Tree - Dulwich Hill	Within 50m	16/263 Wardell Rd, Marrickville
Education/School	St Maroun's College	Within 400m	194 Wardell Rd, Dulwich Hill NSW 2203
	Dulwich Hill Public School	Within 450m	Kintore St, Dulwich Hill NSW 2203

	Marrickville West Primary School	Within 600m	Beauchamp St, Marrickville
<b>Hurlstone Park Station</b>			
Childcare/Pre-school	Happy Clown Kindergarten, Hurlstone Park	Within 200m	52 Duntroon St, Hurlstone Park
	Dulwich Hill Child Care Centre	Within 200m	66 Garnet St, Hurlstone Park
	Inner West Babysitter	Within 400m	10/20-22 Myra Rd, Dulwich Hill
	Hurlstone Park Children's Centre	Within 400m	12 Smith Ave, Hurlstone Park
Education/School	Edgeware School	Within 450m	Burnett St and Tennent parade, Hurlstone Park
	Creative Dance Co	Within 200m	65-69 Duntroon St, Hurlstone Park NSW 2193
<b>Canterbury Station</b>			
Childcare/Pre-school	Canterbury Primary OSHCare Centre	Within 400m	25 Church St, Canterbury
Education/School	Canterbury Public School	Within 400m	44 Church St, Canterbury
	Canterbury Girls High School	Within 450m	Church St, Canterbury
Places of Worship	St Paul's Canterbury	Within 450m	33 Church St, Canterbury
Community/industry groups	Canterbury Theatre Guild	Within 200m	10 Close St, Canterbury
<b>Campsie Station</b>			
Childcare/Pre-school	Canterbury Family Day Care	Within 100m	12 Campsie St, Campsie
	Campsie Primary OSHCare Centre	Within 100m	3 Harold St, Campsie
Education/School	St Mel's Catholic Primary School	Within 150m	14 Duke St, Campsie
	Campsie Public School	Within 250m	Evaline St, Campsie
	TAFE NSW Campsie – Adult Migrant English Program	Within 350m	Level 1, 59/63 Evaline St, Campsie
Medical	Seoul Family Medicine Clinic Campsie	Within 100m	48 South Parade, Campsie
	Campsie Medical & Dental Centre	Within 100m	17 Anglo Rd, Campsie
	Alfred Imaging Campsie	Within 100m	229 Beamish St, Campsie
	Campsie MedHealth Centre	Within 150m	261 Beamish St, Campsie
	Associated Medical Centre	Within 150m	10 Amy St, Campsie
	Campsie Medical Imaging	Within 150m	17-21 Campsie St, Campsie
	Campsie Healthcare Medical Practice	Within 150m	Level 1/157-159 Beamish St, Campsie
	Campsie Centre Medical Clinic	Within 200m	Shop 40-41, The Campsie Centre, 14-28 Amy St, Campsie

	Campsie St Dental	Within 200m	17-21 Campsie St, Campsie NSW 2194
	Blessed Health Care	Within 200m	24 Anglo Rd, Campsie
	Campsie Medical Practice	Within 200m	3/20 Ninth Ave, Campsie
	Douglass Hanly Moir Campsie Collection Centre	Within 200m	Suite 1 level 1/20 Ninth Ave, Campsie NSW 2194
	Baili Chinese Health & Medical Centre	Within 250m	15-21 Ninth Ave, Campsie
Places of Worship	Church of Living Water	Within 100m	34 North Parade, Campsie
	The Salvation Army Campsie Corps	Within 100m	23 Anglo Rd, Campsie
	St John's Anglican Church	Within 150m	26 Anglo Rd, Campsie
	Sydney Galilee Church	Within 300m	36 Evaline St, Campsie
	Friendship Center	Within 350m	38 Evaline St, Campsie
	Uniting Church in Australia Campsie	Within 350m	36 Evaline St, Campsie
	St Mel's Church	Within 400m	7 Evaline St, Campsie
<b>Belmore</b>			
Childcare/Pre-school	Montessori Child Care	Within 100m	25 Redman Parade, Belmore
	Koorana Child & Family Services	Within 150m	1A Cleary Ave, Belmore NSW 2192
	Leylands Learning Centre	Within 350m	8 Leylands Parade, Belmore
	Little Scribbles Early Learning Centre	Within 350m	41 Cleary Avenue, Belmore
	First Grammar Belmore	Within 650m	40 York St, Belmore NSW 2192
Education/School	MM Coaching College	Within 350m	2 Kent Street, Belmore
	PCYC	Within 100m	332-344 Burwood Road, Belmore
	All Saints Grammar School – Junior Campus	Within 250m	13-17 Cecilia Street, Belmore
	Sydney Greek Dancing School	Within 250m	Cecilia St & Isabel St, Belmore NSW 2192
	Belmore Boys High School	Within 800m	Burwood Road
Places of Worship	Belmore Church of Christ	Within 500m	Burwood Rd & Chalmers Street, Belmore
	The Potter's House Christian Church	Within 50m	332-344 Burwood Road, Belmore
	Shalom Church	Within 150m	52 Etela Street, Belmore
	The Salvation Army Sydney Korean Church	Within 250m	286 Burwood Road, Belmore
	Won Buddhism of Australia (meditation centre)	Within 500m	474 Burwood Road, Belmore
	All Saints Greek Orthodox Church	Within 250m	Cecilia St & Isabel Street, Belmore
Medical	Belmore Early Childhood Health Centre	Within 50m	38-40 Redman Parade, Belmore
Community Centres	Belmore Community Centre	Within 150m	30-40 Redman Parade, Belmore

Community groups	Canterbury Child & Family interagency	Within 100m	Belmore Youth Resource Centre
<b>Lakemba</b>			
Childcare/Pre-School	Happy Child Family Day Care	Within 100m	Suite 11/61-67 Haldon Street, Lakemba
	Kidsworld Childcare Centre	Within 150m	180 Lakemba Street, Lakemba
	Koorana Croydon Street Preschool	Within 150m	33 Croydon Street, Lakemba
	Colonial Child Care Centre	Within 400m	130 Lakemba Street, Lakemba
	Little Troopers Childcare Centre	Within 550m	74 Dennis Street, Lakemba
	Lakemba Children's Centre	Within 500m	34-36 Hampden Road, Lakemba
Education/School	Holy Spirit Catholic College Lakemba	Within 150m	39 Croydon Street, Lakemba
	CIEC (The Catholic Intensive English Centre)		
	Canterbury Vale School	Within 450m	18/24 Wangee Road, Lakemba
	Hampden Park Public School	Within 500m	39/75 Hampden Rd, Lakemba NSW 2195
Places of Worship	Lakemba Uniting Church	Within 100m	69 Haldon Street, Lakemba
	The Greek Orthodox Community	Within 150m	214 Lakemba Street, Lakemba
	St Andrew's Anglican Church	Within 200m	154 Lakemba Street, Lakemba
	Bulgarian Orthodox Church of St John of Rila	Within 200m	154 Lakemba Street, Lakemba
	Saint Therese Catholic Church	Within 450m	15 Garrong Road, Lakemba
	Semang Uniting Church in Australia	Within 450m	147 Lakemba Street, Lakemba
	Lakemba Christian Fellowship	Within 300m	63 Railway Parade, Lakemba
	Christadelphian Ecclesia Lakemba	Within 250m	232 Lakemba Street, Lakemba
	Lakemba Mosque	Within 50m	57 Haldon Street, Lakemba
	Masjid As-Sunnah Lakemba	Within 300m	132 Haldon Street, Lakemba
	Darul Ulum Mosque Sydney	Within 350m	58 Quigg Street, Lakemba
	Ernest Masjid Mosque	Within 250m	20 Ernest Street, Lakemba
Community Centres	Tripoli and Mena Association	Within 100m	54A Railway Parade, Lakemba
	Arabic Aged of Tripoli Mena Association	Within 300m	48 Taylor St, Lakemba
	Greek Community Club	Within 150m	206 Lakemba St, Lakemba
	Canterbury City Community Centre	Within 250m	130 Railway Parade, Lakemba
	Islamic Women's Welfare Association	Within 350m	181 Haldon St, Lakemba
	Canterbury Family Support	Within 350m	9 Garrong Rd, Lakemba

Medical	Lakemba Medical Services - After Hours Sydney, Home Visits <sup>27</sup>	Within 100m	27 Railway Parade, Lakemba NSW 2195
	A2Z Medical Centre	Within 150m	96 Haldon St, Lakemba NSW 2190
	Isra Medical Services Lakemba	Within 200m	102a Haldon St, Lakemba NSW 2195
	Dovan dental	Within 250m	215 Lakemba St, Lakemba NSW 2195
<b>Wiley Park</b>			
Childcare/Pre-school	Maryanne's Long Day Childcare Centre	Within 300m	285A Lakemba Street, Wiley Park
	Advanced Kinder Care	Within 300m	14 Faux Street, Wiley Park
	Sunny Kids Wiley Park	Within 500m	33 McCourt Street, Wiley Park
	Alice Street Childcare Centre	Within 600m	60 Alice Street, Wiley Park
Education/School	Wiley Park Public School	Within 50m	Denman Avenue
	Wiley Park Girls High School	Within 100m	The Boulevarde, Wiley Park
	Lakemba Public School	Within 200m	35 Alice Street, Wiley Park
Places of Worship	Cao Dai Temple	Within 200m	114-118 King Georges Road, Wiley Park
	Iqro Mosque	Within 550m	39 McCourt Street, Wiley Park
Medical	ONG Paul E S	Within 300m	262 Lakemba St, Wiley Park NSW 2195
	Dr Rachel Amin	Within 300m	2 Hillard St, Wiley Park NSW 2195
<b>Punchbowl</b>			
Childcare/Pre-school	Buzzing Bees Family Day Care	Within 100m	258 The Boulevarde, Punchbowl
	Punchbowl Children's Centre	Within 250m	21 Dudley Street, Punchbowl
	Cuddles4Kids Punchbowl	Within 300m	10 Turner Street, Punchbowl
	Growing Beans Early Education Centre	Within 200m	23 Arthur Street, Punchbowl
	Tina's Kindergarten	Within 250m	11-15 Broadway, Punchbowl
	Bankstown Childcare Academy	Within 550m	70 South Terrace, Punchbowl
	Shepard Early Learning Centre – St Nicholas	Within 350m	6 Henry Street, Punchbowl
	Kingdom Kindy	Within 400m	22 Rosemont Street, Punchbowl
Education/School	St Jerome's Catholic Primary School	Within 200m	Rossmore Avenue, Punchbowl
	Punchbowl Boys High School	Within 250m	Kelly Street, Punchbowl
	Punchbowl Public School	Within 450m	1333 Canterbury Road, Punchbowl
Places of Worship	Punchbowl Baptist Church	Within 100m	20 Arthur Street, Punchbowl
	The Church of Jesus Christ of Latter-Day Saints	Within 150m	19 Kelly St, Punchbowl NSW 2196

	Punchbowl Musalla	Within 250m	27 Matthews Street, Punchbowl
	St Jerome Catholic Church	Within 250m	2 Turner Street, Punchbowl
	St Nicholas Punchbowl	Within 350m	11 Henry Street, Punchbowl
	Punchbowl Uniting Church	Within 250m	15 Broadway, Punchbowl
	Punchbowl Musalla	Within 250m	27 Matthews Street, Punchbowl
	The Korean Buddhist KwanUmSa Temple	Within 250m	50 Highclere Avenue, Punchbowl
Medical	Punchbowl Medical and Dental Centre	Within 50m	287 The Boulevarde, Punchbowl
	Australian Ambulatory Surgical Centre	Within 150m	761 Punchbowl Rd, Punchbowl NSW 2196
	Punchbowl Medical Centre	Within 50m	747 Punchbowl Road, Punchbowl
Community centres	Punchbowl Community Centre	Within 150m	44 Rossmore Ave, Punchbowl
<b>Bankstown</b>			
Childcare/Pre-school	Roly-Poly Child Care	Within 250m	9 East Terrace, Bankstown
	Good Start Early Learning Bankstown	Within 350m	22 East Terrace, Bankstown
	Bankstown OOSH	Within 550m	18 Cambridge Avenue, Bankstown
	Better Future Family Day Care	Within 350m	6/29 Kitchener Parade, Bankstown
Education/School	Bankstown Girls High School	Within 250m	Mona Street, Bankstown
	Bankstown Public School	Within 450m	61 Restwell Street, Bankstown
	St Brendan's Catholic Primary School	Within 600m	18 Cambridge Avenue, Bankstown
	St Euphemia College	Within 400m	202 Stacey Street, Bankstown
	Alfirdaus College	Within 250m	Suite 1/69 The Mall, Bankstown
Places of Worship	Bankstown Musalla	Within 100m	108 Adnum Lane, Bankstown
	Truc Lam Temple	Within 500m	13 Winspear Avenue, Bankstown
	Bankstown Corps	Within 250m	42 Raymond Street, Bankstown
	Pho Minh Temple	Within 550m	61 Northam Avenue, Bankstown
	Bankstown Baptist Church	Within 350m	26 Stanley Street, Bankstown
	St. Euphemia Greek Orthodox Church	Within 250m	6/12 East Terrace, Bankstown
	De La Salle Brothers	Within 350m	26 Meredith Street, Bankstown
	Bankstown Mussallah	Within 350m	30 Meredith Street, Bankstown
	Saint Paul's Anglican Church	Within 450m	461 Chapel Road, Bankstown
Medical	Bankstown Medical Practice	Within 50m	96 Bankstown City Plaza, Bankstown
	Glory Medical Centre	Within 50m	Level 1, 129 Bankstown City Plaza, Bankstown

Community Centres	Bankstown Hospital	2km away	Elderidge Road
	Bankstown Community Services Centre	Within 450m	66-72 Rickard Rd, Bankstown
	Bankstown Senior Citizens' Centre	Within 150m	7 West Terrace, Bankstown NSW 2200
	BaptistCare	Within 450m	Level 2, 402-410 Chapel Rd, Bankstown
	The Multicultural Network	Within 300m	40 Raymond St, Bankstown

## Appendix E Communication Implementation Plan

Project phase/activity	Communication action	Stakeholders	Resources	Timing
<b>Project start up (post contract award)</b>	<ul style="list-style-type: none"> <li>Establish regular communication coordination meetings with the contractor</li> <li>Agree approvals procedure, enquiry and complaint management process and incorporate branding requirements including hoarding design</li> <li>Agree time-lapse camera locations if applicable</li> <li>Get approval for sub-plans</li> <li>Set up templates for notifications, newsletters, property condition survey letters etc</li> <li>Publish environmental approval documentation</li> <li>Issue pre-construction property condition surveys</li> <li>Embed Sydney Metro communications and place manager staff as required</li> </ul>	<ul style="list-style-type: none"> <li>Sydney Metro Delivery Team</li> <li>Local community</li> <li>Local businesses</li> <li>Key stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Communications Manager</li> <li>Project Director</li> <li>Interface Manager</li> <li>OHS &amp; Rail Safety Managers</li> <li>Construction Manager</li> <li>Environment Manager</li> <li>Design Manager</li> </ul>	<ul style="list-style-type: none"> <li>Before construction</li> </ul>
<b>Early works including site investigations/ site establishment</b>	<ul style="list-style-type: none"> <li>Issue project start up notification as required with project contact details including community</li> </ul>	<ul style="list-style-type: none"> <li>Local community</li> <li>Businesses</li> <li>Commuters</li> <li>Pedestrians</li> </ul>	<ul style="list-style-type: none"> <li>Place Manager</li> <li>Interface Manager</li> <li>Construction Manager</li> </ul>	<ul style="list-style-type: none"> <li>Before construction</li> <li>Seven (7) days before actual</li> </ul>

	<ul style="list-style-type: none"> <li>infoline, website and e-mail</li> <li>• Install project signage and hoarding</li> <li>• Project newsletter</li> <li>• Stakeholder meetings</li> <li>• Doorknock nearby properties and businesses</li> <li>• Social media posts and emails</li> </ul>	<ul style="list-style-type: none"> <li>• Council</li> <li>• Sydney Trains/ARTC (if applicable)</li> </ul>		<ul style="list-style-type: none"> <li>construction activity</li> </ul>
<b>Utility work (identification and relocation)</b>	<ul style="list-style-type: none"> <li>• Issue notifications</li> <li>• Doorknock nearby properties and businesses</li> <li>• Offer respite where required</li> </ul>	<ul style="list-style-type: none"> <li>• Local community</li> <li>• Businesses</li> <li>• Sydney Trains/ARTC (if applicable)</li> <li>• Utility owners/providers</li> </ul>	<ul style="list-style-type: none"> <li>• Place Manager</li> <li>• Environment Manager</li> <li>• Interface Manager</li> <li>• Construction Team</li> </ul>	<ul style="list-style-type: none"> <li>• Seven (7) days before activities</li> </ul>
<b>Pedestrian and traffic impacts (detours, closures)</b>	<ul style="list-style-type: none"> <li>• Issue notifications</li> <li>• Doorknock nearby properties and businesses</li> <li>• Install pedestrian and traffic detour signage</li> <li>• Variable Message Signs</li> <li>• Traffic control plans</li> <li>• Traffic controllers</li> <li>• Social media posts</li> </ul>	<ul style="list-style-type: none"> <li>• Motorists</li> <li>• Pedestrians</li> <li>• Commuters</li> <li>• Local community</li> <li>• Businesses</li> <li>• Council</li> </ul>	<ul style="list-style-type: none"> <li>• Place Manager</li> <li>• Construction Team</li> <li>• Interface Manager</li> </ul>	<ul style="list-style-type: none"> <li>• Seven (7) days before activities</li> </ul>
<b>Delivery of oversized equipment</b>	<ul style="list-style-type: none"> <li>• Issue notifications</li> <li>• Liaise with directly affected landowners</li> </ul>	<ul style="list-style-type: none"> <li>• Local community</li> <li>• Businesses</li> </ul>	<ul style="list-style-type: none"> <li>• Place Manager</li> <li>• Construction team</li> <li>• Environment Manager</li> </ul>	<ul style="list-style-type: none"> <li>• Seven (7) days in advance of deliveries</li> </ul>
<b>Station upgrade work</b>	<ul style="list-style-type: none"> <li>• Issue notifications</li> <li>• Install signage</li> <li>• Localised community forums</li> </ul>	<ul style="list-style-type: none"> <li>• Commuters</li> <li>• Pedestrians</li> <li>• Local community</li> <li>• Businesses</li> </ul>	<ul style="list-style-type: none"> <li>• Place Manager</li> <li>• Construction team</li> <li>• Interface Manager</li> </ul>	<ul style="list-style-type: none"> <li>• As required in advance of work</li> <li>• Prior to key project milestones e.g. opening</li> </ul>

	<ul style="list-style-type: none"> <li>• Social media and events</li> <li>• Fixed and portable time-lapse cameras</li> <li>• Media events to support key milestones</li> </ul>	<ul style="list-style-type: none"> <li>• Sydney Trains</li> </ul>	<ul style="list-style-type: none"> <li>• Safety Manager</li> </ul>	<ul style="list-style-type: none"> <li>• of station concourse or lifts</li> </ul>
<b>Finishing work</b>	<ul style="list-style-type: none"> <li>• Issue notifications / newsletters</li> <li>• Media events to support milestones</li> <li>• Social media posts and email</li> <li>• Post construction property condition surveys</li> </ul>	<ul style="list-style-type: none"> <li>• Commuters</li> <li>• Local community</li> <li>• Businesses</li> <li>• Sydney Trains</li> </ul>	<ul style="list-style-type: none"> <li>• Place Manager</li> <li>• Construction team</li> <li>• Environment Manager</li> <li>• Interface Manager</li> </ul>	<ul style="list-style-type: none"> <li>• As required in advance of completion</li> </ul>
<b>Temporary shutdown of T3 line to support Sydney Metro works (including Metro conversion works for up to six months prior to commissioning)</b>	<ul style="list-style-type: none"> <li>• As per the Temporary Transport Plan developed for each shutdown period</li> </ul>	<ul style="list-style-type: none"> <li>• Commuters</li> <li>• Local community</li> <li>• Businesses</li> <li>• Sydney Trains</li> </ul>	<ul style="list-style-type: none"> <li>• Transport Coordination Communications team</li> </ul>	<ul style="list-style-type: none"> <li>• As per the Temporary Transport Plan developed for each shutdown period</li> </ul>