

Communication Strategy

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Common abbreviations

Abbreviation	Definition
AA	Acoustic Advisor
AQCCC	Air Quality Community Consultative Committee
AQMP	Air Quality Management Plan
CCM	Community Complaints Mediator
CEMP	Construction Environment Management Plan
CGU	CPB Contractors, Ghella, UGL Engineering Joint Venture
CIC	Community Information Centre
CJP	Customer Journey Planning
CM	Consultation Manager
CoA	Conditions of Approval for SSI 8931
CS	Communication Strategy
CSSI	Critical State Significant Infrastructure
D&C	Design and Construction
DPE	Department of Planning and Environment
EIS	M6 Stage 1 Environmental Impact Statement
EPA	Environment Protection Authority
EPL	Environment Protection Licence
ER	Environmental Representative
IAP2	International Association for Public Participation
ISCA	Infrastructure Sustainability Council of Australia
LGA	Local Government Area
MO	Minister's Office
O&M	Operations and Maintenance
OOHW	Out of Hours Works
RFT	Request for Tender
SCEM	Stakeholder and Community Engagement Manager
SCET	Stakeholder and Community Engagement Team
SLT	Senior Leadership Team
The Project	M6 Motorway Stage 1
TCG	Traffic Coordination Group

Abbreviation	Definition
TfNSW	Transport for NSW
TMC	Transport Management Centre
TMP	Traffic Management Plan
TTLG	Traffic and Transport Liaison Group
UDLP	Urban Design and Landscape Plan
VMS	Variable Message Sign
WCAG	Web Content Accessibility Guidelines

1. Introduction

1.1. Context

This Communication Strategy (CS) describes how CGU will manage community involvement through the design and construction of the M6 Motorway Stage 1. The CS describes CGU's approach to interaction with the community and all other relevant stakeholder groups relating to the project's work. This CS has been prepared to address the requirements of the Planning Minister's Conditions of Approval (CoA), the M6 Stage 1 Environmental Impact Statement (EIS), the environmental management measures (EMMs), Submissions and Preferred Infrastructure Report (SPIR) the Infrastructure Sustainability Council of Australia (ISCA) IS Technical Manual V1.2 and all applicable guidance and legislation.

This CS has been developed to respond to the CoA B1-B15 inclusive, other relevant CoA as shown in Table 1 and will be submitted to the Secretary for approval no later than one month prior to the commencement of any work. Work for the purposes of the Critical State Significant Infrastructure (CSSI) must not commence until the CS has been approved by the Secretary. The Strategy will be implemented for the duration of the works and for 12 months following the completion of the Project's construction.

1.2. Purpose and scope of the Communication Strategy

CGU is committed to engaging actively with all stakeholders throughout the design and construction of the Project. CGU's approach is to ensure the appropriate level and method of consultation on community information updates, issues and mitigation of risks and to continuously seek further engagement opportunities on the Project.

The strategy includes the following:

- An outline of the resources who will manage the stakeholder and community relations function
- Issues and risk identification, mitigation measures and communication and engagement methods
- The various communication, engagement and consultation tools and procedures that may be implemented and are suitable for the community and stakeholders
- Stakeholder analysis and stakeholder list including potential issues and intended engagement methods
- Provision of key communication and engagement actions relevant for each Project phase
- Enquiry, feedback and complaint management system
- Internal communication methods including training and approval protocols
- A conflict resolution procedure for the Acoustic Advisor (AA), with the Environmental Representative (ER) to follow for any conflicts between the Proponent and community on noise and vibration performance
- Identification of DPE, EPA and community notification arrangements for approved out of hours work.

The overarching objectives of the Strategy include:

- Enhance, protect and maintain the reputation of the Project, TfNSW, the NSW Government and the joint venture companies
- Support positive relationships with stakeholders so that the Project is understood, supported and stakeholder trust is built
- Ensure an organised and consistent approach to stakeholder and community relations for all activities throughout the Project
- Facilitate communication between the Project and the community and stakeholders (including Council, government authorities, adjoining affected landowners and businesses and other stakeholders) directly impacted by the Project

- Inform the community and stakeholders of Project activities, including Project objectives, benefits, timing/duration, potential impacts and outcomes, identify stakeholders, their potential issues, impacts and concerns and determine key matters where community input can be adopted to ease impacts
- Provide timely, accurate and relevant information to the community in line with the requirements within the Planning Approval and other project licences and permits
- Ensure information is provided in plain English and in other languages, as required
- Communicate clearly how the Project's impacts on local residents, businesses and the broader community, including road users, have and will be managed, mitigated or avoided in line with stakeholder feedback and determine stakeholder's level of engagement
- Involve and collaborate with identified community groups in the design and development of mitigation alternatives, that are relevant to the issue and minimise disruption, where feasible and reasonable
- Provide mechanisms and procedures to ensure compliance with the community relations requirements of the Project planning approval CoA
- Align consultation and communication to the D&C program.

This Strategy aims to:

- Meet the reasonable needs and desires of the community and stakeholders for involvement, engagement, communication and information
- Detail communication and consultation activities to be undertaken to ensure community and stakeholders are provided with the opportunity for involvement in relevant decision-making processes
- Ensure members of the community have access to appropriate Project information
- Identify processes required to fulfil the community involvement obligations
- Ensure all team members are aware of the requirement to follow procedures and processes.

1.3. Documents referenced

Documents referenced for this strategy include:

- M6 Stage 1 Planning Minister's Conditions of Approval
- M6 Stage 1 Environmental Impact Statement
- M6 Stage 1 Submissions and Preferred Infrastructure Report
- Privacy and Personal Information Protection Act 1998 (NSW)
- NSW Government Advertising Act 2011
- NSW Government brand Guidelines
- TfNSW Stakeholder and Engagement Policy
- TfNSW Editorial Style Guide
- M6 Stage 1 Communications templates (as supplied by TfNSW)
- TfNSW Social Media Management Policy
- TfNSW Infrastructure project Signage Policy
- Transport for NSW Infrastructure Project Signage Framework
- Transport for NSW Infrastructure Project Signage Style Guide
- Community Consultation Framework (Appendix B of Volume 3 of the F6 Extension Stage 1 Environmental Impact Statement)



Figure 1: Communication Strategy and related plans

2. Project Requirements

The table below outlines the Conditions of Approval (CoA) requirements specific to the communication obligations for the Project (CoA's B1-B15). For all other CoA and Environmental Management Measures (EMMs) requirements and how CGU has responded to them within this CS refer to Annexure A of this document.

Table 1: Project Approval Requirements

Reference	Community & Stakeholder Engagement Obligations	CS Reference	How Addressed
CoA			
B1	A Communication Strategy must be prepared to provide mechanisms to facilitate communication about construction and operation with	This document	This document has been prepared in a response to this condition and explains throughout, the different ways in which communication between the community and stakeholders will be undertaken.
(a)	the community (including adjoining affected landowners and businesses, and others directly impacted by the CSSI),	Section 4.2	Section 4.2 outlines how CGU will provide mechanisms to facilitate communication with the list of affected landowners, businesses and others directly impacted by the CSSI and
(b)	and the relevant councils and government agencies	Section 4.2	Section 4.2 outlines how CGU will provide mechanisms to facilitate communication with relevant councils and government agencies
	The Communication Strategy must address who- the Proponent, Independent Appointments and/or construction contractor – will engage with the community and/or relevant councils and government agencies, how they will engage and the timing of engagements	Section 4.2	Section 4.2 lists who – the Proponent, Independent Appointments and/or construction contractor – will engage with the various stakeholders, how they will engage and the timing of engagements
B2	The Communication Strategy must:		This document outlines the range of community members and stakeholders to be consulted including local residents, commuters, education and medical facilities, businesses, government agencies, local government and others.

Reference	Community & Stakeholder Engagement Obligations	CS Reference	How Addressed
(a)	identify people, organisations, councils to be consulted during the design and work phases;	Section 4.1 Section 4.2 Table 4	Sections 4.1 and 4.2 and Table 4 identify people, organisations, councils to be consulted during the design and work phases
(b)	set out the procedures and mechanisms for the regular distribution of accessible information about or relevant to the CSSI including use of construction hoardings to provide information regarding construction. The information to be distributed must include information about current site construction activities, schedules and milestones at each construction site	Section 4.2 Section 4.4 Section 4.5 Section 4.7 Section 5 Section 7.1	Sections 4.2, 4.4, 4.5, and 4.7, Section 5 and Section 7.1 outline how construction site hoardings and communication materials such as newsletters and emails will be used to provide accessible information about the Project including construction activities, milestones and schedules.
(c)	identify opportunities and make provision for the community to visit construction sites (taking into consideration on-site activities and workplace, health and safety requirements);	Section 7.1	Section 7.1 outlines how community site open days will be used where possible and practical to inform the community and stakeholders about works underway.
(d)	detail the measures for advising the community in advance of upcoming utility works including the schedule of out-of-hours works as required in Condition E69(a)	Section 7.1	Section 7.1 outlines the communication materials that will be utilised for utility works both during standard construction hours and particularly for out of hours works.
(e)	provide for the formation of issues or location-based community forums that focus on key environmental management issues of concern to the relevant community(s) for the CSSI;	Section 7.1	Section 7.1 outlines the community forums and displays used throughout the Project construction to discuss environmental management issues of concern. This is in addition to the AQCCC requirements.
(f)	set out procedures and mechanisms for consulting with relevant authorities / agencies, as required under the terms of this approval, including procedures for repeated requests and nil responses;	Section 7.2	Section 7.2 outlines the procedures and mechanisms for consulting with relevant authorities and / or agencies, including repeated requests and nil responses.
(g)	set out procedures and mechanisms: (i) through which the community can discuss or provide feedback to the Proponent,	Section 8.3 Section 8.6	Sections 8.3, 8.6 and 8.7 outline the procedures and mechanisms made available for community members and stakeholders to provide feedback

Reference	Community & Stakeholder Engagement Obligations	CS Reference	How Addressed
	(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 environmental management and delivery of the CSSI, including disputes regarding rectification or compensation.	Section 8.7	and make enquiries, as well as how the Proponent will respond, resolve issues or mediate any disputes which may arise.
B3	The Communication Strategy must be submitted to the Secretary for approval no later than one (1) month prior to the commencement of any works.	Section1	This document is submitted within the required timeframes.
B4	Work for the purposes of the CSSI must not commence until the Communication Strategy has been approved by the Secretary.	Section 1	The Project scheduling reflects compliance with this requirement.
B5	The Communication Strategy, as approved by the Planning Secretary, must be implemented for the duration of the works and for 12 months following the completion of construction.	Section1	This document will be implemented for the duration of the Project works and 12 months following.
B6	A Complaints Management System must be prepared prior to the commencement of any works in respect of the CSSI and be implemented and maintained for the duration of construction and for a minimum for 12 months following completion of construction of the CSSI.	Section 8	Section 8 outlines the complaints management system required and the timeframes for its operation to continue for a minimum of 12 months following completion of construction
B7	The following must be available within one (1) month prior to the commencement of works and for 12 months following the completion of construction of the CSSI and appropriately broadcast to manage community enquiries and complaints:		This document outlines the communications and engagement tools available for community enquiries and complaints as required.
(a)	a 24-hour toll-free telephone number for the registration of complaints and enquiries about the CSSI	Section 6.3	Section 6.3 outlines the 24-hour telephone line available for community enquiries and complaints, as required.
(b)	a postal address to which written complaints and enquires may be sent	Section 6.3	Section 6.3 outlines the postal address that is available for community enquiries and complaints, as required.

Reference	Community & Stakeholder Engagement Obligations	CS Reference	How Addressed
(c)	an email address to which electronic complaints and enquiries may be transmitted	Section 6.3	Section 6.3 provides the email address available for community enquiries and complaints, as required
(d)	a mechanism for community members to make enquiries in common community languages of the area.	Section 4.2, Table 4	Section 4.2, Table 4 outlines the mechanism for community members to make enquiries in the community languages of the area
(e)	a mediation system for complaints unable to be resolved; and	Section 8.8 Appendix B	Section 8.8 and Appendix B outline the complaint mediation system available, as requested
(f)	The information must be made publicly available	Section 6.3	Section 6.3 provides that the information will be publicly available
B8	The telephone number, postal address and email address required under Condition B7 must also be made available on site hoarding at each construction site prior to the commencement of works. This information must also be provided on the website required under Condition B15 of this approval.	Section 6.3	Section 6.3 provides that the telephone number, email and postal address available for community enquiries and complaints, as required are provided at each construction site
B9	The Complaints Management System must include a Complaints Register which must be maintained and record information on all complaints received about the CSSI during the carrying out of any works and for a minimum of 12 months following the completion of construction. The Complaints Register must record the:	Section 8.10.1	Section 8.10.1 outlines the complaints register requirements including timeframes for operating it 12 months following the completion of construction
(a)	number of complaints received	Section 8.10.1	Section 8.10.1 provides that the Complaints Register record the number of complaints received
(b)	number of people affected in relation to a complaint	Section 8.10.1	Section 8.10.1 provides that the Complaints Register record the number of people affected in relation to a complaint
(c)	nature, location and time of the complaint and means by which of the complaint and means by which the complaint was addressed and whether resolution was reached, with or without mediation.	Section 8.10.1	Section 8.10.1 provides that the Complaints Register records the nature, location and time of the complaint and means by which the complaint was addressed, resolved or not, with or without mediation

Reference	Community & Stakeholder Engagement Obligations	CS Reference	How Addressed
B10	The Complaints Register must be provided to the Planning Secretary upon request, within the timeframe stated in the request	Section 8.10.1	Section 8.10.1 specifies that the complaints register will be provided weekly to the Planning Secretary
B11	A Community Complaints Mediator that is independent of the design and construction personnel must be nominated by the Proponent, approved by the Planning Secretary and engaged during all works. The nomination of the Community Complaints Mediator must be submitted to the Planning Secretary for approval no later than one (1) month prior to the commencement of works	Section 8.9	Section 8.9 outlines the mediation role managed by TfNSW and engaged during all works and submitted to the Planning Secretary, for prior approval, as required
B12	The role of the Community Complaints Mediator is to 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 the Complaints Management System identified in Condition B6 may ask the Community Complaints Mediator to review the Proponent's response. The application must be submitted in writing and the Community Complaints Mediator must respond within 28 days of the request being made or other specified timeframe agreed between the Community Complaints Mediator and the member of the public.	Section 8.9	Section 8.9 outlines the role of the Community Complaints Mediator and mediation process as part of the complaints management system, as required
B13	The Community Complaints Mediator must	Appendix B	This document outlines the mediation process as part of the complaints management system, as required
(a)	review any unresolved disputes if the procedures and mechanisms under Condition B2(g)(iii) do not satisfactorily address complaints; and	Appendix B	Appendix B provides that the Community Complaints Mediator will review any unresolved disputes
(b)	make recommendations to the Proponent to satisfactorily address complaints, resolve disputes or mitigate against the occurrence of future complaints or disputes	Appendix B	Appendix B outlines the role of the Community Complaints Mediator to make recommendations to the Proponent to address complaints, resolve disputes or mitigate against future complaints or disputes
B14	The Community Complaints Mediator will not act before the Proponent has provided an initial response to a complaint and will not consider issues such as property acquisition or where other	Appendix B	Appendix B outlines this requirement

Reference	Community & Stakeholder Engagement Obligations	CS Reference	How Addressed
	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.		
B15	A website providing information in relation to the CSSI must be established prior to commencement of works and maintained for the duration of works, and for a minimum of 24 months following the completion of construction. Up-to-date information (excluding confidential, private and commercial information) must be published prior to works commencing and maintained on the website or dedicated pages:	Section 7.1, Table 6	Section 7.1 Table 6 outlines that a website will be established prior to works, maintained for 24 months following the completion of construction and up to date information uploaded onto the website, as required
(a)	the current implementation status of the CSSI	Section 7.1, Table 6	Section 7.1 Table 6 states that a copy of each licence or permit required and obtained in relation to the CSSI is uploaded onto the website
(b)	a copy of the documents listed in Condition A1 of this approval, and any documentation relating to any modifications made to the CSSI or the terms of this approval;	Section 7.1, Table 6	Section 7.1 Table 6 states that a copy of the documents listed in CoA A1 of this approval, and any documentation relating to any modifications made to the are provided on the website
(c)	a copy of this approval in its original form, a current consolidated copy of this approval (that is, including any approved modifications to its terms), and copies of any approval granted by the Minister to a modification of the terms of this approval;	Section 7.1, Table 6	Section 7.1 Table 6 states that 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 is provided on the website
(d)	a copy of each statutory approval, licence or permit required and obtained in relation to the CSSI, and	Section 7.1, Table 6	Section 7.1 Table 6 outlines that each statutory approval, licence or permit obtained will be placed on the website within the prescribed period as required

Reference	Community & Stakeholder Engagement Obligations	CS Reference	How Addressed
(e)	a copy of each document required to be made publicly available under this approval must be published within 14 days of the finalisation or approval of the relevant document, unless an alternate timeframe is prescribed by another condition of this approval. Where a condition(s) of this approval requires a document(s) be prepared prior to a work or construction or operational activity being undertaken, a current copy of the relevant document(s) must also be published on the website before the work / activity is undertaken.	Section 7.1, Table 6	Section 7.1 Table 6 provides that documents required to be made publicly available are published within 14 days of finalisation of approval
E85	Operational noise mitigation measures as identified in Condition E84 that will not be physically affected by works, or which have not been implemented in accordance with Condition E78, must be implemented within six (6) months of the commencement of construction in the vicinity of the impacted receiver to minimise construction noise impacts, unless otherwise approved by the Planning Secretary. This condition does not apply to sensitive receivers on local streets adjoining President Avenue which may be used by operational traffic as an alternative to President Avenue/ Princes Highway and have not been identified as eligible for noise mitigation under Condition E78.		Any properties identified as requiring At-Property Noise Mitigation will be offered treatment under the approved At-Property Noise Mitigation Report v.5
E92	The Proponent must identify the utilities and services (hereafter “services”) potentially affected by construction to determine requirements for diversion, protection and/or support. Alterations to services must be determined by negotiation between the Proponent and the service providers. The Proponent, in consultation with service providers, must ensure that disruptions to services resulting	Section 7.1, Table 6	Section 7.1, Table 6 outlines the process by which residents and businesses are advised of disruption to services

Reference	Community & Stakeholder Engagement Obligations	CS Reference	How Addressed
	from the activity are avoided where possible, and where unavoidable customers are advised in accordance with a process to be documented in the Communication Strategy required under Condition B1 .		
E98	The Proponent must offer pre-construction surveys and must undertake and prepare Preconstruction Condition Survey Reports where the offer is accepted, on the current condition of surface and sub-surface structures identified as at risk from settlement or vibration by the geotechnical model described in Condition E93 or as directed by the IPIAP established under Condition E102 . The Pre-construction Condition Survey Reports must be prepared by a suitably qualified and experienced person(s) and must be provided to the owners of the surface and sub-surface structures for review prior to the commencement of potentially impacting works.	Section 9.1	Section 9.1 outlines the requirements of providing owners with pre-construction surveys and that Preconstruction Condition Survey Reports are prepared in line with the Condition.

The table below outlines the Project Plan requirements from the Scope of Works and Technical Criteria, specifically section 9 of Appendix C.1 (Project Plan Requirements) and Appendix. Attachment C (D&C Deed) – Exhibit I (SWTC) – Appendix D.2 (Communications, Stakeholder and Community Engagement Requirements and how CGU has responded to them within this CS

Reference	Community & Stakeholder Engagement Obligations	CS Reference	How Addressed
Section 9 (a)	The Communications Strategy must specify how the community and stakeholder involvement requirements of the Deed, including those provided in Appendix D.2 (Communications, Stakeholder and Community Engagement Requirements) will be met. The Communications Strategy must be compatible with, and must complement, current TfNSW community and stakeholder involvement procedures and guidelines.	This document	This document has been prepared in response to this requirement and explains throughout, the different ways in which communication between the community and stakeholders will be undertaken to complement current TfNSW community engagement procedures and guidelines

Reference	Community & Stakeholder Engagement Obligations	CS Reference	How Addressed
(b)	The Communications Strategy must consider the TfNSW principles of engagement and must provide specific information in relation to community and stakeholder involvement during the Contractor's Activities, including information on: (i) announcement of the preferred design, if undertaken after the date of the Deed; (ii) exhibition of the modification(s), if undertaken after the date of the Deed; (iii) design development of the Motorway; (iv) construction of the Motorway; (v) completion of the Motorway; and (vi) any period outside the above involving works such as defect corrections, and any works deferred by agreement	This document	This document explains throughout, the different ways in which communication between the community and stakeholders will be undertaken for the duration of the project including the defect period.
c)	The Communications Strategy must: (i) describe the Contractor's approach to engaging with the community and all other relevant stakeholder groups with respect to the Contractor's Activities; and (ii) clearly identify the responsibility for community and stakeholder liaison within the Contractor's management team (current copies of those details, together with 24 hours per day, seven days per week, contact details are to be provided to the TfNSW Representative).	Section 4 Section 6	This document outlines (i) the approach taken to engage with a range of stakeholders including local residents, commuters, education and medical facilities, businesses, government agencies, local government and others. (ii) the responsibilities for these activities
d)	The Communications Strategy must incorporate the requirements of all applicable Conditions of Approval as defined in the Planning Approval including, but not limited to, conditions B1 to B15 of the Planning Approval. The Contractor must include a complaints management system required by conditions B8 and B9 of the Planning Approval	Table 1 Section 8 Appendix B	All conditions as required by the Conditions of Approval are addressed in this Strategy The Complaints Management system describes how complaints will be managed and documented. It includes the mechanism for escalation of complaints.
e)	The Communications Strategy, which details communication systems, processes and procedures and addresses all aspects of		This Strategy outlines

Reference	Community & Stakeholder Engagement Obligations	CS Reference	How Addressed
	the Contractor's community and stakeholder interfaces, must as a minimum address: (i) community and stakeholder consultation required to ensure environment and community and stakeholder impacts are properly addressed; (ii) announcements related to community and stakeholder benefits, commencement of works and completion of works; (iii) advice to the community and stakeholders through advertising, particularly if the Contractor's Activities has an impact on traffic flow through the area; (iv) advice to affected community and stakeholders on when and how they will be affected; (v) advice to affected community and stakeholders concerning means of contact should they have any concerns or complaints; and (vi) the scope, purpose and objectives of any communication by identifying the parties which should be consulted/informed, the reasons these parties should be consulted/informed, the information to be communicated and the timing requirements for such communication.	Section 4.2 Section 4.2 Section 4.7 Section 7 Section 6.3 Section 4.2	(i) the key impacts and the way they will be addressed and managed (ii) that announcements including project milestones will be communicated to community and stakeholders (iii) that advice to the community on significant traffic changes will be provided via advertising as required (iv) the advice to be provided to community and stakeholders about when and how they will be impacted (v) the means of contact should community and stakeholders wish to contact the project team (vi) key stakeholders, their areas of interest, the level of engagement and communication tools
f)	The Contractor must obtain approval for the Communications Strategy from the TfNSW Representative and must liaise with the TfNSW Representative in developing the strategy	Section 7.3	This requirement is clearly stated along with the other approvals required from TfNSW
g)	The Communications Strategy must also include: (i) a listing of the community stakeholders potentially affected by the Contractor's Activities and the potential impacts the Contractor's Activities may have on the identified stakeholders, including the timing of those impacts. The list of community stakeholders must include, as a minimum, relevant councils, emergency services, motorist, motorist groups, relevant public	Section 4.2	This document (i) and (ii) lists the stakeholders, impacts, level of engagement and communication tools

Reference	Community & Stakeholder Engagement Obligations	CS Reference	How Addressed
	transport operators, relevant taxi services, freight and transport unions, local chambers of commerce, local businesses, local residents, property owners and all sensitive receivers (ii) the level of involvement and engagement of community stakeholders for all of the Contractor's Activities which may have impacts in the community, including the level of information to be provided and consultation to be undertaken by the Contractor; (iii) maps that indicate the locations of all properties that will potentially be impacted by the Contractor's Activities; (iv) a risk assessment and proposed actions to mitigate or minimise the impact of the Contractor's Activities on these stakeholders; (v) the external and internal communication protocols and procedures to manage and implement the Communications Strategy up to the Date of Completion;35 Appendix C.1 Project Plan Requirements A26582006 Commercial in Confidence; (vi) procedures for dealing with complaints and enquiries, including out of hours' complaints and enquiries, and response requirements; (vii) procedures notifying the community and stakeholders, the Independent Certifier, the Environmental Representative and the TfNSW Representative about work that may impact on the identified community stakeholders; (viii) procedures for publicising the details of the Contractor's Activities; (ix) procedures for training employees and Subcontractors on the requirements of the Communications Strategy at induction sessions and regular toolbox meetings;	Section 5 Section 4.2 Section 5 This document Section 8 Section 7 Section 7.3 Section 7.4 Section 6.2.1	(iii) maps to indicate properties potentially impacted by project work (iv) the risk assessment for these stakeholders and the communication tools (v) the protocols and procedures for managing this Strategy up to the date of completion (vi) outlines the complaints management procedures (vii) outlines the notification process for community, TfNSW, the Independent Certifier and the Environmental Representative (viii) outlines procedures for highlighting opportunities for media releases and media events\ (ix) ensures that all project employees and subcontractors are inducted into the Project

Reference	Community & Stakeholder Engagement Obligations	CS Reference	How Addressed
	(x) specific strategies for addressing Planning Approval conditions including traffic management, property and pedestrian access, landscaping and urban design, construction activities, managing out of hours' work, and noise and vibration mitigation and management; and (xi) a Crisis Communications Management Plan as a sub-plan documented in the Communications Strategy.	Section 7.1 Table 6 Table 1 Crisis Communications Management Plan	(x) lists the strategies for addressing the Planning Approvals (xi) provides a Crisis Communications Management Plan
h)	The Communications Strategy must ensure that: (i) the local community is informed about the details of the Contractor's Activities, with potential to affect the community; (ii) all relevant Authorities are informed of planned construction activities; (iii) users of the affected road network are informed of planned traffic arrangements, including any temporary traffic switches or other activities resulting in likely delays. Users of the affected road network include emergency services, the road transport industry, public transport operators, driving community, cyclists and pedestrians; (iv) affected and concerned local residents and local businesses are informed of all investigation and construction works and the potential impact on residents and businesses; (v) unless otherwise advised by the TfNSW Representative, the Contractor arranges and facilitates all group and public meetings and workshops relating to the Contractor's Activities; and	Section 5 Table 5 Section 7.1 Table 6 Table 3 Table 3 Table 5. Section 7.1 Table 6 Section 7.3	(i) specifies how the local community per location is informed of activities (ii) itemises that all relevant Authorities are informed of planned activities via email updates (iii) provides information on how these stakeholders are informed of planned traffic changes (iv) provides information that affected community and stakeholder are informed of these works (v) specifies that the CGU will arrange and facilitate all meetings unless otherwise advised by TfNSW (vi) that all activities arranged by CGU will be done in consultation with, and the approval of, TfNSW

Reference	Community & Stakeholder Engagement Obligations	CS Reference	How Addressed
	(vi) the TfNSW Representative is informed of all community and stakeholder issues, consulted on all decisions affecting the local and wider (including driving) community, and invited to all sessions attended by members of the community. The Contractor must not commit to a specific date for a presentation or site tour to a community group without prior approval of the TfNSW Representative.		
i)	Further to the requirements of the Deed and this Appendix, the Communications Strategy must be regularly reviewed, developed and updated: (i) to address changes in community needs; and (ii) to inform the community of changes in the Contractor's Activities.	Section 10.1 Section 10.2	This document outlines that the Strategy will be regularly reviewed and updated
j)	The Contractor must not commence any work upon the Project Site, Temporary Areas, or on or adjacent to a Local Area until the Contractor has: (i) received Approval for the Communications Strategy from the Secretary or been advised by the NSW Department of Planning and Environment that such approval is not required; and (ii) provided a copy of such Approval or advice (as the case may be) to the TfNSW Representative.	Section 7.3	 (i) states that the Project will proceed with temporary enabling work when approval from DPE of this Strategy has been received (ii) provides that TfNSW will be given a copy of the Approval of this Strategy

In addition to the above requirements, this strategy has been prepared with consideration of the following IS rating benchmarks. Note that the targeted credit and level below may alter throughout the life of the Project.

Table 2: IS rating benchmarks

Credit	Name of credit	Target Level	Target Score	Comments
Sta-1	Stakeholder Engagement Strategy	2.0	1.42	To reward the development and implementation of a comprehensive stakeholder engagement strategy.
Sta-2	Level of Engagement	3	2.13	To reward an appropriately high level of engagement, particularly on negotiable issues.

3. Key Issues for the Delivery of the Project

The key impacts and issues which were identified prior to the release of the Concept Design and highlighted in the M6 Stage1 EIS are included in Table 3 below including the approach CGU proposes to adopt in response to these issues.

Table 3: Key issues for the delivery of the project

Key issue	Concerns	Response	Indicative Response Implementation Timeframe During Ongoing Construction
Site establishment	- Unknown contractor moving into the community - Impact of activities and workers in the area - Construction and tunnelling schedule	- Commence proactive communication early in the project to engage with impacted communities - Opportunities for meet and greet with various stakeholder groups	Six weeks prior to start of site establishment
Construction noise and vibration (including out of hours work)	- Noise and vibration impact from construction including investigation, utilities, surface and tunnelling work - Construction hours - Out of hours work and respite periods - Construction fatigue	- Distribution of regular communication material - Information on site hoardings, where appropriate - Implementation of an Out of Hours Work Protocol - Identification of appropriate respite periods in consultation with the community, where possible, at each affected location - Collaborate with environmental and construction teams to ensure work is coordinated effectively and mitigation measures are effective for the community - Develop a productive, transparent relationship with DPE and Environmental Protection Authority (EPA), Environmental Representative (ER), Acoustic Advisor (AA) and Community Complaints Mediator (CCM) - Carry out monitoring for noise or vibration to validate predicted levels, where required	Six weeks prior to, and ongoing during construction
Traffic, transport and access	- Public transport access and availability - Access and congestion on local roads - Emergency vehicle access during construction	- Stakeholder and Community Engagement Team (SCET) involvement in traffic control group meetings - Develop specific communication strategies for major switches, changes, closures etc - Distribution of regular communication material with maps outlining changes and include information on site hoardings, where appropriate	Six weeks prior to construction

Key issue	Concerns	Response	Indicative Response Implementation Timeframe During Ongoing Construction
	- Pedestrian and cyclist (active transport) access during construction - Access changes to residential properties or businesses	- Face-to-face consultation with directly impacted stakeholders prior to activity (pending Covid-19 Public Health Orders) - Use of temporary signage to inform pedestrians, cyclists or bus patrons of changes - Use VMS and livetraffic.com.au to advise of major traffic, public transport or access changes - Communicate upcoming changes at public displays and Community Information Centre - Communication with any interfacing projects to mitigate conflicts during activities - Implement safe and well-signed diversion for pedestrians, cyclists and motorists	
Parking	- Workers parking on local streets - Temporary and permanent parking changes due to construction	- Development and implementation of the Construction Parking and Access Strategy - All workforce informed of the Strategy and encouraged to use public transport and / or carpool - Workforce informed of requirements through project induction, toolbox talks and community relations awareness training - Changes to parking included in notifications - Discuss permanent or temporary parking changes with individual residents, businesses and Council, in advance	Six weeks prior to construction
Truck movements and haulage on local roads	- Public safety - Traffic disruption	- CGU will liaise with truck companies and advise of the requirements for vehicles to use the approved routes and adhere to the planning approval requirements, such as using GPS tracking and vehicle identification within 50 metres - Target truck driver behaviour by providing communications material such as approved route maps and expected behaviours while working for the Project - Respond and act quickly and respectfully to all feedback, enquiries and complaints regarding truck movements - All construction spoil haulage vehicles will be clearly marked as being for M6 Stage 1 (including CSSI application number) to enable immediate identification within at least 50 metres of the vehicle	Two months prior, and ongoing during construction

Key issue	Concerns	Response	Indicative Response Implementation Timeframe During Ongoing Construction
Safety and hazards	- Public safety during and after construction - Pedestrian and cyclist safety around construction sites - Road users / motorist safety - Fire hazards - Emergency response and emergency vehicle access	- Distribution of regular communication material and include on site hoardings, where appropriate - The use of temporary signage to inform the community in advance of any changes - Communication with any interfacing projects to mitigate conflicts during activities - Implement safe and well-signed diversions for pedestrians, cyclists and motorists - Inform key stakeholders including Emergency Services of major traffic changes or disruptions in advance	Two – four weeks prior to construction activity
Environmental management issues	- Out of hours work - Removal of vegetation - Displacement of native flora and fauna - Contamination - Greenhouse gas emissions - Air quality	- Regular engagement with key stakeholders including DPE, EPA, the AA and ER regarding environmental management issues - Provide local community and key stakeholders written notification about environmental management issues in advance of activities such as clearing, out of hours work etc detailing justification, likely impact and mitigation measures in place during works - Provision of staff training to identify important environmental management issues on site - Face-to-face consultation with directly impacted stakeholders, organisations and Council prior to, and during activity - Collaboration with environmental and construction teams to ensure work is coordinated effectively and mitigation measures are effective for the community	During design and construction
Air quality	Overall impacts to human health due to: - Impacts during construction from dust of contaminated material - Odour as a result of contaminated material - Air quality during operation	- Distribution of regular communication material and include information on site hoardings, where appropriate - Development of key messages and issue-specific fact sheets as required relating to dust, odour, air quality and mitigation measures in place - Collaborate with environmental and construction teams to ensure work is coordinated effectively and mitigation measures are effective for the community - Use of information sessions, including livestream, / public displays to provide information about the final design, including location of portal and ventilation facilities and potential impacts and mitigation measures	During construction

Key issue	Concerns	Response	Indicative Response Implementation Timeframe During Ongoing Construction
		- Implementation of the complaints management procedures - TfNSW will form the Air Quality Consultative Committee and advertise the availability of air quality monitoring data to the local community via newsletter one month prior to operation	
Utility works	- Disruption of services - Notification of non-contestable work - Out of hours to relocate services	- Fostering productive and cooperative relationships with utility companies through continuous interaction - Preparation of communications plans for high-impact work - Dedicated resources to manage community engagement for utility work - Proactive consultation with directly affected community regarding utility work including providing best estimation of timeframes for relocation of services - Distribution of regular communication material and include on site hoardings, where appropriate - Collaborate with environmental and construction teams to ensure work is coordinated and mitigation measures are effective for the community	During construction
Groundwater and surface water impacts, water quality and flooding	- Erosion and sediment inflows - Operational groundwater inflows - Construction runoff to existing stormwater draining - Water rescue and sustainability impacts	- Distribution of regular communication material and include information on site hoardings, where appropriate - Development of key messages and issue specific factsheet if required relating to water management, impacts and mitigation measures in place - Collaborate with environmental and construction teams to ensure work is coordinated and mitigation measures are effective for the community - Use of information sessions / public displays to provide information about the final design	Ongoing during design and construction
Urban design, visual amenity and non-aboriginal heritage	- Visual impact of construction sites - Visual impact of operational facilities and ventilation outlets - Future urban design and landscaping plan - Lighting and security - Overshadowing	- Proactive consultation and provide opportunities for consultation on the Urban Design and Landscape Plan with Council, the community and affected landowners and businesses - Proactive consultation with directly affected community and businesses regarding potential issues such as overshadowing, lighting and security - Use of information sessions / public displays to provide information about urban design and landscaping elements of the Project - Boundary fencing that incorporates screening must be erected around all construction ancillary facilities that are adjacent to sensitive receivers for the	Ongoing during design and construction

Key issue	Concerns	Response	Indicative Response Implementation Timeframe During Ongoing Construction
	Impacts to plans for future development in the area	duration of site establishment and construction unless otherwise agreed with council and affected residents, businesses or landowners.	
Covid -19 health orders	- Individual and community safety - CGU's adherence to the health orders - Workers coming from other areas including LGAs in lockdown - Workers abiding by government health orders	- Reference CGU Covid-19 safety protocols provided in range of communications - Liaise with HR, Safety and Construction teams to ensure all safety procedures and protocols are in place - Key messages to assure community that CGU has stringent policies and procedures in place	Ongoing for as long as government requirements are in place

The issues described in this table will be managed by CGU with the most appropriate methods used at the various progressive stages of the Project.

4. Stakeholders, Issues, Engagement Level and Tools

4.1. Key Stakeholders

CGU recognises the diverse engagement and information needs of the community and key stakeholders and commits to a robust plan of engagement that will be inclusive and participative in nature. CGU will involve and collaborate with the community on the development of targeted communication efforts. This ranges from identification of stakeholder groups, outlining of key matters and where appropriate, the level of involvement for the design of mitigation alternatives that are relevant and of value to the stakeholder group affected to minimise disruption.

The stakeholder table below identifies key stakeholders, potential issues / areas of interest, who will engage with these stakeholders and the range of communications tools that will be used. The stakeholder list builds on information contained in the EIS and submissions process. CGU will continue stakeholder identification throughout the life of the Project and update this list as appropriate.

During design and construction of the Project different levels of consultation will be required, depending on the stakeholder group and the activity. The levels of consultation are a guide, and the Project team will ensure an individual approach is taken when engaging with each stakeholder.

The levels of consultation are summarised below. These levels are relevant for a range of key stakeholders during the consultation process including members of the community and key stakeholders including Government agencies, members of parliament and public sector stakeholders. These levels include:

Inform: to provide stakeholders with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.

Consult: to obtain feedback on analysis, alternatives and/or decisions.

Involve: to work directly with the stakeholders throughout the process to ensure that stakeholder concerns and aspirations are consistently understood and considered.

Collaborate: to partner with stakeholders in aspects of decision making where feasible and reasonable, including development of alternatives and the identification of a preferred solution.

The communication tools that will be used to engage with stakeholders will be approved by TfNSW and compliant with all relevant CoAs. The communication tools selected are based on the varying nature of the design and construction activity as well as the needs of stakeholders.

4.2. Stakeholder List, Potential Impacts and Communication Tools

CGU will ensure all stakeholders are informed about project impacts, milestones and benefits throughout the Project. The chosen engagement approach will depend on the nature of the issue, interest level, and needs of the stakeholder. Wherever possible, CGU will aim to collaborate with stakeholders, particularly those with a high level of interest. A list of stakeholders identified in the table below including the representative from the project team will engage with these stakeholders.

Table 4: Stakeholder list and communication tools

Key Stakeholders and who will engage	Details	Issues/Interest & Interest Level	Levels of Engagement	Communication Tools and timing of engagement
Elected representatives – Federal TfNSW	- Barton: Linda Burney (LAB) - Minister for Infrastructure, Transport, Regional Development and Local Government: Hon Catherine King (LAB)	- Impact on constituents during construction and operation - Medium to High	- Inform - Consult - Involve - Collaborate	For the duration of Works: - Offer briefing on project at appropriate time - Provide briefing of communication and community issues - Site tours and media events - Project interactive website portal
Elected representatives – State TfNSW	- Premier: Dominic Perrottet - Deputy Premier: Paul Toole - Treasurer: Matt Kean - Minister for Transport: David Elliott - Minister for Infrastructure, Cities and Active Transport: Rob Stokes - Minister for Metropolitan Roads: Natalie Ward - Shadow Minister for Roads: John Graham - Shadow Minister for Transport: Jo Haylen - Member for Rockdale: Steve Kamper (LAB) - Member for Kogarah: Chris Minns (Leader of the Opposition)	- Impact on constituents during construction and operation - Medium to High	- Inform - Consult - Involve - Collaborate	For the duration of Works: - Offer briefing on project at appropriate time - Provide briefing of communication and community issues - Site tours and media events - Project interactive website portal

Key Stakeholders and who will engage	Details	Issues/Interest & Interest Level	Levels of Engagement	Communication Tools and timing of engagement
Government agencies / entities TfNSW CGU Acoustic Advisor (AA) Environmental Representative (ER)	- Department of Premier and Cabinet - Department of Planning and Environment (DPE) - Ministry of Health - Environment Protection Authority (EPA) - Infrastructure NSW - NSW Heritage Council - NSW Office of Water - Environment, Energy and Science Group (EES) of DPE, including National Parks and Wildlife Service - NSW Fire and Rescue Services - NSW State Emergency Services - Customer Journey Planning - Transport Management Centre - Transport for NSW	- Approval authorities - Impact on assets - Regulatory role - Interfacing infrastructure projects nearby - Impact on land holdings/assets - High	- Inform - Consult - Involve - Collaborate	For the duration of Works: - Regular briefings - Formal approvals - Provide briefing of communication and community issues - Site tours - Project interactive website portal
Local government TfNSW CGU	- Bayside Council: Mayor - Christina Curry(LAB); General Manager- Meredith Wallace. - Ward 3 Councillors: - Greta Werner (Greens) - Bill Saravinovski (ALP) - Andrew Tsounis (IND) - Georges River Council - Canterbury Bankstown Council	- Impact on local roads (including parking and congestion), facilities (including active transport) and infrastructure - Impact on flora and fauna - Impact on local residences and businesses - Managing interface between Council infrastructure and Project construction - Urban design and residual land opportunities	- Inform - Consult - Involve	For the duration of Works: - Briefings - Weekly and monthly meetings throughout design and construction phases - Special focus meetings as required - Formal correspondence - Local traffic groups - Attendance at Project traffic groups - Community information sessions / forums - Notifications - Project interactive website portal

Key Stakeholders and who will engage	Details	Issues/Interest & Interest Level	Levels of Engagement	Communication Tools and timing of engagement
		- Impact on assets - Impact on sporting associations - High		
Residents and commuters impacted by traffic changes, surface work or spoil haulage CGU	- Residents and commuters in Kogarah, Brighton Le Sands, Monterey, Rockdale, Arncliffe, Banksia, Kyeemagh, Earlwood, Bardwell Park, Bexley - Motorists travelling to and from the Sutherland Shire, Wollongong, the Illawarra and the South Coast	- Interested in infrastructure - Traffic impacts - Users of Princes Hwy and President Avenue - High	- Inform - Consult - Involve - Collaborate	Through construction phase: - Notifications - VMS signage - Project interactive website portal – with social media - Email updates - Digital communications where possible - Fly throughs where possible - Traffic Management Centre - Community information sessions / forums – regularly, no less than bi-annually - Community Information Centre - Community Information Line - Briefings to local traffic groups where required - Project interactive website portal
Residents and businesses impacted by tunnel work CGU	- Residents and businesses who will be impacted by 24/7 tunnel work along the alignment in Kogarah, Rockdale and Arncliffe - Strata Managers	- Early investigations and visibility - Tunnel sites set up - Traffic impacts on road by haulage, diversions and closures - Spoil removal - Noise impacts - Vibration impacts - Impacts on street parking	- Consult - Inform - Involve - Collaborate	Through construction phase: - SCET available - Tunnel info pack - One-on-one meetings and potential offer of noise and vibration monitoring - Notifications - Email updates - Project interactive website portal - Community Information Centre

Key Stakeholders and who will engage	Details	Issues/Interest & Interest Level	Levels of Engagement	Communication Tools and timing of engagement
		High		Community information sessions / forums as required but no less than bi-annual
Directly affected residents and businesses in close proximity to construction areas (See site specific issues table in section 5 for further details on specific streets and businesses potentially impacted) CGU TfNSW	Residents and strata managers: - Near President Avenue tunnel and civil sites - On West Botany Street - Princes Hwy civil site - Marsh Street tunnel site Businesses: - On West Botany Street - On President Avenue - On Princes Hwy	- Property impacts - Noise - Dust - Vibration - Traffic impacts and disruption - Access impacts - Parking impacts - Vegetation removal - Rehabilitation of sites on completion - Urban Design and Landscaping - High	- Inform - Consult - Involve - Collaborate	Through construction phase: - Property Condition Surveys - Area- specific Stakeholder and Community Relations Officer - Door knocks - One-on-one meetings prior to start of construction and ongoing as required - Potential offer of noise and vibration monitoring - Notifications - Email updates - Project interactive website portal - Community Information Centre - Community information hotline - Community information sessions / forums - Traffic Management Centre - Site visits
Chambers of Commerce TfNSW CGU	- Rockdale City Chamber of Commerce - Bayside Chamber of Commerce - St George Business Chamber	- Impacts to businesses in the area - Medium to High	- Inform - Consult	Through construction phase: - Presentations - One-on-one meetings as required - Emails - Project interactive website portal

Key Stakeholders and who will engage	Details	Issues/Interest & Interest Level	Levels of Engagement	Communication Tools and timing of engagement
Health Care CGU	- St George Public Hospital - St George Private Hospital	- Noise - Dust - Vibration - Out of Hours work - Traffic impacts and disruption - Medium to High	- Inform - Consult	Through construction phase: - One-on-one meetings as required - Presentations - Email updates - Other digital communications - Project interactive website portal
Educational TfNSW CGU	- TAFE NSW St George Campus - James Cook Boys Technology High School - Moorefields Girls High School - Brighton Le Sands Public School - Cairnsfoot Special School - St George Girls High School - St George School (special needs) - St Patrick's Catholic Primary School - Rockdale Public School	- Traffic impacts and potential disruption - Changes to parking, access and pick-up/drop-off zones - Noise - Dust - Disturbance during NAPLAN exams - Medium to High	- Inform - Consult - Involve - Collaborate	For duration of Works: - One-on-one meetings - Email updates - Notifications - Project interactive website portal - Briefings to school, P&C and parents
Road users, pedestrians and cyclists CGU	- Travelling public and residents including pedestrians, commuters, business people and service providers (government and non-government) - Public transport, including school and general bus/coach operators - Freight and transport unions - Transport and heavy vehicle operators - Cyclists - Motorist groups - Bicycle NSW - Bicycle Network - Pedestrian Council of NSW	- Disruptions to traffic - Disruption to pedestrian and/or cyclist access - Service disruptions - Changes to parking - High	- Inform - Consult	Through construction phase: - Variable Message Signs (VMS) - Notifications - Email updates - Livetraffic.com - Project interactive website portal

Key Stakeholders and who will engage	Details	Issues/Interest & Interest Level	Levels of Engagement	Communication Tools and timing of engagement
Community organisations and special interest groups CGU TfNSW	- CRG - F6 Action - Ilinden Football Club - Bardwell Valley Golf Club - Kogarah Golf Club - Wolli Creek Regeneration Group	- Construction activities and impacts on playing fields (noise, dust, vibration) - Traffic impacts - Access impacts - Parking impacts - Environmental impacts (including air quality) - Operational impacts - High	- Inform - Consult	Through construction phase: - Stakeholder liaison group meetings as required - Phone calls - Email updates - Briefings prior to start of construction and ongoing - Project interactive website portal - Notifications
Language spoken at home groups CGU	- Southern and eastern European native speakers (specifically Macedonian, Greek and Lebanese) - Asian speakers (particularly Chinese) - Indian speakers	- Construction activities and impacts on playing fields (noise, dust, vibration) - Traffic impacts - Access impacts - Parking impacts - Environmental impacts (including air quality) - Operational impacts - High	- Inform - consult	Through construction phase: - Use of translation services - One-on-one meetings as required
Emergency services CGU	- State Emergency Service - Police (Kogarah) - Ambulance NSW - NSW Fire Service	- Access in emergency - Traffic diversions and congestion - Traffic changes - Medium	- Inform - Consult	- Attendance at Project traffic groups - Briefings - Email updates - Project interactive website portal

Key Stakeholders and who will engage	Details	Issues/Interest & Interest Level	Levels of Engagement	Communication Tools and timing of engagement
Traffic and Transport Liaison Group CGU	- Customer Journey Planning - NSW Police Force - Bus operators - Taxi Council - Bicycle NSW - Affected local councils	- Traffic changes and diversions - Access impacts - Changes to bus stops - Medium	- Inform - Consult - Involve	Monthly meetings
Media TfNSW	Metropolitan and suburban newspapers, radio and television, including: - Sydney Morning Herald - The Daily Telegraph - St George and Sutherland Shire Leader - Primary television news programs on ABC, SBS, Channels 7, 9 and 10 - Travel, trade and motorist publications	- Information and local stories - Medium to Low	Inform	- Media releases - Responses to media - Media event - Project interactive website portal - Facebook - LinkedIn
Utilities / services CGU	- Telstra - Ausgrid - Sydney Water - Jemena - Optus - NBN	- Impacts on infrastructure - Disruptions - Undertaking projects in the area which may place further stress on residents / businesses - High	- Inform - involve	- Regular meetings - Steering committees

4.3. Management of Stakeholder Details

The stakeholder list will be overseen and maintained by the Stakeholder and Community Engagement Manager and team members.

Stakeholder details and interactions will be recorded in the stakeholder database (Consultation Manager) which is provided to CGU by TfNSW.

4.4. Stakeholder Mapping

The Stakeholder and Community Engagement Team will continue to map stakeholders throughout the duration of the Project. This is to ensure that impacted and/or interested stakeholders are notified, in the most relevant and effective way, of work activities and the associated impacts. A list of current stakeholders and their potential concerns are outlined in table 4 above and in site specific issues in section 5 of this Strategy. Should additional stakeholders come to light, these stakeholders will be included in the relevant tables in this Strategy as part of the ongoing review.

4.5. Communication and Stakeholder Plans

For high-risk activities, or to comply with consultation activities specified in the Environmental Documents, CGU will prepare, and submit to TfNSW for approval, a communication and stakeholder plan, for each risk or risk group. These plans will include a description of the work, the key impacts and issues, key messages as well as the communication activities and materials that will be used.

4.6. Notification Process

Community, businesses and stakeholders will be notified in advance of any work activity, traffic changes and impacts.

Targeted Notifications

A variety of notification methods is planned to be available depending on stakeholder, business and community preferences. Notification methods will either be via letterboxed notifications or digital communications (ie e-updates and/or an interactive web portal).

At project start, letterboxed notifications will be the main method of notification. The Community and Stakeholder Engagement Team will progressively survey residents and businesses impacted for the duration of the Project for their preferred communication method. Following the first survey, the preference from local residents around the C2 site was letterbox drops as well as digital communication.

The Project will evaluate the feasibility of the survey outcomes and make a determination on the type of communication methods to be used in each particular area. After collaboration with TfNSW and DPE, residents and businesses will be consulted, and this Communication Strategy will be updated to reflect the outcome.

Stakeholders such as Council, sporting organisations and Chambers of Commerce will be provided with digital notifications.

Letterboxed Paper Notifications

Letterboxed paper notifications will be the method of communication at project start until the community and business surveys are completed.

The specific stakeholder notification area is variable from activity to activity and will be determined by a number of factors including:

- Location, via a map, of the activity in relation to residences, sensitive receivers and businesses (this will include underground tunnelling and surface construction activities)

- The potential impact that the work may have (such as noise, dust, access, traffic changes and other work activity)
- The type and frequency of the activity being carried out (this will include any impulsive noise activities)
- The time of day or night the activity is being carried out (this will include any out of hours works proposed)
- The duration of the activity
- The type of equipment that is being used
- The direct or indirect impact that is predicted or level of interest in a particular activity, such as utility works on local streets or traffic delays to the wider network.

In addition, the stakeholder notification area is also dependant on the results of specific modelling. This includes Construction Noise and Vibration Impact Statements (CNVIS) produced by a specialist noise and vibration consultants. CNVIS's are used to identify the notification catchments and level of impact predicted for a specific activity.

The minimum notification period is five business days' notice of an activity or change. See the Communication Tools in section 7.1 for more detailed information about notification periods.

Depending on need, these notifications may be translated to the relevant language.

Digital Notifications and e-updates

Should resident and business survey results indicate a preference for information digitally, the Project will move to digital notifications if reasonable and feasible.

Regular e-updates will provide timely, relevant and specific information and will detail location, via a map, of the activity in relation to residences, sensitive receivers and businesses (this will include underground tunnelling and surface construction activities). The notification will also include:

- The potential impact work may have (such as noise, dust, access, traffic changes and other work activity)
- The type and frequency of the activity being carried out (this will include any impulsive noise activities)
- The time of day or night the activity is being carried out (this will include any out of hours works proposed)
- The duration of the activity
- The type of equipment that is being used.

4.7. Project Interactive Website Portal

CGU will maintain, operate, update and review monthly the Project interactive website portal as provided by TfNSW. CGU will follow TfNSW processes in making updates to the website portal and receive approval from TfNSW on contents and documents before uploading onto the Project interactive website portal.

CGU will make suggestions to TfNSW on ways to improve and optimise content and structure of the Project interactive website portal.

Geographic Information System (GIS) data will be uploaded onto the Project interactive website portal for accurate identification of construction activity and identification of impacted premises.

4.8. Issues and Risk Management

CGU's approach to managing issues and risk will focus on proactive and regular interaction with affected local residents, businesses, landowners, traffic and transport stakeholders and interfacing

projects. CGU will continue to watch for emerging issues through a number of channels. The SCET will regularly analyse complaints to determine if there is a pattern of emerging issues.

In addition, CGU will undertake further risk and opportunity assessments to identify potential issues and risks and apply management measures. This will be done around high-risk and high-impact work.

4.9. Traffic Communication

In consultation with TfNSW and the Project Traffic and Safety Management Plan (TSMP), CGU will deliver traffic-specific communications, including but not limited to:

- Regular updates including impacts of the Project works on the road network and traffic systems via the notification process outlined in Section 4.5. This may include such changes as on-street parking conditions, planned impacts to traffic lanes and turn movements, changes to bus routes, frequency and pedestrian and cyclist access routes
- Temporary driver advisory advance notice and directional signs
- Temporary signage at bus stops detailing changes to bus routes or revised bus stop locations due to Project works
- Temporary signage - static and Variable Message Signs (VMS) detailing any changes to pedestrian and cyclist access and alternate routes around construction sites
- E-updates will detail changes to traffic conditions. This may include such changes as on-street parking conditions, planned impacts to traffic lanes and turn movements, changes to bus routes, frequency and pedestrian and cyclist access routes
- Advertising as required by TfNSW Customer Journey Planning
- Use of LiveTraffic digital platforms about changes to traffic and detours to avoid congestion
- Up-to-date traffic information on display at the Community Information Centre and at community information sessions/public displays
- Further email and phone follow up with the community to receive comments and provide more explanation (if required) relating to traffic conditions associated with construction activities.

5. Business Management Plan

The Stakeholder and Community Engagement Team will engage with businesses adversely affected by construction work. The potential impacts and communication tools are reflected in Table 4 above.

The businesses have been identified through desktop studies, doorknocks and through the businesses themselves contacting the Stakeholder and Community Engagement Team.

Understanding each business and their requirements to operate successfully during construction work will be critical in minimising impacts where possible and maintaining positive relationships. Businesses potentially adversely affected by construction work that have been identified are shown in Table 5 below.

Table 5: Adversely affected businesses and their special requirements

Business	Address	Special requirement
Pet O Rockdale	466 West Botany Street Rockdale NSW 2216	- Customers park at the Bicentennial Park northern carpark / on West Botany Street and walk into store - Key concern is parking available for customers
UFC Gym Rockdale	466 West Botany Street Rockdale NSW 2216	- Customers park at the Bicentennial Park northern carpark / on West Botany Street and walk into gym - Key concern is parking available for customers
Bermill Street businesses	Bermill Street Rockdale NSW 2216	- Staff have on site parking / park on Bermill Street and West Botany Street - Key concern is noise and vibration
Kirby Industrial Estate	433 West Botany Street Rockdale NSW 2216	- Oversized vehicles accessing driveways 24 hours a day - Contact to be through Property Manager only
Rockdale Ilinden Sports Centre	468 West Botany Street Rockdale NSW 2216	- Contact to be through President of club only - Key concern is soccer matches that attract hundreds of spectators
Sugarloaf	37 President Avenue Kogarah NSW 2217	- Customer's access on foot - Deliveries on Warren Avenue
Benny and the Pets	41 President Avenue Kogarah NSW 2217	- Customer's access on foot - Deliveries on Warren Avenue
Brix Property Agents	49 President Ave Kogarah NSW 2217	Customer's access on foot
Pino's Dolce Vita	45 President Avenue Kogarah NSW 2217	- Customer's access on foot - Deliveries on Warren Avenue - Key concern is potential loss of business
Sydney Elite	51 President Avenue Kogarah NSW 2217	Customer's access on foot
Liondos	53 President Avenue Kogarah NSW 2217	Customer's access on foot
High Maintenance Hair	55 President Avenue Kogarah NSW 2217	- Customer's access on foot - Key concern is noise

Business	Address	Special requirement
Dermal Boutique	55 President Avenue Kogarah NSW 2217	- Customer's access on foot - Key concern is noise and vibration
Conveyancing Now	55 President Avenue Kogarah NSW 2217	Customer's access on foot
Anne Antonios Clinical Psychologist	55 President Avenue Kogarah NSW 2217	Customer's access on foot
President Avenue Fruit World	60 President Avenue Kogarah NSW 2217	- Customer's access on foot and by vehicles - Access must always be maintained to driveway - Deliveries enter from President Avenue and exit from Green Lane
Ampol Foodary Kogarah	29 President Avenue Kogarah NSW 2217	Customers access by vehicles
Wash My Ride	71-75 Princes Highway Kogarah NSW 2217	Customers access by vehicles
Big Bang Burgers	71-75 Princes Highway Kogarah NSW 2217	Customers access by vehicles and foot
Waterforms International	406-408 West Botany Street Rockdale NSW 2216	- Deliveries and other vehicle movements are frequent and enter via the front gate on West Botany Street - Approximately six spaces of parking available for customers and employees - Access must always be maintained to driveway - Business may be open outside of its regular business hours (Mon-Fri, 9am-5pm) - Key concern is noise, vibration and alleged property damage
Sydney Collision Repairs	410 West Botany Street Rockdale NSW 2216	- Access via front garage and side door - Deliveries and other vehicle movements are frequent and enter via the front garage on West Botany Street - Parking limited for unscheduled customers - Access must always be maintained to driveway
Kosta's takeaway	412 West Botany Street Rockdale NSW 2216	- Access via foot - Deliveries are frequent and park on the road in front of the business - No allocated parking available for the business (closest street parking on West Botany Street)
Bunnings Rockdale	383 West Botany Street Rockdale NSW 2216	- Access via property driveway on West Botany Street or Rockdale Plaza Drive - Deliveries and other vehicle movements are frequent and enter via both West Botany Street and Rockdale Plaza Drive - Between approximately 50 and 100 car parking spots available for customers and employees - Access must always be maintained to driveways - Business hours are Mon-Fri, 6am-9pm and Sat-Sun, 7am-7pm
The Rockdale Centre	265 West Botany Street Rockdale NSW 2216	Access via driveway on West Botany Street

Business	Address	Special requirement
		- Deliveries and other vehicle movements are frequent and limited parking is available to customers and employees of each respective business inside the industrial complex - Access must always be maintained to driveways - This industrial complex is open 24/7 and each respective business may be open outside of their regular work hours.
Sydney Mechanical Works	371 West Botany Street Rockdale NSW 2216	- Access via front garage and side door - Deliveries and other vehicle movements are infrequent and enter via the front garage on West Botany Street - Approximately three spaces of parking available for customers and employees - Access must always be maintained to driveway
The Lunch Box	365 West Botany Street Rockdale NSW 2216	- Access via foot - Deliveries are frequent and park on the road in front of the business or in The Rockdale Centre - No allocated parking available for the business (closest street parking on West Botany Street)
Rockdale Massage Parlour	375 West Botany Street Rockdale NSW 2216	- Access via foot and no driveway access - Street parking only
380 West Botany Street Industrial Complex	380 West Botany Street Rockdale NSW 2216	- Access via driveway on West Botany Street - Deliveries and other vehicle movements are frequent and enter via West Botany Street - Parking available for each respective business - Access must always be maintained to driveway - Businesses may be open outside of their regular business hours - Key concern is noise, vibration and property damage

6. Site Specific Issues

Detailed below is the community engagement program based on the anticipated site-specific issues. These site-specific issues, stakeholder and associated communication strategies are not exhaustive and the process of identifying stakeholders, issues and developing communication strategies will continue to be developed and refined during the life of the Project. Also see Section 7.1 Communication Tools for detailed information about the distribution of regular information regarding site specific and project-wide activities. Maps showing the properties that will potentially be impacted by project activities can be found below.

Table 6: Site specific issues

Location	Key issues	Stakeholders	Mitigation measures
Princes Highway/ President Avenue/West Botany Street	- Construction Impacts – noise from high impact activities, dust, vibration, odour, air quality - Out of hours work impacts - surface works, utility works including relocation of power poles - Truck movements and increased vehicle movements - Out of hours deliveries of plant and equipment - Inadequate notification of sensitive receivers - Traffic impacts during construction - temporary lane closures, traffic changes - Traffic impacts post construction - increased traffic on President Ave resulting from demand for M6S1 tunnel access - Temporary & permanent on-street parking changes due to construction - Contamination at 711 site	- Residential property owners & tenants - Local business owners & tenants - Health Care facilities, e.g. St George Private Hospital - Road users - Educational facilities, e.g. James Cook Boys High School & TAFE NSW St George Campus - Freight & transport providers - EPA - Contaminated Land Site Auditor	- Commence relationship establishment & proactive communication early to engage with potentially impacted community members - Distribute regular communication material identifying impacts, duration of work, and mitigation measures - Provide fact sheets & information on site hoardings, where appropriate. Gather email & SMS information to supplement paper notifications - Further consultation with sensitive receivers via door-knocks, phone calls or emails and relaying sensitivities to construction teams for additional mitigation when possible - Community forum - Implement Out of Hours Work Protocol - Identify appropriate respite periods in consultation with community at each affected location and advise in notifications - Provide communication in a timely manner ensuring sensitive receivers are fully aware of all activities with a potential impact - Install at-property construction noise treatments in line with CoA for eligible properties - Collaborate with environmental, construction and traffic teams to effectively coordinate work & ensure mitigation measures are effective for community & stakeholders - Monitor noise & vibration to validate predicted levels where required - Implement complaints management procedure - Construction team to manage scheduling of works to provide respite as required - Remediation Action Plan

Location	Key issues	Stakeholders	Mitigation measures
Rockdale Bicentennial Park	- Construction Impacts – noise from high impact activities, dust, vibration, odour, air quality - Out of hours work impacts - surface works, utility works including relocation of power poles - Truck movements and increased vehicle movements - Out of hours deliveries of plant and equipment - Inadequate notification of sensitive receivers - Environmental including biodiversity, flooding, water quality, odour & contamination consideration - Impact to recreational space, wetland & wildlife - Removal of vegetation & displacement of native flora & fauna	- Residential property owners & tenants - Local business owners & tenants - Bayside Council - Brighton-Le-Sands Public School - Active transport users - Bicycle NSW - Park users - EPA - DPE - Community & sporting groups	- Commence relationship establishment & proactive communication early to engage with potentially impacted community members - Distribute regular communication material identifying impacts, duration of work, and mitigation measures - Provide fact sheets & information on site hoardings, where appropriate. Gather email & SMS information to supplement paper notifications - Further consultation with sensitive receivers via door-knocks, phone calls or emails and relaying sensitivities to construction teams for additional mitigation when possible - Community forum - Stakeholder briefings - Identify appropriate respite periods in consultation with community at each affected location and advise in notifications - Provide communication in a timely manner ensuring sensitive receivers are fully aware of all activities with a potential impact - Regular engagement meetings with key stakeholders including Council, DPE, EPA, the AA & ER regarding environmental management issues - Develop key messages & issues specific fact sheet relating to water management, impacts & mitigation measures in place specifically relating to Rockdale Bicentennial Park - Provide local community & key stakeholders written notification about environmental management issues in advance of activities, e.g. tree clearing, out of hours work detailing justification, likely impacts & mitigation measures in place during the works - Provide staff training to identify important environmental management issues - Face-to-face consultation with directly impacted stakeholders prior to activities - Collaborate with environmental & construction teams to coordinate work effectively & to ensure effective mitigation measures are in place
Rockdale Site: Bay Street and West Botany Street residents	- Construction Impacts – noise from high impact activities, dust, vibration including the use of vibratory equipment, air quality - Truck movements and increased vehicle movements	- Residential property owners & tenants - Local business owners & tenants	- Commence relationship establishment & proactive communication early to engage with potentially impacted community members - Distribute regular communication material identifying impacts, duration of work and mitigation measures - Provide fact sheets & information on site hoardings, where appropriate. Gather email & SMS information to supplement paper notifications

Location	Key issues	Stakeholders	Mitigation measures
	- Out of hours deliveries of plant and equipment - Congestion at shared access point with TfNSW depot - Inadequate notification of sensitive receivers		- Further consultation with sensitive receivers via door-knocks, phone calls or emails and relaying sensitivities to construction teams for additional mitigation when possible - Identify appropriate respite periods and advise in notifications - Community forum - Install at-property construction noise treatments in line with CoA for eligible properties - Collaborate with environmental, construction and traffic management teams to effectively coordinate work & ensure mitigation measures are effective for community & stakeholders - Monitor noise & vibration to validate predicted levels where required - Implement complaints management procedure - Construction team to manage scheduling of works to provide respite as required - Provide communication in a timely manner ensuring sensitive receivers are fully aware of all activities with a potential impact
Marsh Street, Arncliffe construction site & facilities	- Construction Impacts – noise including from high impact activities, dust, vibration including the use of vibratory equipment, air quality - Truck movements and increased vehicle movements - Out of hours deliveries of plant and equipment - Inadequate notification of sensitive receivers	- Residential & business properties on Marsh Street adjacent to the site compound such as Flora Street, Valda Street & other streets adjacent to Marsh Street site compound - Kogarah Golf Club	- Re-engage with residents previously impacted by New M5/M8 tunnelling construction site. These are well known to the Joint Venture. - Commence proactive communication to these residents - Distribute regular communication material identifying impacts and mitigation measures - Further consultation with sensitive receivers via door-knocks, phone calls or emails and relaying sensitivities to construction teams for additional mitigation when possible - Include information on site hoardings, where appropriate - Implement Out of Hours Work Protocol; identify appropriate respite periods and communicate in notifications - Community forum - Develop & implement Construction Parking & Access Strategy. Encourage use of public transport & car pooling - Collaborate with environmental & construction teams to effectively coordinate work & ensure mitigation measures are effective for community - Develop key messages & issue specific fact sheets relating to dust, air quality, odour & mitigation measures in place - Provide communication in a timely manner ensuring sensitive receivers are fully aware of all activities with a potential impact

Location	Key issues	Stakeholders	Mitigation measures
Construction & operation power alignment	- Construction Impacts - noise, vibration at property boundary - Impact on driveways - Reinstatement	- Bayside and Canterbury Bankstown Councils - Residents and businesses on power alignment - Bardwell Valley Golf Club - National Parks and Wildlife Service - Wolli Creek Regeneration Group	- Distribute regular communication material ahead of time and as construction work approaches - Monitor noise & vibration - Implement complaints management procedure - Construction team to manage scheduling of works to provide respite as required
Tunnelling alignment	- Noise & vibration - Property Damage	Residential & business properties along the full tunnel alignment	- Develop & distribute Tunnelling Info Pack so that stakeholders are aware of tunnelling processes, impacts & what stakeholders can expect. Pack to include information on vibration & settlement monitoring. Information to be publicly displayed & public information sessions held - Property Condition Survey offered prior to commencement of major works - Install at-property construction noise treatments in line with CoA for eligible properties - Dedicated resource to manage community engagement for at-property noise treatments - Monitor noise to validate predicted levels, as required - Develop strategies to monitor & address construction fatigue
Active Transport construction alignment	- Construction impacts – noise, construction vehicles, dust - Perceived security issues	- Bayside Council - Active transport users - Property owners adjacent to construction - Connect Sydney - Rockdale Rugby Club - St George District Netball Association - St George Archers - Zoom Mobile Archery - Scots Football Club	- Commence relationship establishment & proactive communication early to engage with potentially impacted community members - Provide regular communication - Meetings as required

Location	Key issues	Stakeholders	Mitigation measures
Urban Design and Landscape Plan	- Future urban design & landscaping plan - Urban design, visual amenity & non-Aboriginal heritage	- Bayside Council - Residents, businesses and stakeholders - Active transport users - Bicycle NSW - Local sporting clubs - Youth - Aboriginal Land Council and local elders - Environmental groups	- Proactively consult & provide opportunities for consultation on Urban Design & Landscape Plan with Council & community - Distribute communication material to inform and provide information about how to have a say - Advertisements to inform and invite feedback - Update to interactive portal - Community sessions to provide visual display of key elements of UDLP and mechanisms to have a say
All Project alignment & wider community	- Provision & safety of active transport routes - temporary during construction & final design - Visual impact of construction sites - Visual impact of operational facilities & ventilation shafts - Lighting & security	- Bayside Council - Residents, businesses and stakeholders - Active transport users - Bicycle NSW	- Implement safe & well-signed diversions for pedestrians, cyclists & motorists - Distribute regular communication material, include on site hoardings & install signage where appropriate - Proactively consult & provide opportunities for consultation on Urban Design & Landscape Plan with Council & community - Proactively consult with directly affected community - Use information sessions, public displays & Project interactive website portal to provide information about urban design & landscaping elements - Erect boundary fencing that incorporates screening around all construction ancillary facilities adjacent to sensitive receivers for duration of site establishment & construction unless otherwise agreed with Bayside Council & affected residents, business operators or landowners

6.1. Project Alignment and maps of potentially impacted properties

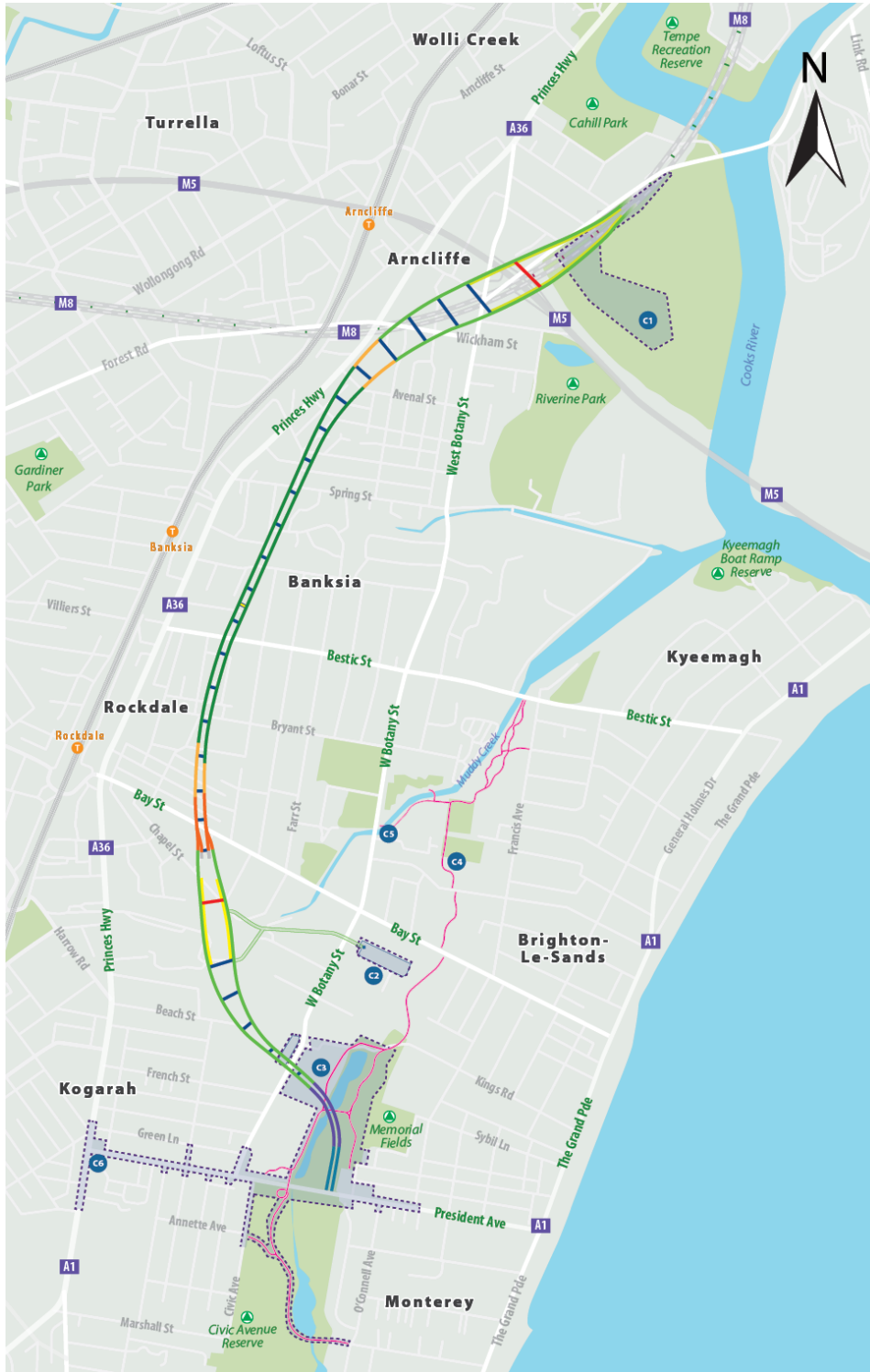


Figure 2: Map of project alignment

6.2. Location of construction sites - Kogarah.

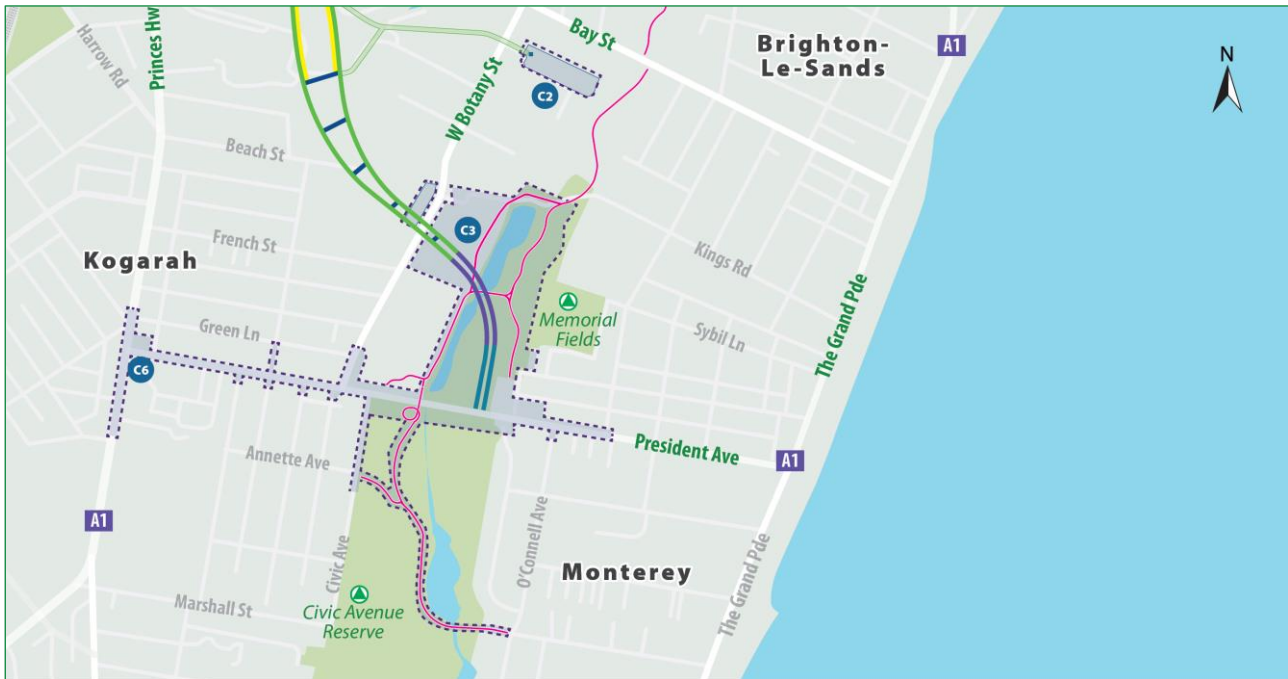


Figure 3: Map of construction area in Kogarah

6.3. Location of construction site – Rockdale

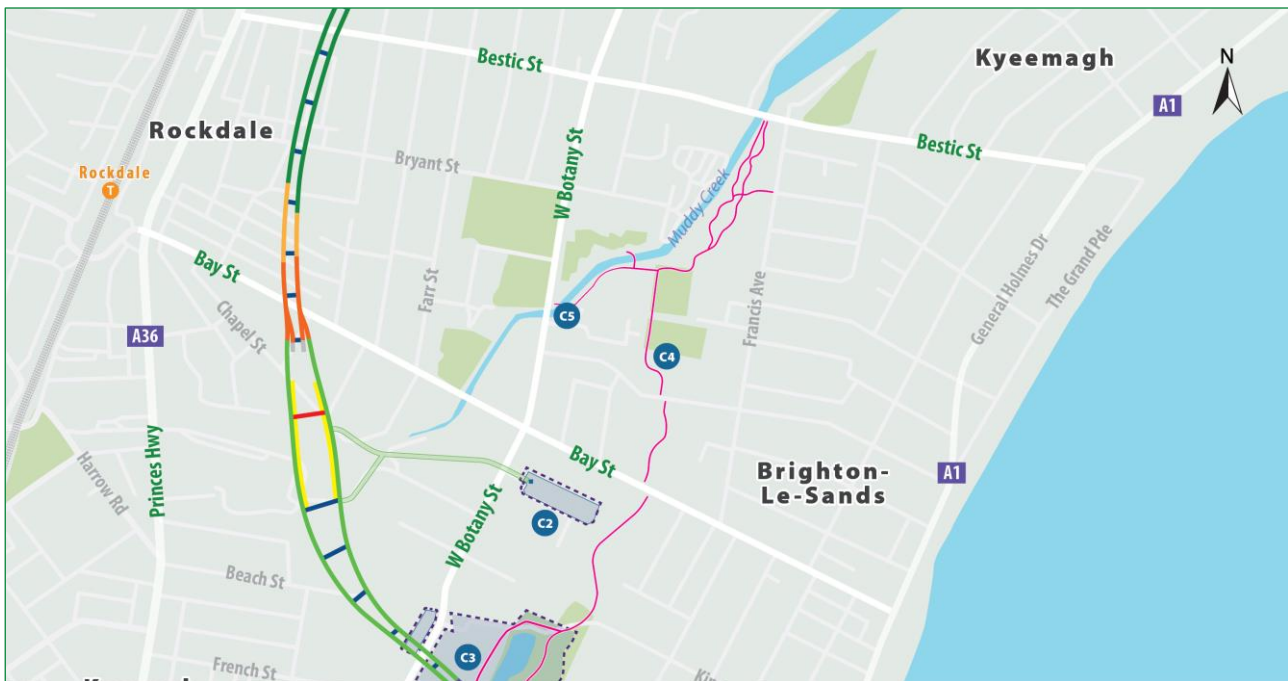


Figure 4: Map of construction area in Rockdale

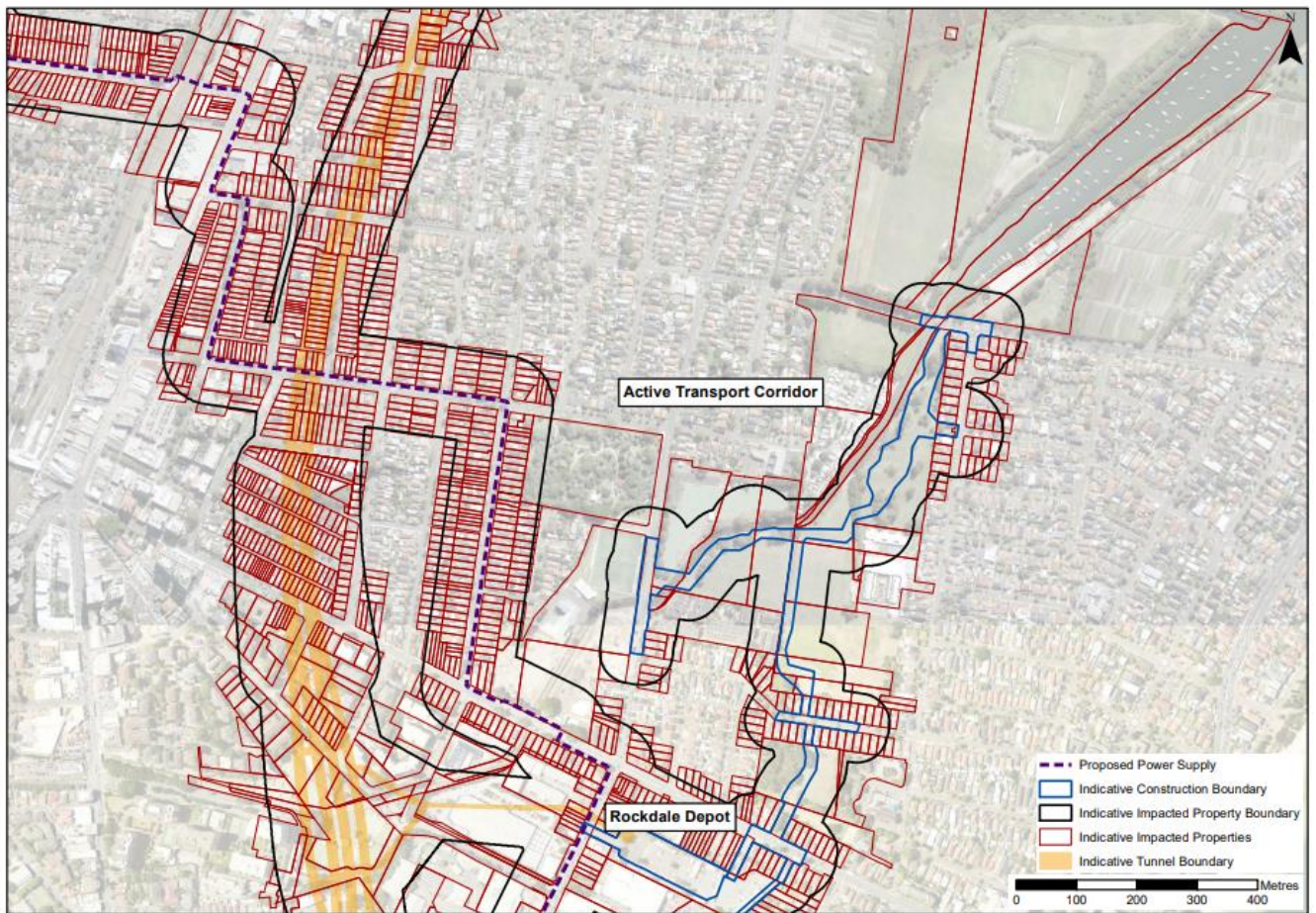


Figure 5: Map of potential impact zone

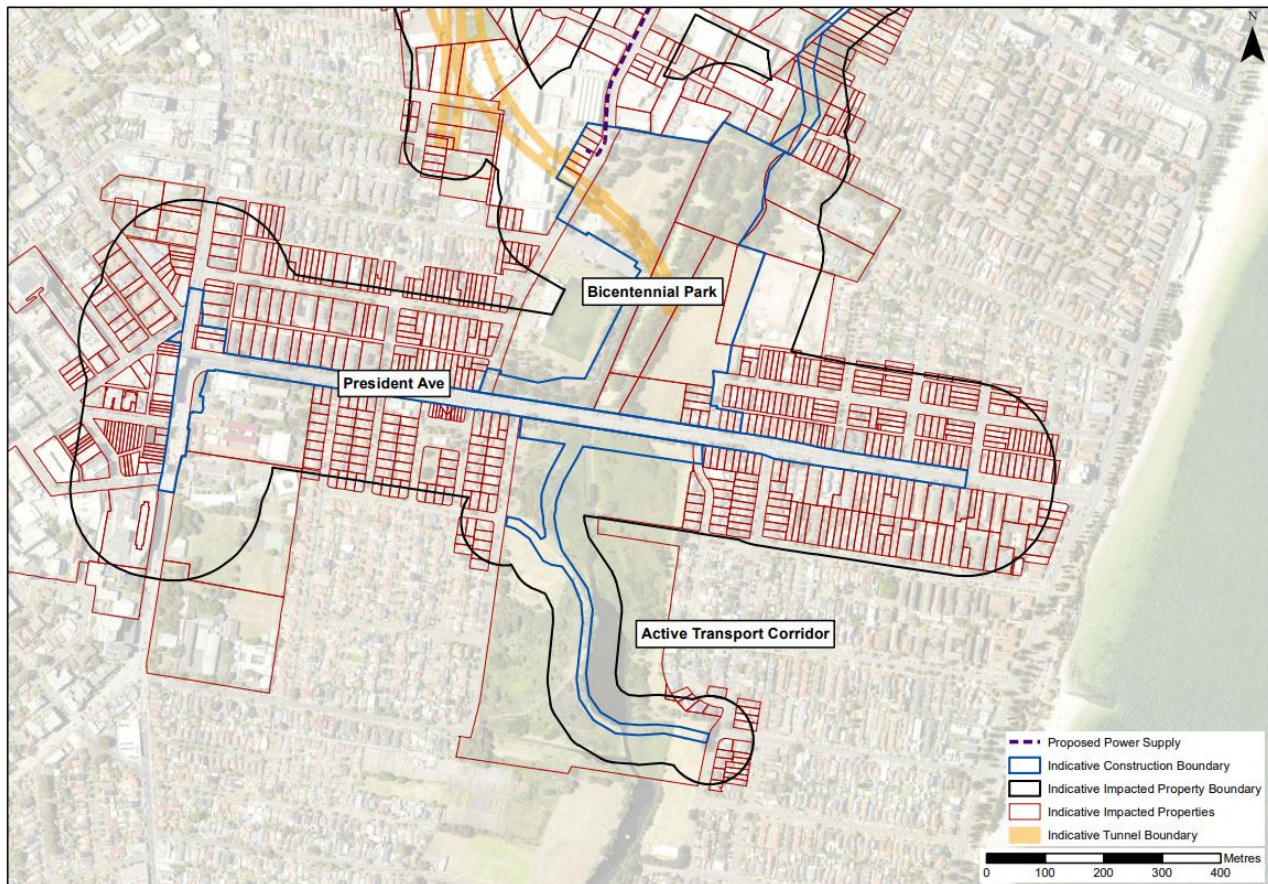


Figure 6: Map of potential impact zone

6.4. Location of construction site – Arncliffe

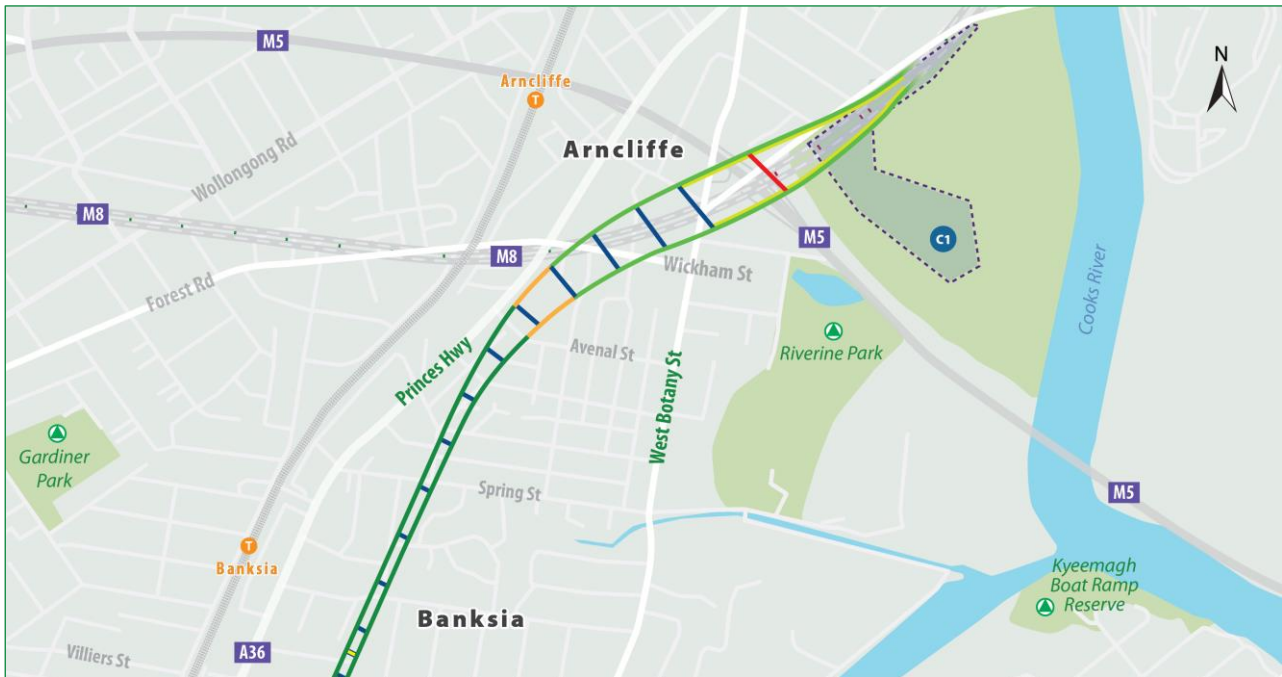


Figure 7: Map of construction area in Arncliffe

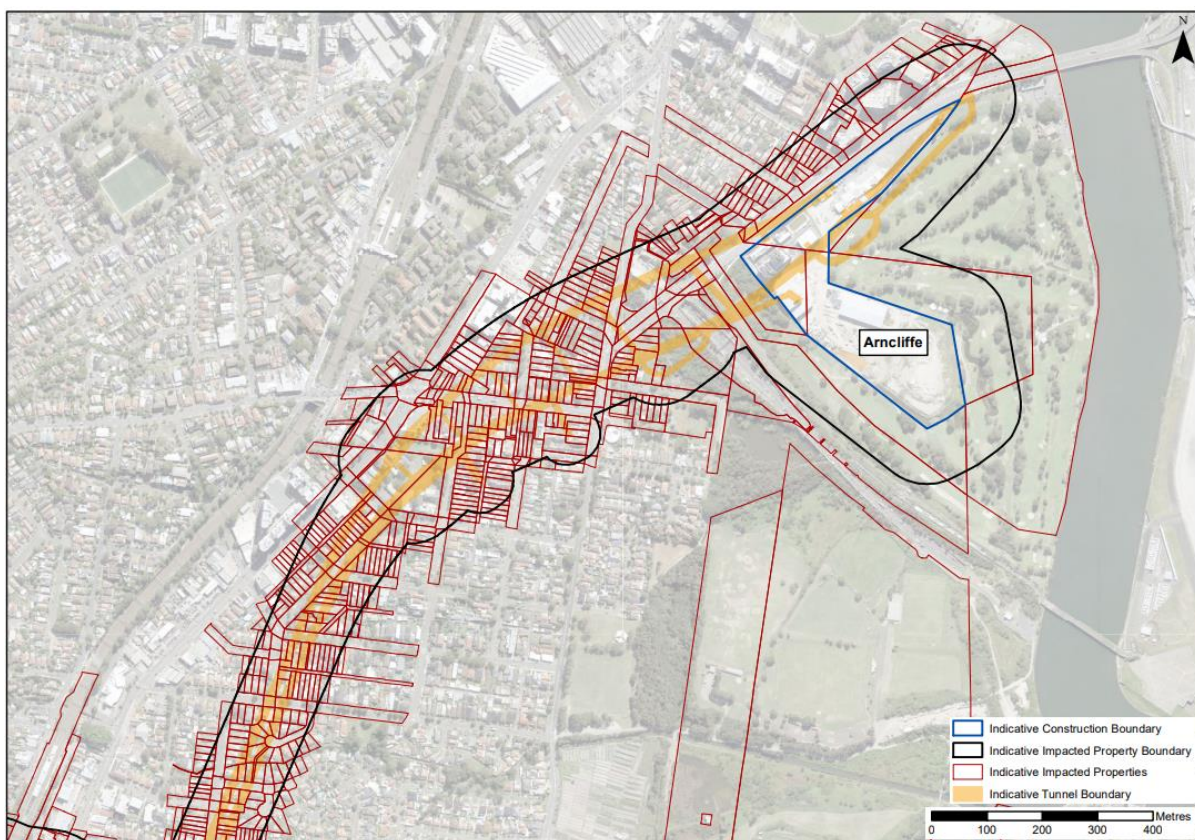


Figure 8: Map of potential impact zone

6.5. Location of Permanent Power Supply: Earlwood, Bardwell Park, Bardwell Valley

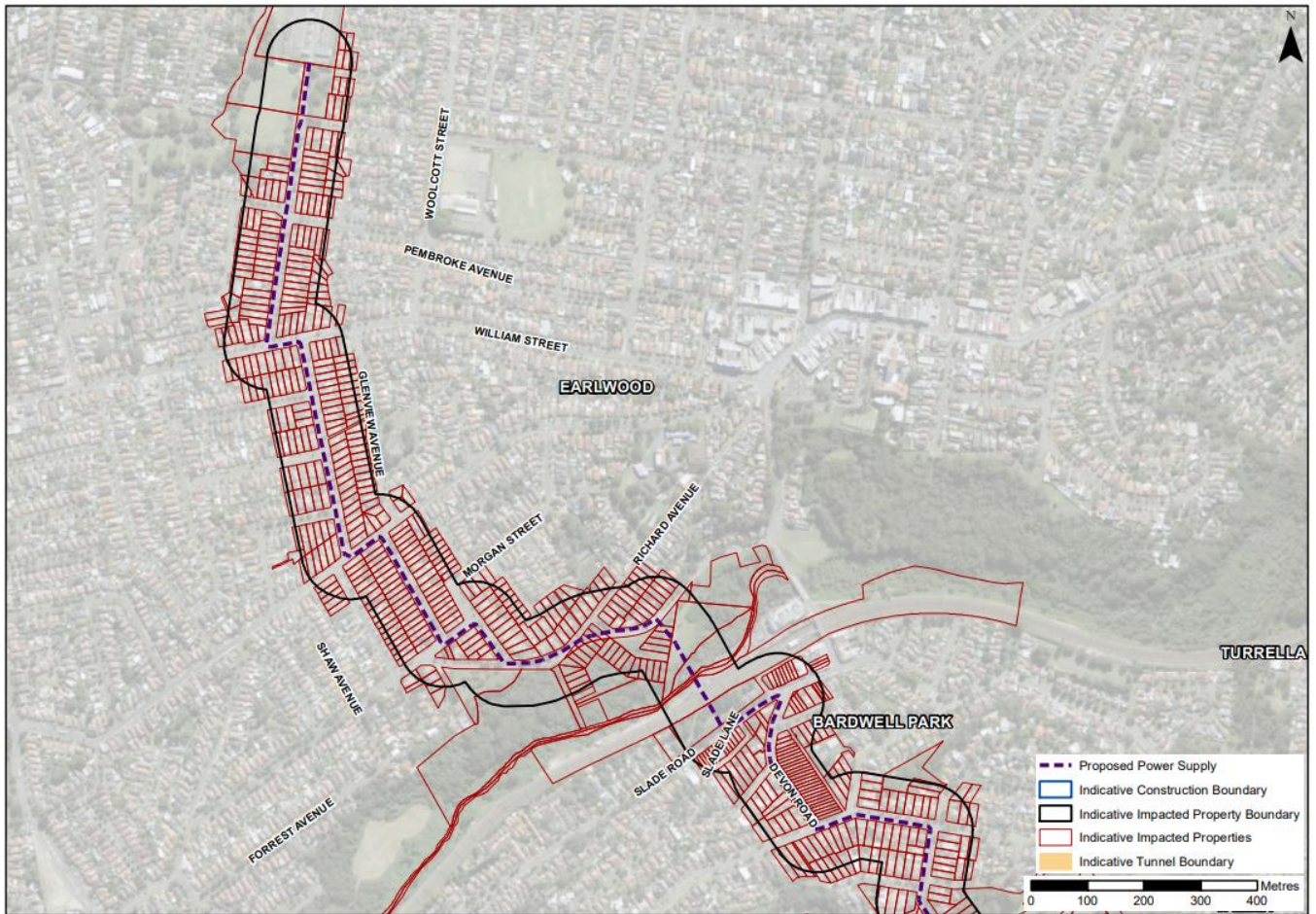


Figure 9: Map of potential impact zone

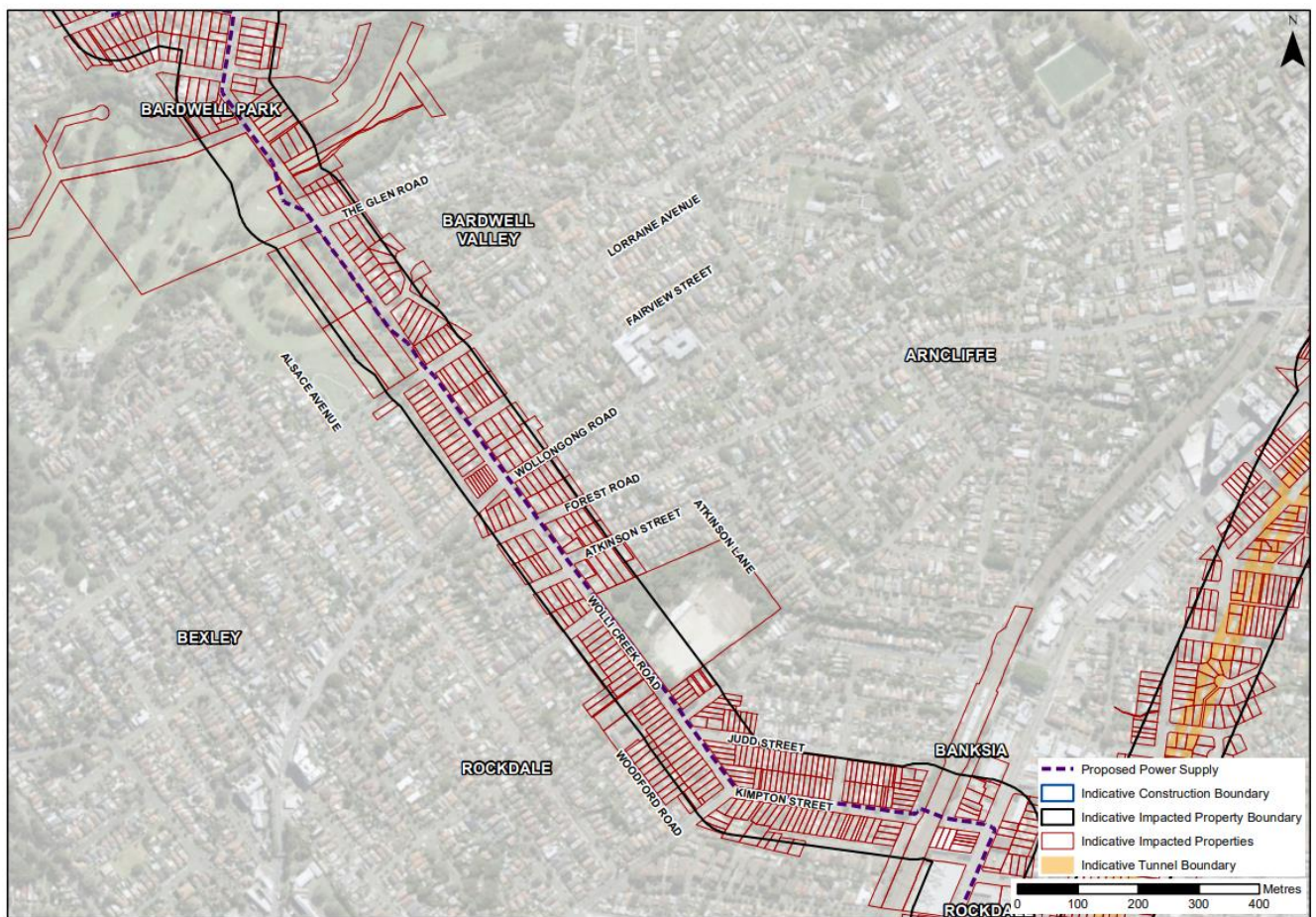


Figure 10: Map of potential impact zone

*Please note that locations of construction sites are indicative and their placement within the Project boundary are subject to change.

7. Stakeholder and Community Engagement Team

7.1. Engagement Approach

CGU recognises the importance of an experienced and skilled team to manage community relations. The Project's Stakeholder and Community Engagement Team will work in partnership with TfNSW's Communications and Engagement team to achieve the Project outcomes and leave a positive legacy for the community and stakeholders.

Consultation will be in accordance with the TfNSW stakeholder and community engagement requirements of the Deed and the Planning Approval.

The Stakeholder and Community Engagement Team will also ensure best practice to support the Project's commitment to achieving an 'Excellent' rating under the Infrastructure Sustainability Council of Australia (ISCA) rating scheme.

CGU recognises that face to face communication as an important part of the engagement approach and will engage face to face as far as possible. In light of COVID-19 restrictions, CGU will adhere to COVID-19 Government guidelines for safe and responsible engagement.

7.1.1. Stakeholder and Community Engagement Team

CGU will establish a team for the overall management and coordination of community information and involvement.

The Stakeholder and Community Engagement Manager for CGU will ensure that TfNSW is informed of all community issues, consulted regarding all decisions affecting the local and wider community and invited to all community information sessions, site visits and meetings with key stakeholders and council.

The Stakeholder and Community Engagement Manager will be supported by a team of Stakeholder and Community Engagement Officers, one of whom will act as a deputy to the Manager, and a Coordinator. The team will work in partnership with CGU staff including Construction and Tunnelling Directors, Project Managers, Utilities Manager and Environment teams.

The Community and Stakeholder Engagement Team will manage community engagement for:

- Geotechnical Investigations
- The construction and operation power alignment
- Demolition works
- Utilities relocation and associated works
- Tunnelling and subsurface construction
- Surface works construction including construction of the Active Transport Corridor
- Traffic staging
- The Urban Design and Landscape Plan consultation

Through the CGU Environmental Manager, the Community and Stakeholder Engagement Team will also interface with the Environmental Representative and Acoustic Advisor.

7.2. Stakeholder and Community Engagement Team Protocols

CGU is responsible for the overall management and coordination of community information and involvement and collaboration with stakeholders, which will be managed by the CGU Stakeholder and Community Engagement Team.

The Stakeholder and Community Engagement Manager is the designated complaints handling and community contact management representative for the Project.

All staff working on the Project will be provided with community engagement training as part of their induction. The training will include information about how each staff member needs to share the responsibility of managing / minimising community impacts and also complaints.

The training will also include information about how to refer all community contacts to the Stakeholder and Community Engagement Team immediately or the following business day (if contact occurs during a night or weekend shift).

7.2.1. Upcoming Opportunities for Media Events

The Stakeholder and Community Engagement Manager will provide the following information to TfNSW at regular and relevant scheduled coordination meetings to aid in the planning for media events:

- A look ahead of upcoming activities, including site visits and milestones that are potentially media opportunities.
- Any other information considered relevant including advertisements, notices and other community contact
- Any issues/risks that could become a media issue

7.2.2. Roles and Responsibilities

The Stakeholder and Community Engagement Manager and Officers will manage and deliver community engagement plans, proactively communicate construction impacts, and negotiate construction methods and working hours with affected communities as required.

The Officers are appointed to undertake community relations duties for construction activities, utility work and tunnelling work to assist the public with questions and complaints which they may have at any time during construction. They will also be available to run information sessions and outreach activities on Saturdays and weekdays until 9pm. A summary for their role and responsibilities is as follows:

- undertake all activities in a cooperative and informative manner to ensure delivery of an integrated community engagement strategy
- respond to community enquiries and complaints about the Project utilising the agreed TfNSW database Consultation Manager which is monitored and updated
- draft notifications and project manage through the approvals process
- be available to answer Project related complaint calls from the community information line on a 24-hour rostered basis
- work closely with the various CGU Project Managers to ensure coordination of information to local community and stakeholders
- the team will be available at all times that works are occurring, including being available to respond to a major incidents or crises 24 hours per day seven days per week
- the team will be available for meetings with the community and stakeholders Monday to Friday 7am to 8pm and Saturdays, if required, between 9am and 12 noon.

7.3. Stakeholder and Community Engagement Team Contact Details

The team will be based at either the main construction site office or at the relevant construction/tunnelling site offices with their teams.

A permanent Community Information Centre (CIC) will be opened to the public and staffed by CGU Monday to Friday, from 9am to 5pm. The CIC is planned to be located as part of the site offices at West Botany Street Rockdale with easy access and a central location for community members and stakeholders. Signage directing visitors to the CIC will be installed. The CIC will be open to the public 40 business days prior to the start of construction. The community will be advised of the

location of the CIC via the Project interactive website portal, community information materials and updates.

A delegate of the Stakeholder and Community Engagement Manager will be available to answer complaints from the community information line, on a 24/7 basis.

The community will be advised of the community information line (1800 789 297), which is available 24/7 during the Project delivery phases.

The M6 Stage 1 email address is info@M6Stage1.com.au and will be included on Project site hoarding and on all notifications and updates.

The M6 Stage 1 postal address, PO Box 7261, Alexandria NSW 2015 will also be included on Project site hoarding and on all notifications and updates.

The community information line, email address and postal address will be made publicly available on the interactive web portal, notifications, community updates and site hoardings at each construction site.

8. Communication Management

8.1. Communication Tools

A range of communication tools will be used to inform and engage the community and other stakeholders about the Project as work proceeds. Table 7: below provides an overview of the tools to be used project wide and with the local community, frequency and timing, the audience and specific requirements of each tool.

Table 7: Communication Tools

Tool	Description	Audience	Frequency / Timing	Tool Specification
Air Quality Community Consultative Committee (AQCCC)	AQCCC will be established for the Project in accordance with CCC Guidelines (NSW Department of Planning and Environment 2016)	AQCCC members	AQCCC established prior to the finalisation of detailed design. Held at least 4 times a year	- Detailed information to be confirmed following formation of AQCCC with TfNSW liaison and advice including a Terms of Reference. - The availability of monitoring data will be conveyed to the local community by way of newsletter (including translation into common community languages in the area) and newspaper advertisement at least one month prior to the commencement of operation.
Cancellation of work notification	From time to time, work is cancelled due to unforeseen circumstances such as inclement weather. Using the e-alerts and SMS, CGU will advise of cancelled work.	Directly affected residents and businesses	As soon as practical, in advance of cancellation of work	Notification of cancellation of work will be provided on the interactive web portal and via email distribution list where practicable. If work is cancelled late at night, it may not be feasible for an email or SMS to be sent.
Consultation survey	A survey that asks specific questions to the community and stakeholders about how they wish to be communicated	Existing contacts in the community contact database (Consultation Manager)	The Survey will commence in a staged approach prior to major construction and tunnelling work (not	Survey to ask specific questions to identify the preferred method of communication (including consultation) and identify issues that are of interest to the community

Tool	Description	Audience	Frequency / Timing	Tool Specification
	Provides a mechanism for involvement and collaboration from which feedback from the community can be provided to the Project team for it to be evaluated and implemented when feasible and reasonable.	Residents and businesses within 50m of construction site and 50m along tunnel alignment	including any site establishment works undertaken in accordance with Site Establishment Management Plan)	The survey will be delivered via a combination of door knocking and letterbox. Language translation and interpreter services are available for community members who request assistance from CGU or use the services directly
Community updates	Major construction milestones	Premises 50m along project alignment	Every three months from the commencement of site establishment work	- Letterbox drop - Project interactive website portal updates
Doorknocks	The Stakeholder and Community Engagement Team will doorknock directly affected property owners in close proximity to construction sites and those who are impacted by activities such as property adjustments or emergency works. Provides a mechanism for which feedback from the community can be provided to the Project team.	Directly affected residents and businesses	Carried out when specific consultation or information is required to be given to directly impacted residents, businesses or other sensitive receivers	- Doorknocks will be completed in order to consult with affected stakeholders where parking is impacted as a result of construction in accordance with CoA E130 - Doorknocks may be required, depending on the proximity to sensitive receivers, in the event of the need to complete some emergency works in accordance with CoA E66 - Doorknocks will be used (along with other contact tools) to consult with affected sensitive receivers in relation to respite periods in accordance with CoA E71 where email contact details are not provided, - Prior to works at receiver noise mitigation in the form of at-property treatment will be offered to the eligible landowner for habitable living spaces in accordance with CoA E78 opportunities for involvement and collaboration with stakeholders arise from consultation period.

Tool	Description	Audience	Frequency / Timing	Tool Specification
				CGU will adhere to COVID-19 guidelines regarding suitability of doorknocks
Letterbox notification – general work	Letterboxed paper notifications will be hand delivered to all impacted residents	Nearby and potentially affected residents as outlined in section 5 or identified in the noise assessment (the notification area may be reduced or expanded as a result of the noise assessment)	Will be distributed seven (7) days prior to the proposed activity described in the notification	- Distributed to inform residents and businesses of upcoming work. - Notifications will include: - Nature of construction activity - Scope of work - Location of work - Hours and duration of work - Type of equipment used - Likely impacts (such as dust, noise, vibration, lighting, traffic, access) - Community contact information - Maps / diagrams - It is not expected that there will be any owners and occupiers of properties at risk of exceeding the vibration criteria for cosmetic damage. Should this information change, any owner and occupier will be notified by direct letterbox notifications or email in accordance with CoA E95
Letterbox Notification - out of hours works (OOHW) notifications	Out-of-hours works notifications will be letterbox dropped for all impacted premises	Potentially affected residents and businesses	Will be distributed five business days prior to the proposed activity described in the notification	- Distributed to inform residents and businesses of upcoming work. - In line with the OOHW Protocol, OOHW notifications will include: - Nature of construction activity - Justification for working outside of standard construction hours - Scope of work - Location of work

Tool	Description	Audience	Frequency / Timing	Tool Specification
				- Hours and duration of work - Type of equipment used - Potential impacts (such as noise, vibration, lighting, traffic, access) - Measures that will be implemented to manage these impacts - Community contact information - Maps / diagrams
Letterbox notification - traffic work	Letterbox notifications to residents and businesses regarding the current and next construction stage and changes and impacts on traffic conditions Signage also attached at relevant traffic change areas (if available) showing any upcoming major change to pedestrian or cyclist access	All properties, residences and businesses potentially impacted by the changes to the road network and traffic systems	Prepared and distributed two weeks prior to the start of every construction activity that involves a major change to the road network and systems	The traffic notifications will be developed and distributed to local residents and businesses when there is a major change to traffic conditions and may include, the number of traffic lanes and turn movements, changes to pedestrian and cyclist crossings and access routes and changes to bus routes, services frequencies and stops
Letterbox notifications – utilities and service disruptions	Letterbox notifications to residents and businesses regarding disruption to services	All properties, residences impacted by any service disruption	Will be distributed five business days (7 days) prior to the scheduled service disruption	CGU will include reference to service provider notification of service disruption in CGU notifications and reiterate the date and start and end time of service disruption. CGU will add contact details for any stakeholder who may need assistance during service disruption
Community forums	Community forums and drop in sessions will be held that focus on current and upcoming construction activities, key environmental management issues and any other areas of concern to the community	Local community	Held quarterly	The forums/drop-in sessions provide a mechanism for which feedback from the community can be provided to the Project team as well as an opportunity to discuss

Tool	Description	Audience	Frequency / Timing	Tool Specification
	Community forums will be held in, or near to impacted communities across the corridor in accessible locations. Should COVID-19 guidelines restrict CGU's ability to hold face to face forums, online forums will be implemented. Provides a mechanism for involvement and collaboration from which feedback from the key stakeholders can be provided to the Project team for it to be evaluated and implemented when feasible and reasonable	Residents and businesses		environmental issues relevant to the project or activity - Topics and issues that the forums/drop-in sessions will focus on include environmental issues (noise, dust, vibration) or other areas of concern to the community and stakeholders - Representatives from the Project who are subject matter experts will be available to speak with individuals about the relevant topics being discussed and assess feasibility of potential mitigation alternatives in line with stakeholder feedback - Clear and easy to understand display material, relevant to the subject matter (CoA B2 (f)) will be available - Locations will be determined as per the nature of the forums/drop-in sessions and impacts and may include local community centres close to impacted residents, businesses and stakeholders. The forums/drop-in sessions may also take place at the Community Information Centre - These forums will be arranged and facilitated by CGU unless otherwise advised by TfNSW.
Out of hours work (OOHW) permit	CGU will adhere to the requirements of the CNVMP and implement the OOHW protocols.	Local community	The permit is implemented each time OOHW is undertaken on the Project	Details of works required outside standard construction hours, including justification of why the activities are required outside standard construction hours

Tool	Description	Audience	Frequency / Timing	Tool Specification
	These protocols have been developed in compliance with CoA70 and appropriate levels of consultation will be carried out for all audible OOHW activities	Directly affected residents and businesses All road users including trucking, freight industry, public transport operators, emergency services, e.g. through www.livetraffic.com		- Measures that will be implemented to manage potential impacts associated with works outside standard construction hours - Location and activity specific noise and vibration impact assessment process(es) that will be followed to identify potential affected receivers, clarify potential impacts and selected appropriate management measures - Details of the approval process (internal and external) for works proposed outside standard construction hours - Three-month schedule of the proposed OOHW. The schedule will also be developed with consideration of utilities relocation / adjustment works to provide appropriate respite in consultation with the community in accordance with CoA E70 - Consultation with the community at the affected locations(s)
Out of Hours community consultation	Community consultation will be undertaken as required by Condition E69. This consultation provides residents with the opportunity to provide feedback regarding respite periods. Community agreements are obtained, as required by the EPL, when work outside of standard construction hours is needed. Affected members of the community will be contacted on three separate occasions (where	Residents and stakeholders impacted by out of hours work	Quarterly	- Progressive schedule for periods no less than three months, of likely out-of-hours work - The potential works, location and duration - The noise characteristics and likely noise levels of the works - Likely mitigation and management measures which aim to achieve the relevant noise management level (including the circumstances of when a respite or relocation offer will be available and details

Tool	Description	Audience	Frequency / Timing	Tool Specification
	available) by phone, email and doorknock on three different dates and times to gain a response.			about how the affected community can access these offers). - Outcomes of consultation and identified respite periods be provided to the AA, EPA and the Planning Secretary - Community agreement through three attempts of contact with noise sensitive receivers
Stakeholder and resident meetings	One-on-one or group meetings with nearby property owners, landholders and interested stakeholders that are either requested by the stakeholder or the Project team. Provides a mechanism for involvement and collaboration from which feedback from stakeholders and the community can be provided to the Project Team for it to be evaluated and implemented when feasible and reasonable	Nearby property owners and the wider community as requested	Quarterly via community forums/drop-in sessions, or at the individual request of the stakeholder, business or resident.	- Meetings with residents, businesses and other stakeholders will be held to discuss current issues or discuss and provide an overview of upcoming Project works e.g. upcoming local street utility works and a construction schedule / program - The Stakeholder and Community Engagement team will attend meetings with technical staff as required to assist in providing information directly to those who are potentially most impacted - Residents and stakeholder meetings will be recorded in Consultation Manager - Those invited and unable to attend will be provided the opportunity to get in touch with CGU (through a phone call or email) to discuss the meeting content and outcomes - These meetings will be arranged and facilitated by CGU unless otherwise advised by TfNSW

Tool	Description	Audience	Frequency / Timing	Tool Specification
Emergency works notifications – including emails, doorknocks, letterbox drops and/or phone calls	Emergency works notifications are used in the event of unplanned work required to avoid injury or the loss of life, to avoid damage or loss of property or to prevent environmental harm	Potentially affected residents, businesses and community groups	Where possible, to be notified at least two (2) hours prior to commencement of emergency works	- On becoming aware of the need for emergency works, CGU will use best endeavours to notify affected receivers where appropriate by way of phone, email, doorknocking, 'Sorry we missed you' card, or letterbox drops - At a minimum notification will include: - Likely impact and duration of emergency works - Project contact information
Letterbox notification - Tunnelling work	Tunnelling works notifications provided for tunnelling works expected to impact properties along the tunnelling alignment.	Properties along the tunnelling alignment and 50m from the alignment	Approximately two weeks in advance of tunnelling occurring at that property	- Distributed to inform residents and businesses of upcoming work. - Tunnelling works notifications will include: - Nature of work - Location - Hours, dates and duration including works permitted to be undertaken 24 hours a day, seven days a week - Equipment used - Likely and possible impacts - Contact information - Maps / diagrams
Project Wide				
Advertising	Advertising will be implemented in consultation with CJP for work resulting in detours, significant traffic disruptions, significant changes to traffic arrangements Advertising will be used as part of the consultation process for major Plans	All community members and stakeholders identified in this Strategy	Prior to related activity	- Advertising in identified local papers - Radio advertising to reach motorists out of the local area - Advertisements will be designed in keeping with TfNSW guidelines

Tool	Description	Audience	Frequency / Timing	Tool Specification
24-hour toll-free community information line	A 24-hour toll-free community information line will be the main point of contact between the community and the Project team Provides a mechanism by which feedback from the community can be provided to the Project team	All community members and stakeholders identified in this Strategy	Ongoing and to be maintained prior to the commencement of works and for 12 months following the completion of construction	- Project number 1800 789 297 will be included on all Project communication material - All calls received will be recorded in the community contacts database Consultation Manager - Details of the call will be included against caller name (if provided) including contact details and a description of the nature of the call
Community Complaints Mediator	To resolve referred complaints that have been escalated	All community members and CGU	Requested by community members in the event they are unsatisfied with the resolution of a complaint	Details about the role of the Community Complaints Mediator can be found in the Complaints Management System in Section 8
Complaints Management System	To record complaints and responses received in relation to the Project Provides a mechanism from which feedback from the key stakeholders can be provided to the Project team.	Wider community Project team	Every time a complaint, enquiry or feedback is received by the project. Complaints Register issued daily within one business day when a complaint has been received	Details about the Complaints Management System can be found in Section 8
Information displayed on construction site hoarding	Hoarding will be used at each of the construction sites at Arncliffe and Kogarah to display project information and contact information. Information boards will be	Local stakeholders	Updated as required	Project contact details to be available and visible to those walking or driving by the sites associated with the Project.

Tool	Description	Audience	Frequency / Timing	Tool Specification
	erected at the entrance to the site in a safe location for the public to view the information.			- Signage on hoardings surrounding construction ancillary facilities will include the Project name and application number - Hoardings may also be used to provide updates and visual concepts including major consultation pieces such as the Urban Design and Landscaping Plan
Consultation Manager database	To record all community and stakeholder contact, including database of community who has interacted with the Project	Stakeholder and Community Engagement Team Project team TfNSW	Upon start of the Project and ongoing for the duration of the Project	- Consultation Manager database for the Project – online database with access for Stakeholder and Community Engagement Team members - Correspondence details will be entered into the database within 24 hours of receipt. Actions resulting from the correspondence will be recorded in this system and an outstanding actions report used to track and ensure actions are responded to within committed timeframes
Community Information Centre	Community information Centre is a drop in centre as per requirements and situated in proximity to the Project Works. Provides a mechanism for which feedback from the community can be provided to the Project team.	All community members and stakeholders identified in this Strategy	The Community Information Centre will be open for the duration of the Project works Opening times: 9am to 5pm, Monday to Friday Not open on weekends or public holidays	Typical display centre contents: - Up-to-date maps - Urban and landscape design drawings - Tunnel alignment - Community involvement activities - Construction schedules / programs - Video and photographic library - Staffing by CGU Stakeholder and Community Engagement Team - Interactive touch screen displays and relevant digital communication tools

Tool	Description	Audience	Frequency / Timing	Tool Specification
Email and updates	Email contact details will be established where appropriate and email notifications will be used to inform those directly affected by any changes that may impact on individual properties, residents and businesses, such as traffic disruptions, construction of temporary detours and work required outside normal working hours. Provides a mechanism for which feedback from the community can be provided to the Project team.	All community members and stakeholders identified in this Strategy	Ongoing for the duration of the Project	- All email enquiries will be responded to within 10 business days - All email complaints received during working hours will be acknowledged within eight working hours, or if received out of hours, on the next business day - All email correspondence will be recorded in Consultation Manager - The email address database will be used in order to consult with affected stakeholders or any construction impact - The email address database will be used in the event of the need to complete some emergency works in accordance with CoA E70 - The email address database will be used in order to consult with affected sensitive receivers in relation to respite periods in accordance with CoA E70 - Owner and occupier of properties at risk of exceeding the vibration screen criteria for cosmetic damage will be notified by direct letterbox or email in accordance with CoAE75 - Email will be used to return correspondence to community members and stakeholders who provided feedback as the result of consultation. An email will provide results of feedback gathered and considered by the Project

Tool	Description	Audience	Frequency / Timing	Tool Specification
Media releases	A media release containing information about relevant milestones including start of construction and road openings	All community members and stakeholders identified in this Strategy	At commencement of the Project and at major milestones as determined by TfNSW	CGU will identify other opportunities for media events, including the achievement of Project milestones and the opening of local roads to traffic
Online Tunnel Map	A tunnel map, based on GIS data will show the tunnel alignment, the distance (horizontal) and tunnel depth in relation to individual properties within a 50 m radius at the surface	All community members and stakeholders identified in this Strategy	To coincide with TfNSW notification of Substratum acquisition	The tunnel map is integrated with the Project interactive website portal; with search functions to locate properties and updated is the tunnel alignment changes
Presentations to residents, stakeholders or businesses	Presentations about the project providing detailed information to the local community and enhance community outreach. Provides a mechanism for Project team members to receive feedback from stakeholders	Interested stakeholders	Offered to stakeholders throughout the Project or as directed by TfNSW	CGU will engage in group presentations to the community, including (but not limited to): - Sporting Groups - Schools and TAFE - Hospital - Probus/Rotary clubs - Business Chamber - Individual businesses - These presentations will be arranged and facilitated by CGU unless otherwise advised by TfNSW
Project milestone events (tunnel break throughs, Project opening etc)	Media and activities related to milestones and the completion of the Project	TfNSW, media and wider community	Ongoing for duration of the Project	CGU will plan for and provide resources for an event managed by TfNSW such as a Project milestone or opening of the Project
Public displays / community information sessions	Public displays / community information sessions will be held with the intention of providing information about (but not limited to) Project progress, key milestones, current and relevant issues and	Local community	Held twice yearly or upon major milestones or achievement of significant changes in	Topics and issues that the sessions will focus on include (but not limited to): major milestones, traffic changes, Project progress, environmental issues (noise,

Tool	Description	Audience	Frequency / Timing	Tool Specification
	opportunities for consultation such as the Urban Design and Landscape Plan consultation. Public displays / community information sessions will be held in, or near to impacted communities and/or key community events across the corridor in accessible locations. Public displays and interactive sessions to be conducted as part of a schools education program	Residents and businesses	the design or construction or as required	dust, vibration), construction and tunnelling, design changes, urban design and landscaping. - Representatives from the Project who are subject matter experts will be available to speak with individuals about the relevant topics being discussed - Clear and easy to understand display material, relevant to the subject matter (CoA B2 (e)) will be available - Suitable venues will be determined as per the nature of the display and impacts - These sessions will be arranged and facilitated by CGU unless otherwise advised by TfNSW
Site tours	The SCET will organise and run, where possible, public site visits/tours, for interested community and stakeholders to show project construction progress. CGU will seek TfNSW approval for all site visits	All stakeholders	After site establishment, at milestones that would be of interest to the community or requested by TfNSW	The Stakeholder and Community Engagement Team will organise and run site visits for community members at interesting stages of the project. The team will ensure the community is shown interesting aspects of the project's construction progress. A visitor safety plan will be developed and implemented, including consideration of the requirements for site inductions and protective clothing. CGU will provide protective clothing, sunscreen and water refreshment for visitors

Tool	Description	Audience	Frequency / Timing	Tool Specification
				Tour guides will include members of the Project team and will have knowledge of the location of nearest first aid facilities
Site inductions, tool box talks and pre-start meetings	Ensure all project team members and contractors are aware of community relations requirements, and understanding of the community they are working in, informed of media protocols and given project contact cards	All personnel engaged on the Project Works	Community relations-focused toolboxes at least every three months and additionally as required	- Information regarding community relations protocols and standards are provided to all personnel who work on the Project through site inductions, toolbox talks and prestart meetings. - Staff will be trained on how to respond to community queries and the correct behaviour is reiterated.
Signposting at bus stops	Temporary notices and signposting at bus stops detailing changes to bus routes, bus stops, timetables and services frequencies	Bus users	Two weeks prior to a change to any bus service	Signage will be installed at bus stops in advance of changes to bus operations
Signposting for pedestrian and cyclist changes	Temporary notices and signposting at pedestrian and cyclist crossing of the construction sites and routes around the construction sites detailing any changes due to works	Local pedestrians and cyclists	At least seven days prior to a change pedestrian and cycle route	Signage to be installed around construction sites to inform pedestrians and cyclists of changes
Signage - driver advisory	Large temporary driver advisory static signs on roads approaching the construction sites to inform the public of works approaching	Directly affected road users	As determined in the Traffic Management Plan	Signage will be installed in advance of work
Social Media	Social media channels such as Facebook provide an opportunity for increased community reach to inform about the Project	Wider online community	Social media opportunities to be regularly identified in advance as part of the ongoing media strategy	- TfNSW will manage project Social Media accounts - The CGU SCET will assist TfNSW to update project information regularly to ensure visibility of major upcoming milestones and events

Tool	Description	Audience	Frequency / Timing	Tool Specification
			in consultation with TfNSW	
SMS	SMS may be used to advise stakeholders of changes to traffic conditions. Note - This functionality can only be used once mobile phone numbers have been provided by the community and stakeholders.	Local businesses Motorists Residents	As required due to last minute cancellation of work	- The SMS database may be used in the event of the need to complete some emergency works in accordance with CoA E70 - The SMS database may be used as reminder for already notified work
Stakeholder briefings	Key stakeholders, including local councils and sensitive receivers, will be given the opportunity to receive briefings on the Project and its potential impacts. Provides a mechanism from which feedback from the key stakeholders can be provided to the Project team.	Local, State and Federal Government Regulatory authorities Community Liaison Groups Business Groups	Prior to impact to the stakeholder and/or via community forums/drop-in sessions or at the commencement of the Project, key milestones or as programmed (via regular scheduled meeting with councils, regulatory authorities)	- Regular meetings will be scheduled with TfNSW and key stakeholders including councils, government agencies to report on current community and stakeholder issues, provide an overview of the Project Works including traffic changes, construction schedules / programs and draft management plans for comment - Any agendas, meeting minutes and records of meeting attendees will be kept by CGU - These briefings will be arranged and facilitated by CGU unless otherwise advised by TfNSW
Surveys on effectiveness of communication	Provides specific information on communications and engagement activities and opportunities for improvement	Residents, businesses and stakeholders in the Project zone of influence	Every six months or as required	- E-survey - Letterboxed surveys - Face to face at drop-in sessions

Tool	Description	Audience	Frequency / Timing	Tool Specification
Traffic alert emails (notification of traffic conditions)	Traffic alerts are used to inform transport operators, Emergency Services, public transport operators, road user groups and community subscribers to the project of changes to traffic arrangements.	Key transport operators, Emergency Services, road user groups, subscribed community members	Distribution ten business days in advance of changes	- Traffic alert emails will be sent out in advance of changes taking place including: - Traffic access - Likely impact including safety implications, delays, access and parking - Link to live traffic updates Project interactive website portal - Project contact information - Diversions, detours or road closures
Translation Service	Provision of service for common community languages	- Southern and eastern European native speakers (specifically Macedonian, Greek and Lebanese) - Asian speakers (particularly Chinese) - Indian speakers	As required	TfNSW will provide a translation service for which contact details will be made available in notifications, fact sheets and other communications materials
Transport Management Centre (TMC) - Live Traffic Website/App	Information on live traffic website/app helps motorists plan and predict their journey	Directly affected road users	In advance of traffic changes and as updated by TMC	CGU will provide updated information to TMC to be uploaded to their communications channels
Variable Message Signs (VMS)	VMSs will be used as a static communication tool to keep the community informed about construction activities including changes to traffic and construction activities	Road users Wider communities	In advance of traffic changes	VMS wording to be agreed to by TfNSW as part of the Traffic Management Plan

Tool	Description	Audience	Frequency / Timing	Tool Specification
Vehicle signage	Spoil haulage vehicles	Road users Wider communities	Available on spoil haulage trucks throughout the duration of the Project works	All construction spoil haulage vehicles must be clearly marked as being for M6 Stage 1 (including CSSI application number) in such a manner to enable immediate identification by a person viewing the heavy vehicle (CoA A41)
Visualisations and artists impressions	Used to show key features of the project in advance of work commencing. Artists impressions and visualisations are used to communicate project outcomes and benefits to the community and sensitive stakeholders.	Wider community Residents Businesses	Available as part of the Urban Design and Landscape Plan	- CGU will develop and supply visualisations and artists impressions in the development of the UDLP - CGU will immediately notify TfNSW when the visual amenity depicted is no longer current and should not be used.
Visual images including still photography, timelapse, aerials and videos	Used to show progress and achievements in construction and inform local residents about construction activities being conducted at key construction sites	Wider community Residents Businesses Schools	Stills and videos – monthly Aerials - quarterly	- CGU to install time lapse cameras - CGU to brief contractor to undertake photography, videos and aerials - CGU to make assets available to TfNSW in accessible and timely manner
Project interactive website portal	The existing Project interactive website portal https://caportal.com.au/rms/m6 will be used to assist in disseminating information to the community, receiving feedback and provide generic response to common enquiries. Information about the project including out of hours' notice, construction work, traffic changes, fact sheets etc will be made available on the interactive website portal.	All community members adjacent to the project alignment All relevant authorities Wider community	Available prior to works and until 24 months following the Date of Construction Completion Documents to be made publicly available will be published within 14 days of the finalisation	- All Project contact channels will be available on the Project interactive website portal. The Project interactive website portal will include: - All works within the project scope, all traffic changes, pedestrian and cyclist detours, out of hours work, utilities work, work cancellations and all other impacts on clear maps with an outline of the work clearly communicated alongside maps and visuals

Tool	Description	Audience	Frequency / Timing	Tool Specification
			or approval of the relevant document	- All community engagement materials and information on milestones - Digital materials (stills, videos, time-lapse, visualisations artists impressions) - An online tunnel map showing the alignment in relation to properties and construction ancillary facilities - Current and past public display materials - Information on the current implementation status of the CSSI - A copy of the documents listed in CoA A1 of this approval, and any documentation relating to any modifications made to the CSSI or the terms of the approval - 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 - A copy of each licence or permit required and obtained in relation to the CSSI - Where a condition(s) requires a document(s) be prepared prior to a work or construction or operational activity being undertaken, a current copy of the relevant document(s) will be published on the Project interactive website portal before the work or activity is undertaken.

8.2. Government Agency and Council Consultation

In addition to the consultation and communication processes and opportunities described above, CGU will consult with identified government agencies and councils during the development of management plans and other required documentation (as per specific CoAs). Where required, government agencies and councils will be given an appropriate opportunity to provide input on documentation and any relevant input will be considered, in accordance with Figure 6. TfNSW will be included in all agency and council interaction, and where appropriate TfNSW may manage the interaction.

It is vital that CGU nurtures collaborative and proactive relationships between Project teams, government agencies and Council as they are key Project stakeholders. Interface protocols will be implemented to enhance collaboration and information sharing between CGU and relevant local and state government agencies.

This will ensure clear lines of communication are established. It will also facilitate a consultative forum for the sharing of information, input and feedback on a range of Project matters and the preparation of plans and strategies, as well as assist with the resolution of any potential concerns before they escalate. The Stakeholder and Community Engagement Team will attend regular interface meetings with government agencies and council and provide an update on relevant community and stakeholder matters.

Prior to commencing consultation CGU will advise the government agency or council of the upcoming consultation opportunity / requirement and the anticipated date the deliverable will be provided. To commence the consultation period, CGU will issue a copy of the documentation for comment to a designated email address for each government agency and council and offer a presentation summary of the documentation. Where consultation is required for deliverables associated with the Site Establishment Management Plan and Construction Environmental Management Plan, a response will be requested within 14 days from the government agency or council. Where consultation is required for larger deliverables a longer timeframe will be provided as appropriate, e.g. a response would be requested within 28 days for the project Urban Design and Landscape Plan.

During the consultation period CGU will contact the government agency or council to enquire if comments will be forthcoming or to confirm a potential nil response. At the end of the consultation period CGU will advise the government agency or council that the consultation period has ended, request confirmation of a potential nil response, and request if there are comments, that they be provided as soon as possible. At this time CGU will proceed with finalisation and submission of the document to the Department of Planning and Environment and will make best endeavours to incorporate feedback received after the close of the consultation period as part of further review and revision processes.

Specific plans which require relevant government agency and council consultation during their preparation are detailed in the CoA.

Any 'nil' responses and repeated requests for comments from government agencies and council will be noted.

A flow-chart below outlines the consultation and nil response procedure regarding government agencies, council and key stakeholders.

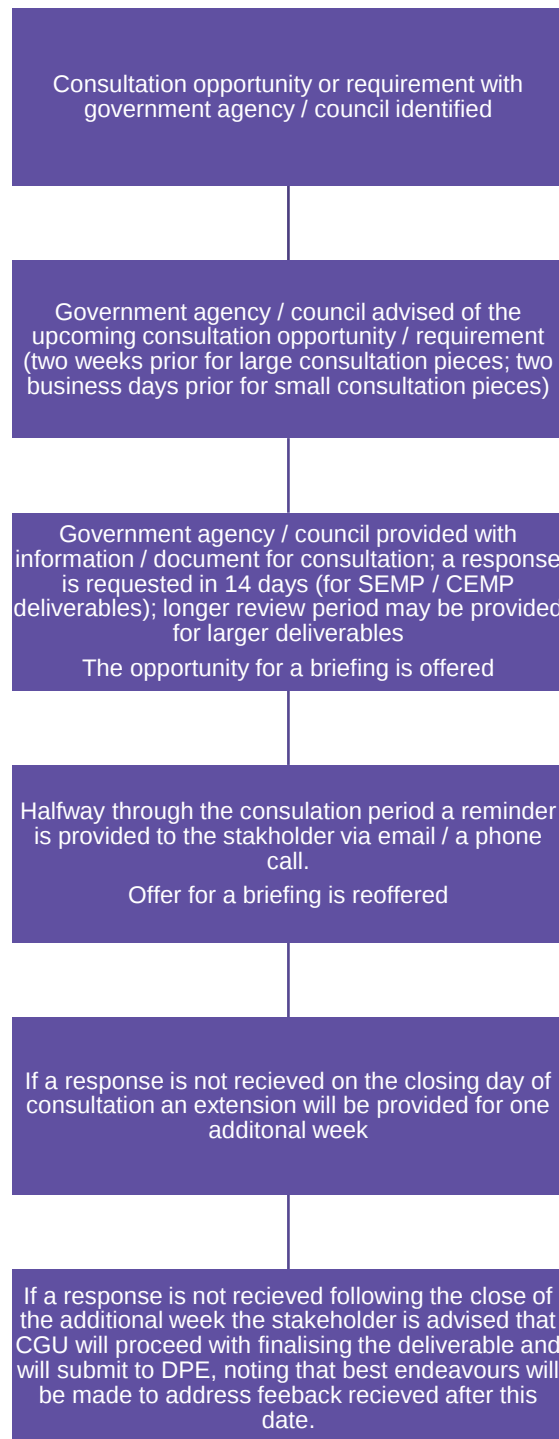


Figure 11: Government agency, council and stakeholder consultation and nil response procedure

8.3. Client liaison procedures

CGU is committed to forming a positive and collaborative relationship with TfNSW to achieve the Project objectives. This will be achieved through:

- Adhering to TfNSW and Government policy

CGU will adhere to the community and stakeholder obligations under the Project Deed and CoA as well as within TfNSW media and government interface protocols.

- **Communication approvals**

CGU will submit proposed communication material to TfNSW for approval according to approved timeframes, along with the reason it is required, timing and area for distribution. This material will be approved by TfNSW before public release. All material will adhere to TfNSW marketing, advertising, branding and visual communication requirements.

- **Keeping TfNSW informed**

CGU will inform TfNSW if advertised/notified work and impacts need to change, of upcoming project milestones, high-risk construction activities, current and potential community and stakeholder issues, planned or unplanned local community protests, emergency situations or major safety or environmental incidents on site.

- **Involve TfNSW in decisions and meetings**

TfNSW will be informed of all community and stakeholder issues, consulted on all decisions affecting the local and wider (including driving) community, and invited to all sessions attended by members of the community. CGU will not commit to a specific date for a presentation or site tour to a community group without prior approval of TfNSW.

TfNSW will be immediately notified of all enquiries from Federal, State or Local Government. Any briefings for these government representatives will be jointly arranged by the TfNSW Communications Team and supported by the CGU team.

- **Support TfNSW at Project opening**

CGU will ensure that the Stakeholder and Community Engagement Team supports TfNSW with regards to the completion of the Project including any community relations activities required in relation to the opening of the Motorway.

- **Approval of this Strategy**

CGU will collaborate with TfNSW in the development and approval of this Strategy prior to the commencement of site establishment and construction work. The approved Strategy will be published on the project web portal.

8.4. Independent Certifier and Environmental Representative liaison procedures

CGU will inform the Independent Certifier and the ER when advertised/notified work and impacts need to change; of upcoming project milestones and high-risk construction activities; current and potential community and stakeholder issues; planned or unplanned local community protests; emergency situations; and/or major safety or environmental incidents on site.

The Independent Certifier and ER will receive community notifications, updates and the daily Complaints Register.

9. Complaints, Feedback and Enquiries Management System

9.1. Purpose

The purpose of this section is to outline the procedure for managing complaints, feedback and enquiries for the duration of construction and up to 12 months following the completion of construction of the Project (as per CoA B6). This complaints, feedback and enquiries management system will be reviewed annually for the duration of construction.

This management system has been developed to be consistent with the current Australian Standards for Complaints Handling (AS-4269) including:

- Receiving complaints and enquiries
- Responding to complaints and enquiries
- Escalation
- Recording complaints
- Reporting.

9.2. Description of Complaints

Complaints may include any interaction with a community member or stakeholder who expresses dissatisfaction to TfNSW or CGU related to the Project Works, policies, services, staff members, actions, complaints handling process itself, proposed actions during the Project, where a response or resolution is explicitly or implicitly expected. Although complaints may be managed appropriately and resolved, the complainant may not always be satisfied with the outcome.

9.3. Description of Feedback

CGU will classify feedback in accordance with AS/NZS 10002:2014 Guidelines for Complaint Management in Organisations which defines feedback as “opinions, comments and expressions of interest or concern, made directly or indirectly, explicitly or implicitly to or about the organisation, its products, services, staff or its handling of a complaint”.

9.4. Description of Enquiries

An enquiry is where a stakeholder asks for information relating to the Project.

9.5. Responsibilities

Complaints, feedback and enquiries management is the responsibility of all team members who encounter the community and stakeholders.

The Stakeholder and Community Engagement Team are the designated complaints handling management representatives for the Project. Responsibilities of other Project members are set out in Table8.

Table 8: Roles and responsibilities for complaints, feedback and enquiries

Roles	Responsibilities
CGU Stakeholder and Community Engagement Team	▪ Manage the 24-hour community information line and answer all phone calls to the community information line ▪ Provide a message service for calls received outside of construction hours ▪ Develop and implement procedure for managing and resolving stakeholder and community complaints, feedback and enquiries directed to the Project team ▪ Investigate and determine the source of a complaint within a timely fashion, including a call to the complainant (when received by phone) ▪ Provide an acknowledgement to all complaints and enquiries within two business hours ▪ Close out complaints and enquiries within five business days

Roles	Responsibilities
	- Keep the complainant informed of the process until the complaint is resolved where possible - Escalate complaints in accordance with the Complaints Management Procedure - Record all complaints in Consultation Manager within 24-hours - Provide Complaints Register to TfNSW on a weekly basis
TfNSW Communication and Engagement team	- Respond to, and manage all complaints, enquiries and feedback directed to TfNSW in keeping with the timeframes and responsibilities as for the CGU SCET - Enter all details of all complaints, enquiries and feedback directed to TfNSW into Consultation Manager - Work with CGU on unresolved complaints and enquiries - Monitor the Consultation Manager database to ensure complaints management protocols are consistently applied
Community Complaints Mediator	- Be independent from the D&C team - Follow up on any complaint when requested by a community member - Review unresolved disputes - Make recommendations to address complaints, resolve dispute or mitigate against future complaints or disputes

9.6. Receiving Complaints, Feedback and Enquiries

The Project team has established the following tools for receiving complaints, feedback and enquiries from the community. As per CoA's B6 the complaints and enquiries communication tools will be available prior to the commencement of works and for 12 months following the completion of construction of the Project and appropriately broadcast to manage community enquiries and complaints (see Table9 below).

Table 9: Complaints, feedback and enquiries tools

Tools	Purpose
Community information line	The community information line 1800 789 297 is staffed 24 hours a day, seven days per week at all times prior to the commencement of works and for 12 months following completion of construction. A member of the CGU team will be available 24 hours a day to receive and respond to complaints and to receive feedback and enquiries directly from callers. A message will be taken from the stakeholder if the relevant team member who has oversight of the area of the complaint is not immediately available to respond to the stakeholder (for example if they are on site or meeting with other residents/businesses/stakeholders). The message will be acknowledged or responded to in the timeframes required. CGU logs all contact details and information about the complaint into the Consultation Manager database. This allows for each call to be logged as an event, and an action assigned to the relevant team member. This procedure tracks and records each call (complaint, feedback or enquiries) and ensures that it has been assigned and responded to by the relevant team member in the appropriate response timeframe. For all complaints, enquires, feedback directed at TfNSW, the same procedure will be implemented.
Community email address	The email address info@M6Stage1.com.au allows stakeholders to have access to the Project construction team. The team will provide an initial written acknowledgement within two hours and a resolution within five business days. The CGU team records every email that comes into the community inbox into the Consultation Manager database and assigns an action to the relevant team member to respond. This procedure tracks and records each email and ensures

Tools	Purpose
	that it has been assigned and responded to by the relevant team member in the appropriate response timeframe.
Community inductions for workforce	Ensure complaints, feedback and enquiries are referred to the community team in a timely manner – whether received on the work site or at any Project location.
Community team Post Box: PO Box 7261 Alexandria NSW 2015	The CGU postal address allows stakeholders to have access to the Project team through traditional mail. The team will provide an initial response to mail complaints by email or a phone call (if details are provided) or will post a written response. A further detailed response will be provided within five business days if the complaint cannot be resolved in the initial contact. For feedback and enquiries, the Stakeholder and Community Engagement Team will respond to a letter within five business days. The team will upload all letters, responses and actions into the Consultation Manager database.
Project interactive website portal	The M6 Stage 1 Project interactive website portal has the relevant project contact details for members of the community to provide a complaint, feedback or an enquiry.
Community Information Centre	The Community Information Centre will be available to members of the community and all stakeholders to discuss issues and to gain more information on the Project. Community members can also raise a complaint, feedback or an enquiry. The CGU team records all attendees at the Community Information Centre in the Consultation Manager database. Any outstanding actions from the visit are assigned to the relevant team member for further action or response within the appropriate timeframe.
Language translation and interpreter service	Community members will be advised via print material, online and phone call of the translation and interpreter services available throughout the construction of the project and 12 months following the completion of construction. This allows members of the community to raise a complaint, feedback and enquiries in their language.

9.7. Complaints Management Procedure

All complaints received will be acknowledged in the timeframes listed above.

During construction, complaints will be received, acknowledged, managed and closed out by the Stakeholder and Community Engagement Team.

Complaints that are Project wide, or more significant, may be managed by TfNSW.

The team will acknowledge, record, track and resolve all complaints within specific timeframes outlined below in Table 10.

Where a stakeholder is not satisfied with the response to a complaint, feedback or an enquiry, or how the complaint, feedback or enquiry was managed, the stakeholder will be advised that there is an escalation process should the stakeholder wish to escalate the complaint and/or how the complaint was managed. Should the stakeholder wish to escalate the complaint and/or how the complaint was managed, this will be classified as an additional complaint and will be managed via the Complaints Escalation and Mediation Procedure outlined in Section 8.8 and Annexure B of this document. This procedure can be communicated to the dissatisfied stakeholder via the community information line, project email address, in person or via a third party, e.g. TfNSW or Council.

Table 10: Complaint response timeframes

Process	Response timeframe
All complaints received via the community information line (1800 789 297) or Project email address info@M6Stage1.com.au or in person	Acknowledge within two business hours
Written response to complainants and enquirers if the complaint or enquiry cannot be resolved by the initial or follow-up verbal response	Within five business days
The Stakeholder and Community Engagement Team will record, and track representations made by the community and stakeholders. All representations will be acknowledged and responded. A report will be provided on the status of responses to representations in the monthly report, including the resolution timeframes	Acknowledge within two hours, respond within five business days and report monthly
If a community member or stakeholder is not satisfied with the response to a complaint provided and the process in section 8.8 and Annexure B has been followed, an application can be submitted in writing to the Community Complaints Mediator to review the response	The Community Complaints Mediator must respond within 28 days, or another specified timeframe agreed on between the Community Complaints Mediator and the community member/stakeholder

9.8. Complaints Escalation and Mediation

The situation may arise where a member of the public or stakeholder disputes CGU's management of environmental impacts or the delivery of the Project or is not satisfied with the response provided to a complaint, enquiry or feedback.

In the first instance the Community and Stakeholder Engagement Team will seek to resolve the issue/dispute with the community member or stakeholder. Where the issue cannot be resolved and the community member/stakeholder continues to be dissatisfied with the response provided to a complaint, enquiry or feedback, the complaint would be escalated, in accordance with the Complaints Escalation and Mediation Procedure in Annexure B.

9.9. Community Complaints Mediator

TfNSW has put in place a Community Complaints Mediator (CCM) in accordance with CoA B11 and nomination of the CCM will be submitted to the Planning Secretary for approval no later than one month prior to the commencement of works.

The CCM is independent of the design and construction personnel, approved by the Secretary and engaged during all works associated with the CSSI.

The CCM may 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 the Complaints Management System identified in CoA B6 may ask the CCM to review CGU's response. The application must be submitted in writing and the CCM must respond within 28 days of the request being made or a specified timeframe agreed between the CCM and the member of the public.

Escalation of issues to the CCM will be in accordance with the Complaints Escalation and Mediation Procedure in Annexure B, and the mediation process in this procedure also followed.

9.10. Unreasonable Complainant Conduct

Occasionally the project may experience unreasonable complainant conduct. In such a situation, the Project will follow the Guidelines detailed in the NSW Ombudsman's guidelines for managing unreasonable conduct by complainants as outlined in the Managing Unreasonable Complainant Conduct Practice Manual (2012). The Stakeholder and Community Engagement Manager will consult with TfNSW and DPE before finalising any decisions and actions taken regarding these complainants.

9.10.1. Recording Complaints on the Complaints Register

The Community and Stakeholder Engagement Team will maintain a Complaints Register which will be updated on a daily basis and will record the following for each complaint:

- The Contractor/Works Package
- Number of complaints received
- Name, address and contact details of the complainant (if provided)
- Local Government Area in which the complaint originated
- Date and time of complaint
- Type of communication (phone, email, representation, other)
- Nature of complaint
- Action and means by which the complaint was addressed, including follow up contact with the complainant
- Any environmental monitoring to confirm that the complaint has been satisfactorily resolved
- The Environmental Protection Licence Number
- Number of people affected in relation to a complaint.

CGU will provide TfNSW a copy of the register by 9am each Monday (or the next business day if Monday is a Public Holiday) and provide statistical data regarding number of complaints for the month, issue types and location in the monthly report. The complaints register will be provided weekly to the Secretary of the Department of Planning and Environment.

The Complaints Register will be maintained during the carrying out of any works and for a minimum of 12 months following the completion of construction.

Complainants will be advised, either by email, over the phone or in person, of the following information prior to, or as soon as practicable after, providing personal information:

- the Complaints Register will be forwarded to government agencies, including the Department of Planning and Environment (4 Parramatta Square, 12 Darcy Street, Parramatta NSW 2150), to allow them to undertake their regulatory duties;
- by providing personal information, the complainant authorises the proponent to provide the information to government agencies;
- the supply of personal information by the complainant is voluntary; and
- the complainant has the right to contact government agencies to access personal information held about them and to correct or amend that information (Collection Statement).

A Personal Information Collection Statement, including the above points, will be included on the interactive web portal.

9.10.2. Recording Complaints, Feedback and Enquiries in Consultation Manager

As part of the Complaints Management System, the database Consultation Manager will be used to record all complaints, feedback and enquiries received and to enable management of the

complaint, feedback or enquiry and monitoring of response times. The Stakeholder and Community Engagement Manager assigns an action in Consultation Manager to the relevant team member and this will allow all complaints, feedback and enquiries to be tracked and responded to within the appropriate timeframes.

Through the Consultation Manager reporting tools, the Manager will regularly monitor adequacy of responses, including incoming and outgoing responses and timeframes.

In addition, TfNSW will regularly monitor all entries into Consultation Manager whether they be complaints, feedback and enquiries to ensure an adequate response has been provided.

The system will be maintained for a minimum of 12 months following the completion of construction of the CSSI.

At a minimum, the record in Consultation Manager will include:

- Date, time and nature of complaint, feedback or enquiry
- Type of communication (telephone, letter, meeting etc)
- Name, address and contact number of stakeholder
- Nature of the complaint, feedback or enquiry
- Action taken in response, including follow up contact with the stakeholder
- Details of whether resolution was reached
- Details of mediation if required
- Any monitoring to confirm that the complaint has been satisfactorily resolved.

10. Other Requirements

10.1. Property Surveys and Issues Rectification

CGU will offer and undertake pre-construction and post-construction property condition surveys on the current condition of surface and sub-surface structures identified as at risk from settlement or vibration by the geotechnical model described in CoA E98 and TfNSW's requirements. Each property offered pre and post property condition surveys will be recorded in Consultation Manager.

Property owners will be offered pre-construction property condition surveys which will be completed prior to the commencement of relevant activities.

The Pre-construction Condition Survey Reports will be prepared by suitably qualified and experienced experts and will be provided to the owners of the surface and sub-surface structures prior to the commencement of potentially impacting works.

TfNSW will establish an Independent Property Impact Assessment Panel, comprising of geotechnical and engineering experts independent of CGU and its designer team as outlined in CoA E102. The panel will be responsible for independently reviewing Condition Survey Reports undertaken, the resolution of property damage disputes and the establishment of ongoing settlement and vibration monitoring requirements. Either the property owner or the Project may refer unresolved disputes arising from potential and / or actual property impacts to the Panel for resolution.

11. Monitoring Evaluation and Reporting

11.1. Continual Improvement

The overarching goal of CGU is to proactively and effectively inform, consult, engage and involve the community and stakeholders to minimise construction impacts and risks. To achieve this goal, the CRM will facilitate the process of continual improvement using a three-tiered approach: identification, monitoring, and evaluation.

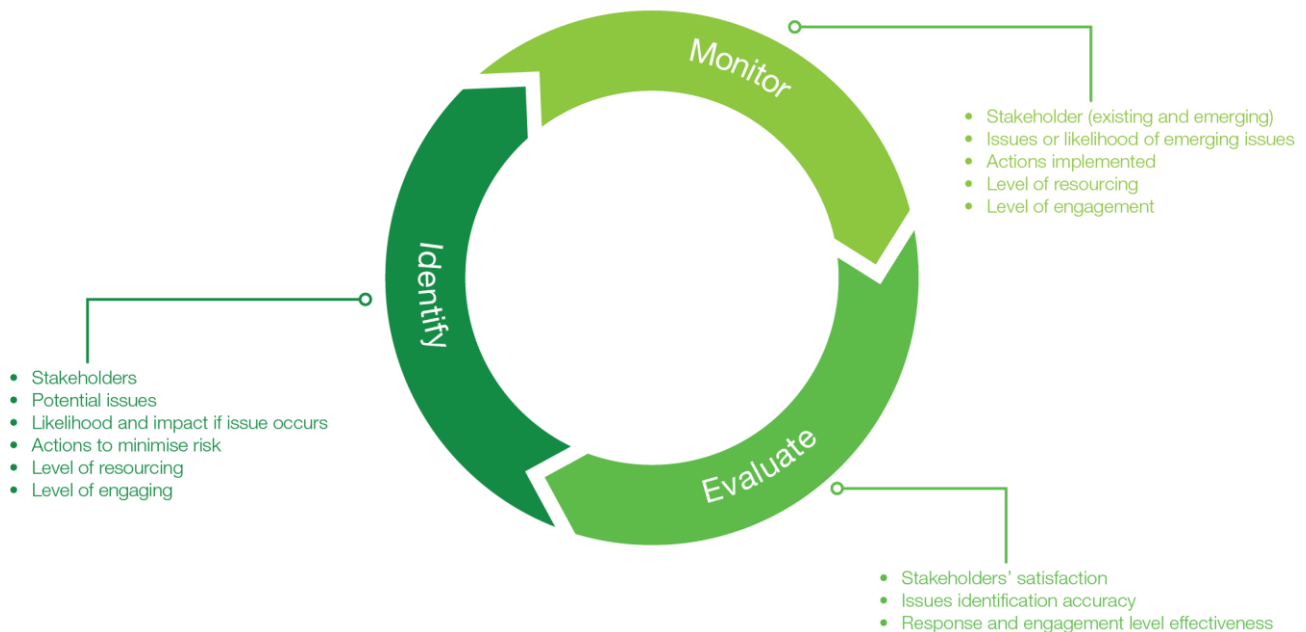


Figure 12: Continual improvement model

11.2. Audit and Review

The Stakeholder and Community Engagement Manager will monitor the performance and effectiveness of the communication activities on a regular basis. The Manager will modify processes and communication channels following any feedback or issues identified in the monitoring process. Performance indicators that will be monitored include the responsiveness and effectiveness of communication with the community and stakeholders as well as information flow.

Key elements of the evaluation will include examining the adequacy of this Communication Strategy and its implementation in achieving the intent of the consultation as evidenced by the:

- Availability, quality and distribution of information about the Project to the local community and stakeholders
- Information to community and stakeholders that addresses community concerns and key benefits
- Currency and accuracy of the enquiries and complaints management system
- Nature of issues / complaints raised, and level of responsiveness and appropriateness of action taken by the Project team
- Response timeframes
- Quality of reporting
- Feedback received on the value of updates and other public information, responsiveness of the construction team and attendance at community information sessions or meetings with stakeholders.

In addition, this Strategy will be periodically reviewed in accordance with the Project Audit Program. At a minimum, this will include an Annual Independent Implementation Audit. This audit will address effective communication and stakeholder satisfaction with the aim of ensuring that:

- The community is provided with timely information that:
 - ▶ Supports community participation
 - ▶ Is meaningful and relevant
 - ▶ Is accessible
- The community believes its concerns have been considered and addressed.

Appropriate refinements to the final Communication Strategy will be made in the event any internal review or outcomes of reviews and auditing required by the Project Audit Program.

11.3. Document and Record Control

The Communication Strategy and any other records collected relevant to the Strategy will be controlled in accordance with the information management standards adopted for CGU. It will also be a quality assurance document prepared in accordance with AS / NZS ISO 9001-2008 Quality Management Systems – Requirements.

Once approved by DPE, the Communication Strategy will become the controlled version of the Strategy and will be distributed via the document management system. Any hard copies of the Strategy will be uncontrolled.

11.4. Reporting

The Community Relations reporting regime will include:

- Monthly progress reports
- Weekly complaints report
- Monthly community engagement reports.

Appendix A Other conditions of approval and revised environmental management measures relevant to this Plan.

The following CoA's are relevant to this Strategy

Condition	
A11	The CSSI may be constructed and operated in stages. Where staged construction or operation is proposed, a Staging Report (for either or both construction and operation as the case may be) must be prepared and submitted to the Planning Secretary for information. The Staging Report must be submitted to the Planning Secretary no later than one month before the commencement of construction of the first of the proposed stages of construction (or if only staged operation is proposed, one month before the commencement of operation of the first of the proposed stages of operation).
A12	The Staging Report must: a. if staged construction is proposed, set out how the construction of the whole of the CSSI will be staged, including details of work and other activities to be carried out in each stage and the general timing of when construction of each stage will commence and finish; b. if staged operation is proposed, set out how the operation of the whole of the CSSI will be staged, including details of work and other activities to be carried out in each stage and the general timing of when operation of each stage will commence and finish (if relevant); c. specify how compliance with conditions will be achieved across and between each of the stages of the CSSI; and d. set out mechanisms for managing any cumulative impacts arising from the proposed staging.
A16	Ancillary facilities that are not identified by description and location in the EIS and PIR can only be established and used in each case if: a. they are located within or immediately adjacent to the construction boundary; and b. they are not located next to a sensitive receiver (including where an access road is between the facility and the receiver), unless the sensitive receiver landowner and occupier have given written acceptance to the carrying out of the relevant facility in the proposed location; and c. they have no impacts on heritage items (including areas of archaeological sensitivity), threatened species, populations or ecological communities beyond the impacts approved under the terms of this approval; and d. the establishment and use of the facility can be carried out and managed within the performance outcomes set out in the terms of this approval, including in relation to environmental impacts.
A20	Boundary screening must be erected around all ancillary facilities that are adjacent to sensitive receivers for the duration of construction unless otherwise agreed with the relevant council and affected residents, business operators or landowners.
A21	Boundary screening required under Condition A20 of this approval must minimise visual, noise and air quality impacts on adjacent sensitive receivers
A27	The Proponent must provide the ER with all documentation requested by the ER in order for the ER to perform their functions specified in Condition A26 (including preparation of the ER monthly report), as well as: a. the complaints register - to be provided for any complaints received (on any day they are received); and b. a copy of any assessment carried out by the Proponent of whether proposed work is consistent with the approval (which must be provided to the ER before the commencement of the subject work).
A39	The Department must be notified in writing to compliance@planning.nsw.gov.au immediately after the Proponent becomes aware of an incident. The notification must identify the CSSI (including the application number and the name of the CSSI if it has one), and set out the time, date, location and nature of the incident. It must also describe any consequent non-compliance with this approval.

Condition	
A41	All heavy vehicles used for spoil haulage must be clearly marked on the sides and rear with the project name and CSSI application number to enable immediate identification by a person viewing the heavy vehicle. Details of the project identification markings must be submitted to the Planning Secretary for approval prior to the heavy vehicles used for spoil haulage being utilised for the CSSI.
A42	Signage on hoardings surrounding construction ancillary facilities must include the CSSI name and application number.
E61	A detailed land use survey must be undertaken to confirm sensitive receivers (including critical working areas such as operating theatres and precision laboratories) potentially exposed to construction noise and vibration, construction ground-borne noise and operational noise. The survey may be undertaken on a progressive basis but must be undertaken in any one area prior to the commencement of works which generate construction or operational noise, vibration or ground-borne noise in that area. The results of the survey must be included in the Noise and Vibration CEMP Sub-plan required by Condition C4.
E62	Works (except for tunnelling (excluding cut and cover tunnelling)) must only be undertaken during the following standard construction hours: a. 7:00 am to 6:00 pm Mondays to Fridays, inclusive; b. 8:00 am to 1:00 pm Saturdays; and c. at no time on Sundays or public holidays.
E63	Notwithstanding Condition E62, works may be undertaken between 1:00 pm to 6:00 pm on Saturday.
E64	Notwithstanding Conditions E62 and E63 of this approval, the following activities may be undertaken 24 hours per day, seven days per week: a. tunnelling (excluding cut and cover tunnelling); b. delivery of material to support tunnelling; c. haulage of spoil from the Arncliffe and Rockdale construction ancillary facilities; d. works within an acoustic shed; and e. tunnel fit out works. Other surface works associated with tunnelling must be undertaken in accordance with Condition E65 and E66.
E65	Except as permitted by an EPL, highly noise intensive works that result in an exceedance of the applicable NML at the same receiver must only be undertaken: a. between the hours of 8:00 am to 6:00 pm Monday to Friday; b. between the hours of 8:00 am to 1:00 pm Saturday; and c. in continuous blocks not exceeding three (3) hours each with a minimum respite from those activities or works of not less than one (1) hour. For the purposes of this condition, 'continuous' includes any period during which there is less than a one (1) hour respite period between ceasing and recommencing any of the work.
E66	Notwithstanding Conditions E62 to E65, works may be undertaken outside the hours specified in the following circumstances: a. for the delivery of materials required by the NSW Police Force or other authority for safety reasons; or b. where it is required in an emergency to avoid injury or the loss of life, to avoid damage or loss of property or to prevent environmental harm; or c. where different construction hours are permitted or required under an EPL in force in respect of the CSSI; or d. Works which are <u>not</u> subject to an EPL that are approved under an Out-of-Hours Work Protocol required by Condition E70; or

Condition	
	e. construction that causes LAeq(15 minute) noise levels: i. no more than 5 dB(A) above the rating background level at any residence in accordance with the <i>Interim Construction Noise Guideline</i> (DECC, 2009), and ii. no more than the 'Noise affected' noise management levels specified in Table 3 of the <i>Interim Construction Noise Guideline</i> (DECC, 2009) at other sensitive land uses, and iii. continuous or impulsive vibration values, measured at the most affected residence are no more than the maximum values for human exposure to vibration, specified in Table 2.2 of <i>Assessing Vibration: a technical guideline</i> (DEC, 2006), and iv. intermittent vibration values measured at the most affected residence are no more than the maximum values for human exposure to vibration, specified in Table 2.4 of <i>Assessing Vibration: a technical guideline</i> (DEC, 2006). <i>Note: Section 5.24(1)(e) of the EP&A Act requires that an EPL be substantially consistent with this approval. Out-of-Hours works considered under Conditions E66(c) and (d) must be justified and include an assessment of the potential impacts and effectiveness of the proposed mitigation measures.</i>
E68	Out-of-hours works that are regulated by an EPL as per Condition E66(c) or through the Out-of-Hours Work Protocol as per Condition E70 include: a. works which could result in a high risk to construction personnel or public safety, based on a risk assessment carried out in accordance with AS/NZS ISO 31000:2009 "<i>Risk Management – Principles and Guidelines</i>"; or b. where the relevant road network operator has advised the Proponent in writing that carrying out the works and activities could result in a high risk to road network operational performance; or c. where the relevant utility service operator has advised the Proponent in writing that carrying out the works and activities could result in a high risk to the operation and integrity of the utility network; or d. where the TfNSW Transport Management Centre (or other road authority) has advised the Proponent in writing that a road occupancy licence is required and will not be issued for the works or activities during the hours specified in Condition E62 and Condition E63. <i>Note: Other out-of-hours works can be undertaken with the approval of an EPL, or through the project's Out-of-Hours Work Protocol for works not subject to a EPL.</i>
E69	In order to undertake out-of-hours work under Condition E68, the Proponent must identify appropriate respite periods for the out-of-hours works in consultation with the community at each affected location on a regular basis. This consultation must include (but not be limited to) providing the community with: a. a progressive schedule for periods no less than three (3) months, of likely out-of-hours work; b. the potential works, location and duration; c. the noise characteristics and likely noise levels of the works; and d. likely mitigation and management measures which aim to achieve the relevant noise management level (including the circumstances of when a respite or relocation offer will be available and details about how the affected community can access these offers). The outcomes of the community consultation, the identified respite periods and the scheduling of the likely out-of-hour works must be provided to the AA, EPA and the Planning Secretary.

Condition	
E70	An Out-of-Hours Work Protocol must be prepared to identify a process for the consideration, management and approval of works which are outside the hours defined in Conditions E62 and E63 and that are <u>not</u> subject to an EPL. The Protocol must be approved by the Planning Secretary prior to commencement of the works. The Protocol must be prepared in consultation with the EPA and AA. The Protocol must identify activities in terms of their risk of adverse impacts on sensitive receivers (low, medium, high) and include: a. a process for the consideration of out-of-hours works against the relevant noise and vibration criteria, including the determination of low, medium and high-risk activities; b. a process for selecting and implementing mitigation measures for residual impacts in consultation with the community at each affected location, including respite periods consistent with the requirement of Condition E69. The measures must take into account the predicted noise levels and the likely frequency and duration that sensitive receivers would be exposed to residual impacts, including the number of noise awakening events; c. procedures to facilitate the coordination with other out-of-hours works, including those approved by an EPL or undertaken by a third party, to ensure appropriate respite is provided; d. an approval process that considers the risk of works, proposed mitigation and management, and coordination, including where: i. the ER and AA review all proposed out-of-hours activities and confirm their risk levels, ii. low risk activities can be approved by the ER in consultation with the AA, and iii. medium and high risk activities are approved by the Planning Secretary. e. notification arrangements for affected receivers and the EPA for all approved out-of-hours works and notification to the Planning Secretary of approved low risk out-of-hours works.
E71	All works undertaken for the delivery of the CSSI, including those undertaken by third parties (such as utility relocations), must be coordinated to ensure respite periods are provided. The Proponent must: a. reschedule any works to provide respite to impacted noise sensitive receivers so that the respite is achieved in accordance with Condition E69; or b. consider the provision of alternative respite or mitigation to impacted noise sensitive receivers; and c. provide documentary evidence to the AA in support of any decision made by the Proponent in relation to respite or mitigation.
E73	Construction Noise and Vibration Impact Statements (CNVIS) must be prepared for construction ancillary facility(ies) before any works that may exceed the noise management levels, vibration criteria and/or ground-borne noise levels specified in Condition E72 commence. CNVIS must include specific mitigation measures identified through consultation with affected sensitive receivers and the mitigation measures must be implemented for the duration of the works.
E74	Noise generating works near community, religious, educational institutions and noise and vibration-sensitive businesses and critical working areas (such as theatres, laboratories and operating theatres) resulting in noise levels above the NMLs must not be timetabled within sensitive periods, unless other reasonable arrangements with the affected institutions are made at no cost to the affected institution.
E75	Owners and occupiers of properties at risk of exceeding the screening criteria for cosmetic damage must be notified prior to works that generate vibration commences near those properties. If the potential exceedance is to occur more than once over a period of 24 hours, owners and occupiers are to be provided a schedule of potential exceedances on a monthly basis for the duration of the potential exceedances, unless otherwise agreed by the owner and occupier. These properties must be identified and considered in the Noise and Vibration CEMP Sub-plan required by Condition C4 and the Communication Strategy required by Condition B1.

Condition	
E82	Temporary alternative accommodation is to be offered/ made available to residents affected by out-of-hours works (including where utility works are being undertaken for the project) where the construction noise levels, between: a. 10:00 pm and 7:00 am, Monday to Friday; b. 10:00 pm to 8:00 am, Saturday; and c. 6:00 pm to 7:00 am, Sunday and public holidays, are predicted to exceed the NML +25 dB(A) or are greater than 75 dBA (L_{Aeq}(15 min)), whichever is the lesser and the impact is planned to occur for more than two (2) nights over a seven (7) day period. The noise level is to be reduced by 5 dB where the noise contains annoying characteristics and increased by 10 dB if the property has been treated or offered at-property noise treatment. The noise levels and duration requirements identified in this condition may be changed through an EPL applying to the CSSI.
E87	If blasting is proposed, a Blast Management Strategy must be prepared and must include: a. sequencing and review of trial blasting to inform blasting; b. regularity of blasting; c. intensity of blasting; d. periods of relief; and e. blasting program.
E88	The Blast Management Strategy must be endorsed by a suitably qualified and experienced person.
E89	The Blast Management Strategy must be prepared in accordance with relevant guidelines and in consultation with the EPA, to ensure that all blasting and associated activities are carried out so as not to generate unacceptable noise and vibration impacts or pose a significant risk to sensitive receivers.
E90	The Blast Management Strategy must be submitted to the Planning Secretary for information no later than one month prior to the commencement of blasting. The Strategy as submitted to the Planning Secretary, must be implemented for all blasting activities.
E92	The Proponent must identify the utilities and services (hereafter “services”) potentially affected by construction to determine requirements for diversion, protection and/or support. Alterations to services must be determined by negotiation between the Proponent and the service providers. The Proponent, in consultation with service providers, must ensure that disruptions to services resulting from the activity are avoided where possible, and where unavoidable customers are advised in accordance with a process to be documented in the Communication Strategy required under Condition B1.
E102	The Proponent must establish an Independent Property Impact Assessment Panel (IPIAP) before works that have the potential to result in property impacts commence. The IPIAP must comprise geotechnical and engineering experts independent of the design and construction team. The IPIAP will be responsible for independently reviewing Pre- and Post-construction Condition Survey Report templates prepared under Conditions E98 and E100, any Pre- and Post-construction Condition Survey Reports where there is a dispute, and the resolution of property damage disputes, and the establishment of ongoing settlement and vibration monitoring requirements. The Planning Secretary must be notified of the members of the IPIAP prior to the commencement of any works which may potentially result in property impacts. Either the affected owner or the Proponent may refer unresolved disputes arising from potential and/or actual property impacts to the IPIAP for resolution. All costs incurred in establishing and implementing the IPIAP must be borne by the Proponent regardless of which party makes a referral to the IPIAP. The findings and recommendations of the IPIAP are final and binding on the Proponent.

Condition	
E104	A Recreation Facilities Replacement Plan (RFRP), identifying impacts to recreational and community facilities in the Bicentennial Park and Scarborough Park North Precinct during construction and operation must be prepared. The RFRP must identify the facilities that would replace impacted facilities. Nothing in this condition prevents the Proponent from preparing individual RFRPs for separate recreational facilities.
E107	The RFRP must be prepared in consultation with the relevant council, user group(s) and the community. The RFRP must be approved by the Planning Secretary prior to construction of the relevant replacement recreational facilities. All impacted existing facilities that are proposed to be reinstated following completion of construction, as outlined in the RFRP, must be completed and open within 12 months of the project operating, or by such other time as may be approved by the Planning Secretary.
E113	An Unexpected Contaminated Land and Asbestos Finds Procedure must be prepared prior to the commencement of construction and must be followed should unexpected contaminated land or asbestos (or suspected contaminated land or asbestos) be excavated or otherwise discovered during construction.
E114	The Unexpected Contaminated Land and Asbestos Finds Procedure must be implemented throughout construction.
E115	A Sustainability Strategy must be prepared to achieve a minimum "Excellent" 'Design' and 'As built' rating under the Infrastructure Sustainability Council of Australia infrastructure rating tool.
E116	The Sustainability Strategy must be made publicly available prior to the commencement of works and must be implemented throughout construction and operation.
E117	Safe pedestrian and cyclist access must be maintained around work sites during construction. In circumstances where pedestrian and cyclist access is restricted or removed due to construction activities, an alternate route which complies with the relevant standards must be provided and signposted prior to the restriction or removal of the relevant pedestrian and cyclist access.
E118	During construction, where bus stops are required to be temporarily closed or relocated, such closure must not occur until relocated bus stops are functioning, have similar capacity and amenity and are relocated within a 400 metre walking distance of the existing bus stop. Closures and relocation of bus stops during construction must be undertaken in consultation with Transport for NSW and relevant council(s). Wayfinding signage must be provided directing commuters to adjacent or relocated bus stops. Footpaths and (where required) road crossing facilities must be provided to any relocated bus stops such that accessibility and safety standards are met.
E120	Access to all utilities and properties must be maintained during construction, where practicable, unless otherwise agreed with the relevant utility owner, landowner or occupier.
E121	Any property access physically affected by the CSSI must be reinstated to at least an equivalent standard, unless otherwise agreed by the landowner or occupier.
E129	Construction vehicles (including staff vehicles) associated with the CSSI must be managed to minimise parking, idling and queuing on public roads.
E130	A Construction Parking and Access Strategy must be prepared and implemented to identify and mitigate impacts resulting from on- and off-street parking changes during construction. The Strategy must include, but not necessarily be limited to: - confirmation and timing of the removal of on- and off-street parking associated with construction (including during site establishment when access to off-street parking at construction ancillary facilities has yet to be established); - parking accumulation surveys (consistent with Austroads requirements) of parking spaces to be removed to determine current demand during peak, off-peak, school drop off and pickup, and weekend periods;

Condition	
	c. consultation with affected stakeholders, including property occupants with driveway access along President Avenue between Civic Avenue and Princes Highway, utilising existing on- and off-street parking stock which will be impacted as a result of construction and impacted by the introduction of temporary clearways on President Avenue; d. review of the impacts of changes to on- and off-street parking stock taking into consideration outcomes of consultation with affected stakeholders; e. identification of mitigation measures to manage impacts to stakeholders as a result of on- and off-street parking changes including, but not necessarily limited to, staged removal and replacement of parking and provision of alternative parking arrangements; f. strategies to address shortfalls in car parking spaces at individual construction ancillary facilities and disincentivising construction personnel from parking on the street near work sites instead of further afield at a different construction ancillary facility where car spaces are available, including managed staff parking arrangements and working with relevant council(s) to introduce parking restrictions adjacent to work sites and compounds; g. review of the provision of a shuttle bus service(s) to transport workers to site(s) and details of the shuttle bus service(s), including service timing and frequency, where; reasonable and feasible h. mechanisms for monitoring, over appropriate intervals, to determine the effectiveness of implemented mitigation measures; i. provision of contingency measures should the results of mitigation monitoring indicate implemented measures are ineffective; and j. provision of reporting of monitoring results to the Planning Secretary and relevant council(s) at three (3) monthly intervals. The Construction Parking and Access Strategy must be submitted to the Planning Secretary for information prior to the commencement of any works that impact parking.
E131	During construction, all reasonably practicable measures must be implemented to maintain pedestrian and vehicular access to, and parking in the vicinity of, businesses and affected properties. Disruptions are to be avoided, and where avoidance is not possible, minimised. Where disruption cannot be minimised, alternative pedestrian and vehicular access, and parking arrangements must be developed in consultation with affected businesses and implemented prior to the disruption. Adequate signage and directions to businesses must be provided prior to, and for the duration of, any disruption.
E136	The CSSI must be constructed in a manner that minimises visual impacts of construction sites, such as providing temporary landscaping and vegetative screening of the construction sites, minimising light spill, and incorporating treatments and finishes within key elements of temporary structures that reflect the context within which the construction sites are located.
E141	The Proponent must implement measures, in consultation with affected residents, to prevent headlights from vehicles exiting the Rockdale construction ancillary facility (C2) spilling onto residences along West Botany street that are adjacent to and opposite the site access way.
E153	A detailed Pedestrian and Cycle Implementation Plan must be included as a component of the Urban Design and Landscape Plan required by Condition E154. The Plan must be prepared in consultation with relevant council(s) and Bicycle NSW. The Plan must include: a. pedestrian and cycle engineering and safety standards; b. a safety audit of existing and proposed pedestrian and cycle facilities to address the above standards; c. details of selected routes and connections to existing local and regional routes, including the findings of Conditions E150, E151 and E152; d. timing and staging of all works; e. infrastructure details, including lighting, safety, security, and standards compliance; f. signage and wayfinding measures; and g. details of associated landscaping works.

Condition	
	All identified works arising from this condition are to be implemented prior to the commencement of operation, except as permitted by this approval.
E154	A UDLP must be prepared to inform the final design of the CSSI, in accordance with the project objectives, the commitments made in the documents listed in Condition A1, and the requirements of this approval. The UDLP does not apply to works that do not allow an alternate design outcome and this has been approved by the Planning Secretary.
E156	The UDLP must be prepared in consultation with relevant council(s), the community and affected landowners and businesses. The UDLP must meet the reasonable requirements of these stakeholders and must meet or exceed the design standards of relevant council(s) guidelines. The UDLP must include, but not necessarily be limited to: - an analysis of the heritage, built, natural and community context and values, and articulation of the urban design objectives, principles and standards for the CSSI; - the urban design and landscape requirements of this approval, including but not limited to: - the Pedestrian and Cycle Implementation Plan identified in Condition E153, - heritage interpretation and plantings (including rehabilitation works to address heritage impacts on Patmore Swamps) identified in Condition E58, - the RFRP identified in Condition E104, - sustainability initiatives; - the design of the CSSI elements including their form, materials, detail and staging; - the design of the project landform and earthworks; - the location of existing vegetation, areas of vegetation to be retained and proposed planting and seeding details, including the use of local indigenous species for revegetation activities; - visual screening requirements; - developed visuals, cross sections and plans showing the proposed design outcome; and - details of strategies to rehabilitate, regenerate or revegetate disturbed areas and successfully establish and maintain the resulting new landscape.

The following EMM's are relevant to this Strategy

Impact	ID	Measure
Construction traffic and access	TT1	A Construction Traffic and Access Management Plan (CTAMP) will be prepared as part of the Construction Environmental Management Plan. The CTAMP will detail processes to minimise delays and disruptions and identify and respond to changes in road safety as a result of project construction works. The CTAMP will be prepared in accordance with applicable guidelines and relevant standards, guides and manuals. The CTAMP will: - Ensure all relevant stakeholders are considered during all stages of the project - Provide safe routes for pedestrians and cyclists during construction - Develop project staging plans in consultation with relevant traffic and transport stakeholders, which would include measures to manage impacts during special events (such as sporting events) - Plan and stage works to minimise the need for road occupancy, where possible - Minimise the number of changes to the road users' travel paths and, where changes are required, implement a high standard of traffic controls which effectively warn, inform and guide - Comprehensively communicate changes in traffic conditions on roads or paths to emergency services, public transport operators, other road user groups and other affected stakeholders - Identify measures to manage the movements of construction-related traffic to minimise traffic and access disruptions in the public road network - Minimise the use of local roads by the project's heavy vehicles and identify haulage routes - Propose a car parking strategy for construction staff at the various worksites, prepared in consultation with local councils and stakeholders associated with any facilities adjacent to the project site - Minimise the loss of on-road parking for local residents - Stage the construction works on key parts of the network – such as Princes Highway, President Avenue and West Botany Street – to enable these key roads to continue to function with as minimal impact as possible.
	TT2	Where required, changes to bus stops will be undertaken in consultation with Transport for NSW and bus operators, with the community notified of any potential changes in advance. Wayfinding signage will be provided directing commuters to adjacent or relocated bus stops. Footpaths will be provided to any relocated bus stops such that accessibility standards are met.
	TT5	Minimise local road closures and maintain adequate property access to the road network. Property owners would be consulted and agree to any changes to access.
	AQ2	Demolition activities, including removal of hazardous building materials will be planned and carried out in a manner that minimises the potential for dust generation. Removal of hazardous building materials will be completed prior to the demolition works.

Impact	ID	Measure
	AQ5	An in-tunnel air quality monitoring system will be included in the detailed design to monitor and assess ambient and in-tunnel air quality against relevant criteria. This will require sufficient, appropriately placed monitors to calculate a journey average.
Construction noise	NV1	A Construction Noise and Vibration Management Plan (CNVMP) will be prepared. The CNVMP will include processes and responsibilities to assess, monitor, minimise and mitigate noise and vibration impacts during construction. The plan will: - Identify relevant performance criteria in relation to noise and vibration - Identify noise and vibration sensitive receptors and features in the vicinity of the project - Include standard and additional mitigation measures from the Construction Noise and Vibration Guideline (CNVG) (Roads and Maritime 2016) and details about when each will be applied - Describe the process(es) that will be adopted for carrying out location and activity specific noise and vibration impact assessments to assist with the selection of appropriate mitigation measures - Consider cumulative construction noise impacts and construction noise fatigue - Include protocols that will be adopted to manage works required outside standard construction hours, in accordance with relevant guidelines including for management of respite periods - Include a Blast Management Strategy (where blasting is required) - Detail monitoring that will be carried out to confirm project performance in relation to noise and vibration performance criteria. The CNVMP will be implemented for the duration of the construction of the project.
	NV3	All residents affected by noise from the construction of the project which are expected to experience an exceedance of the construction noise management levels will be notified about potential noise impacts prior to the commencement of construction works. Roads and Maritime will consult with vulnerable members of the community who are likely to be more susceptible to adverse health effects of noise (especially those who are elderly, who do not speak English, are housebound, or who may be unwell) to accommodate their preferences for noise mitigation, as far as practicable. Consultation will also be undertaken with all schools likely to be affected, and in particular Cairnsfoot Special School, to determine suitable mitigation measures where necessary. The information provided to the residents will include: - General sequencing and locations of construction work - The hours of the project works - Construction noise and vibration impact predictions for the works - Construction noise and vibration mitigation measures likely to be implemented on site.

Impact	ID	Measure
		Community consultation regarding construction noise and vibration will be detailed in the Community-Communication Strategy for the construction of the project and will include a complaints handling process. The community will be able to provide feedback via a 24 hour, toll-free project information and complaints line, a dedicated email address and postal address for the project. For out of hours works, consultation with affected residents will take place with consideration to Practice note vii of the ENMM and Strategy 2 of the ICNG.
	NV4	Noisy work (as defined in the EPL) and vibration intensive activities (those activities that exceed the vibration criteria) will be scheduled to be undertaken during standard construction hours as far as possible. Works or activities that cannot be undertaken during standard construction hours will be scheduled as early as possible during the evening and/or night-time periods. Respite measures are to be implemented for noisy work and vibration intensive activities in a manner consistent with EPL and Roads and Maritime guideline requirements.
	NV5	Receptors identified as requiring at-property noise mitigation because of an exceedance of operational traffic noise goals will be offered treatment prior to construction commencing. The receptors which are predicted to trigger consideration of noise mitigation will be confirmed during future design phases of the project and any additional eligible receptors will be contacted and noise mitigation options discussed with them.
	NV6	Construction vehicle movements (on and off site) will be managed to avoid or minimise noise impacts. Where reasonable and feasible, spoil will only be removed from site during the day. Mitigation measures for vehicle movements outside of standard construction hours are to be included in the CNVMP.
Impacts to views from the construction of surface infrastructure for the project including construction ancillary facilities, particularly within the vicinity of President Avenue interchange	LVIA1	An Urban Design and Landscape Plan (UDLP) will be prepared and implemented. The UDLP will detail built and landscape features to be implemented prior to operation of the project. The UDLP will be developed in consultation with local councils, other key stakeholders and the community and made available to the public.
	LVIA4	The design and maintenance of construction compound hoardings will aim to minimise visual impacts and landscape character impact, including the prompt removal of graffiti.
	PL4	Prior to the commencement of construction, pre-construction Building Condition Surveys will be offered in writing, to the owners of properties where there is a potential for construction activities to cause cosmetic or structural damage. If accepted, a comprehensive written and photographic condition report would be produced by an appropriate professional prior to relevant works commencing.
Impacts to the Bardwell Valley Golf Club	PL6	Work with the Bardwell Valley Golf Club to determine staging of construction works and construction method to minimise impact on the activities and operation of the Golf Club.

Impact	ID	Measure
Amenity	SE1	A Site Establishment Management Plan will be prepared prior to construction and will have regard to the amenity of adjacent areas and minimising impacts to adjacent sensitive receivers, including potential noise, dust, traffic, visual, lighting and overshadowing and overlooking impacts during the establishment phase.
Impacts to businesses	SE3	A Business Management Plan will be prepared prior to construction to detail the process for identification and communication with businesses adversely affected by construction works.
Construction fatigue	SE4	Prepare and implement a Construction Fatigue Protocol as part of the CNVMP to address potential construction fatigue impacts. The Protocol will include consideration of noise attenuation and periods of respite for affected stakeholders, where reasonable and feasible, and restricting out of hours work where practicable.
Community consultation	SE5	A Community Communication Strategy will be prepared prior to construction to detail the processes to facilitate communication between the project team and the community.
Social infrastructure	SE6	A Community and Social Management Plan will be prepared. The plan will detail the process for identification and implementation of measures to offset community and social impacts associated with the project. The plan will be prepared by a suitably qualified and experienced person(s) in consultation relevant councils.

Appendix B Complaints Escalation and Mediation Procedure

Introduction

This Complaints Escalation and Mediation Procedure has been prepared for the M6 Motorway Stage 1 Project. It describes the approach CGU will adopt for resolving issues and mediating disputes that may arise in relation to environmental management and delivery of the project. It is part of the Communication Strategy. It does not cover escalation of property damage complaints which is outside the scope of this Plan.

This Complaints Escalation and Mediation Procedure must be submitted to the Secretary for the approval as part of the Communication Strategy and must be approved prior to the commencement of work.

Purpose

The purpose of this procedure is to address the requirements of Condition of Approval B. 7 (e)

The procedure outlines:

- The circumstances when complaints, feedback or enquiries would be managed in accordance with this procedure
- The process for escalation internally (within CGU) and externally within TfNSW, the ER and AA
- The process for mediation
- When the Community Complaints Mediator would be asked to review the case.

Scope

This Complaints Escalation and Mediation Procedure applies to all complaints, enquiries and feedback received by the project, not able to be resolved or a dispute has arisen in relation to environmental management and the delivery of the project. The procedure will be implemented for the duration of project works and for a minimum of 12 months following the completion of construction.

For the purposes of this procedure, complaints, enquiries and feedback raised are collectively referred to as 'complaints', and members of the public or stakeholders are collectively referred to as 'stakeholders'.

Escalation and Mediation Procedure

CGU will endeavour to achieve prompt resolution of matters with fairness, care and understanding.

The Stakeholder and Community Engagement team member and the relevant Senior Project Engineer, in the first instance, will seek to resolve issues and / or disputes raised with the stakeholder. However, there may be instances where a complaint cannot be resolved to the satisfaction of the stakeholder.

An issue is classified as "not resolved" when the stakeholder does not agree with the response or if they question the validity of the response or if they are dissatisfied with the response provided.

This may include:

- Where a stakeholder is not satisfied with the response to the complaint
- Where a stakeholder is not satisfied with how the complaint was managed
- Where there is a failure to reach satisfactory resolution of a complaint
- Any disputes that may arise in relation to environmental management and / or the delivery of the project.

This dissatisfaction, lack of resolution and / or dispute may be communicated to the Stakeholder and Community Engagement team member via the community information line, project email address, in person or via a third party such as TfNSW or Council.

Where an issue is "not resolved" it would be managed via this Complaints Escalation and Mediation Procedure.

Escalation Process Tools

A number of steps will be taken throughout the Escalation Process which are detailed in Steps 1 and 2 below. In summary, the steps taken internally to resolve the complaint are that:

- The Stakeholder and Community Engagement Manager will review information provided to the stakeholder and how the complaint was managed
- The Environmental Manager will provide advice on noise and vibration compliance
- The relevant Project Manager will review construction methods and impacts
- The Acoustic Adviser, in conjunction with the Environmental Representative, to attempt to resolve complaints related to the noise and vibration management of the CSSI, in accordance with Condition of Approval A31f(ii).

A. Review of evidence:

A review of any evidence (from the initial investigation and any subsequent re-investigations undertaken as part of this Escalation Process) which the response(s) were based on, e.g. heavy vehicle GPS records, monitoring results, design drawings, shift diary entries.

B. Review of complaint:

- i. Make contact with the stakeholder via a phone call or email to confirm their position and why they were dissatisfied with previous response(s)
- ii. Consider any new information from either the stakeholder or construction team.

C. Confirmation of CGU scope:

- i. Re-confirmation that the complaint / enquiry / feedback is the result of CGU works and / or is within CGU's scope and the Minister's Conditions of Approval.
- ii. Where the stakeholder has requested additional action be taken or a change be made and this was previously refused, the re-investigation will reconfirm that the additional action / change cannot occur, e.g. change to design or construction methodology.

D. Review internal processes:

- i. Confirmation that AS/NZS 10002:2014 Guidelines for Complaint management in Organisations has been implemented.
- ii. Confirmation that processes within this procedure and the Communication Strategy have been implemented.

E. Response to stakeholder:

Within 10 business days or a timeframe agreed by the stakeholder and CGU, a response to the complainant will be provided by the relevant role to whom the complaint has been escalated, based on the findings of the current Escalation Process Step. The response will include details of the facts gathered and any action(s) taken (e.g. changes to work methods, equipment, onsite controls or work times).

The response(s) will be provided via the community information line, project email address or in person as requested by the stakeholder and will directly address the allegations and / or questions raised by the stakeholder. It will also include an offer to meet to discuss the complaint at a non-threatening location with a collaborative environment to seek resolution.

The stakeholder will be invited to bring a support person to the meeting, e.g. a friend, family member or representative from a community group.

Escalation Process

The Stakeholder and Community Engagement team member, Environmental team member and the relevant Senior Project Engineer, in the first instance, will seek to resolve issues and / or disputes raised with the stakeholder.

When an issue is not resolved this would be escalated, as outlined in Steps 1 and 2 below.

The Stakeholder and Community Engagement Manager may also elect to expediate/surpass step(s) in the Escalation Process, depending on the nature of the complaint, for example:

- Complaints related to an impediment to someone's physical or mental health
- Complaints / responses are beyond the authority of the nominated person/role relevant to the subsequent escalation step(s)
- Complaints / responses are beyond the scope of CGU.

Table 1: Escalation Process Step 1

Escalation Process Step 1	
Escalate to:	CGU Stakeholder and Community Engagement Manager and the appropriate Project Manager as relevant to the complaint: ■ Environmental Manager ■ Surface Works Project Manager ■ Utilities Project Manager ■ Tunnelling Project Manager ■ Safety Manager ■ Acoustics Advisor in conjunction with the Environmental Representative
Escalation timeframe:	Within 5 business days.
Escalation Process and tools:	The Stakeholder and Community Engagement Manager and relevant Manager/Project Manager will review the complaint and the response/s provided by the Stakeholder and Community Engagement team member detailed in Consultation Manager entries. During this review, the complaint will be re-investigated, including: ■ review of evidence ■ review of complaint (contact with stakeholder) ■ review of complaint (any new information) ■ confirmation of CGU scope (general) ■ confirmation of CGU scope (specific actions) ■ review internal processes (AS/NZS) ■ review internal processes (Communication Strategy) ■ response to stakeholder.

If not resolved, then progress to Escalation Process Step 2

Table 2: Escalation Process Step 2

Escalation Process Step 2	
Escalate to:	CGU Support Services Director
Escalation timeframe:	Within 5 business days

Escalation Process Step 2	
Escalation Process and tools:	The Support Services Director will review complaint provided by the stakeholder and the response/s provided by CGU, via the Consultation Manager entries. During this review, the complaint will be re-investigated, including tools: ▪ review of evidence ▪ review of complaint (contact with stakeholder) ▪ review of complaint (any new information) ▪ confirmation of CGU scope (specific actions) ▪ response to stakeholder.

Items of note regarding the Escalation Process:

- Escalation within CGU would take place either informally, at meetings or through email.
- Escalation with the Environmental Representative and the Acoustic Advisor would take place formally through TeamBinder
- Escalation will occur in the circumstances identified above or at the request of the stakeholder. In both instances the stakeholder will be advised that the issue has been escalated and the person or organisation to whom the complaint has been escalated
- The TfNSW Communication and Engagement Manager will be updated and informed of the escalation of the complaint.

In addition to the above, the Environmental Representative may also be requested by the Department of Planning and Environment to assist the Department in the resolution of community complaints in accordance with Condition of Approval A26(g).

Where the Escalation Process has failed to resolve the complaint to the satisfaction of the complainant, it would be appropriate for the stakeholder to be referred to the Community Complaints Mediator.

In accordance with Condition of Approval B12, the stakeholder can ask the Community Complaints Mediator in writing to review the Proponent's response.

Mediation

At any time during the escalation process an offer to mediate with the stakeholder may take place seeking to resolve an ongoing dispute. The mediation process would be led by TfNSW with input from CGU Stakeholder and Community Engagement Manager and TfNSW Communication and Engagement Manager. The mediation would:

- be undertaken at a location agreed by all parties
- review the escalation process to refine and set the objectives for mediation meeting(s)
- have a set number of meetings determined by TfNSW in consultation with the stakeholder
- involve the ER, AA, CGU Environmental Manager as relevant to the issues being considered
- be appropriately documented
- have the aim reaching an agreed outcome.

Community Complaints Mediator

In accordance with Condition of Approval B13, the Community Complaints Mediator will:

- make recommendations to TfNSW to satisfactorily address complaints, resolve disputes or mitigate against the occurrence of future complaints or dispute.
- Review CGU's unresolved disputes between the Project and members of the public if the procedures and mechanisms above (Section 4.2) do not satisfactorily address complaints

In accordance with Condition of Approval B14, the Community Complaints Mediator will not act before CGU has provided an initial response to a complaint and will not consider issues such as a property acquisition where other dispute processes are provided for in the approval, or clear government policy and resolution processes are available, or matters which are not within the scope of the CSSI. However, a dispute may be referred to the Community Complaints Mediator at any time in accordance with Condition of Approval B12.

The Community Complaints Mediator's role is to provide recommendations to resolve issues. The Community Complaints Mediator will determine the number of mediation sessions depending on the nature of the issue within the complaint. Should more than three sessions be required, the Community Complaints Mediator will liaise with TfNSW to organise additional sessions as appropriate.

The Mediator will aim to:

- Chair and document the process
- Define the timeframe for suggested actions associated with the resolution if the suggested actions are reasonable and agreed to by CGU
- Obtain a resolution acceptable to both parties
- Formalise the resolution by obtaining written agreement regarding the agreed actions (this document will enable CGU to complete the complaints register and Consultation Manager database records).

CGU (in partnership with TfNSW as required) will review and implement reasonable recommendations provided by the Community Complaints Mediator in order to achieve resolution and minimise potential future similar disputes.

Should the stakeholder not accept the recommendations, or CGU's attempts to resolve the issue, the Complaints Mediator will advise the stakeholder in writing that a resolution could not be reached, and the steps taken to achieve resolution. This will be documented on the Complaints Management Database Consultation Manager.