

Communication Management Plan

M7-M12 Integration Project

Document control

File Name	M712UDC-JHGRP-M7A-CY-PLN-000001 Communication Management Plan
Title	M7-M12 Integration Project Communication Management Plan
Document Number	M712UDC-JHGRP-M7A-CY-PLN-000001

Document Approval

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Revision Record				
Rev	Rev Date	Reason for issue	Developed by	Approved by
A	29/03/23	Initial Plan	Andie Pitsiatari	Steve Kiddle
B		Updating to address WSO Co and IC comments	Andie Pitsiatari	
C	14 July 2023	Updated to address WSO Co and TfNSW comments	Andie Pitsiatari	
D	28 July 2023	Updated to address additional WSO Co and TfNSW comments	Andie Pitsiatari	
E	1 September 2023	Updated to address DPE comments	Andie Pitsiatari / Jacinta Fuller	

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Definitions

Glossary/Abbreviation	Definition
AA	Acoustic Advisor
CALD	Culturally and linguistically diverse populations
CMP	Communication Management Plan
CoA	Conditions of Approval
Commonwealth CoA	Federal Conditions of Approval
CJP	Customer Journey Planning TfNSW
CSSI	Critical State Significant infrastructure
JH CRT	John Holland Community Relations Team
CTTMP	Construction Traffic and Transport management Plan
DPE	NSW Department of Planning and Environment
EDC	Elizabeth Drive Connection
EPA	Environmental Protection Authority
EPBC	Environment Protection and Biodiversity Conservation Act 1999
EPL	Environmental Protection Licence
ER	Environmental Representative
ESR	John Holland Environmental Site Representative
LIW	Low Impact Works
IC	Independent Certifier
LALC	Local Aboriginal Land Council
LOTE	Languages other than English
NESB	Non-English-Speaking background
OCS	TfNSW M12 Motorway – Overarching Communication Strategy
OOHW	Out-of-hours work
PCS	Property Condition Survey
Project	M7-M12 Integration Project
REMM	Revised Environmental Management Measures
ROL	Road Occupancy Licence
SEARs	Secretary's Environmental Assessment Requirements
SSI	State Significant Infrastructure
TIS National	Translation and Interpreter Service
TfNSW	Transport for NSW
UDLP	Urban Design and Landscape Plan
UMMs	Updated compilation of environmental measures – M7 Motorway Modification 6 Submissions Report
USP	Un-solicited proposal

Glossary/Abbreviation	Definition
VMS	Variable message sign
WSO Co	Western Sydney Orbital Company – a joint venture between Transurban Group, Queensland Investment Corporation and Canada Pension Investment Board
WSP	Western Sydney Parklands
WSA Co	Western Sydney Airport Corporation
WSIA	Western Sydney International Airport
WSIP	Western Sydney Infrastructure Plan

List of emergency and key contacts

Position/Organisation	Name	Phone
EPA pollution hotline	N/A	131 555
Fire and Rescue NSW	N/A	000 (for pollution incidents that present an immediate threat to human health or property) 1300 729 579 (for pollution incidents that do not present an immediate threat to human health or property)
M7-12 Integration Project 24-hour community information line	Information Line	1800 712 712
TfNSW Community and Stakeholder Engagement Representative	Amanda Keating	0429 388 533
TfNSW Senior Community and Stakeholder Officer	Catherine Orzinski	0475 804 214
WSO Co Head of Public Affairs	Alisa Hitchcock	0412 991 486
WSO Co Senior Manager Communications and Community Engagement	Emily Divitaris	0418 713 096
WSO Co Senior Communications and Engagement Advisor	Karina Wilson	0484 844 148
John Holland Senior Stakeholder and Community Relations Manager	Andie Pitsiatari	0429 378 336
John Holland Community and Stakeholder Advisor	Megha Sharma	0429 461 662

1. Introduction and Overview

1.1. Purpose

This Communication Management Plan (CMP) guides John Holland's approach to managing communications and stakeholder engagement and to address planning approvals throughout design and construction for the delivery of M7-M12 Integration Project (the Project).

This CMP guides John Holland's interactions with stakeholders and the community. Outlines and describes our engagement approach, processes, procedures and tools to be used to provide clear, timely, accessible and relevant information about upcoming works and impacts to the community. This plan applies to all community and stakeholder engagement activities conducted in the delivery of the Project.

This plan is referenced both as the Communication Strategy in the M7 and M12 Conditions of Approval and Communication Management Plan in the M7-M12 Integration Project Deed. From this section forward the plan will be referred to as the Communication Management Plan (CMP).

1.2. Objectives

The objectives of the Communication Management Plan are to:

- Comply with the Federal and NSW Conditions of Approval REMMS, UMMs and TfNSW Overarching Communication Strategy (OCS)
- Guide John Holland's interactions with stakeholders and the community
- Ensures John Holland will partner with WSO Co and TfNSW and other package contractors to coordinate stakeholder and community engagement and consistent messaging
- Ensure alignment across other major infrastructure projects to provide consistency of information and minimise construction impacts
- Management of potential cumulative impacts from adjacent projects, as well as commercial and residential developments
- Ensure clear, timely and accurate information is appropriately provided to stakeholders
- Actively engage with the community at all stages of the project delivery
- Raise the visibility of the project within the local and broader community, interest groups and government stakeholders
- Establish and build genuine relationships with stakeholders and the community to increase support and understanding of the M7-M12 Integration Project (the Project) and to encourage sustainable and accessible community ownership and participation
- Minimise, where possible, impacts on stakeholders, community, businesses, and the travelling community
- Actively manage impacts and disruption to stakeholders and the community
- Ensure stakeholders and the community fully understand the activities to be undertaken by John Holland, potential impacts and expected outcomes
- Confirm strategies and procedures for handling complaints and enquiries, receiving feedback as well as managing media and government enquiries
- Provide an indicative program for the implementation of community liaison activities, including key dates for start and completion of construction activities, associated impacts, mitigation measures and proposed strategies for informing the community.

1.3. Documents referenced

Documents referenced in this CMP include:

- Federal Conditions of Approval – M12 Motorway
- NSW Minister's Conditions of Approval – M12 and M7 Motorway

- NSW Government Advertising Handbook
- NSW Government Advertising Act 2011
- NSW Government Brand Guidelines – June 2020
- Privacy and Personal Information Protection Act 1998 (NSW)
- Government Information (Public Access) Act 2009 (NSW)
- TfNSW Overarching Communication Strategy – M12
- TfNSW Editorial Style Guide, November 2019
- TfNSW - Use of Social Media Brand Guidelines, October 2017
- TfNSW Code of Conduct, April 2020.
- TfNSW Stakeholder and Engagement Policy (2018)
- TfNSW Infrastructure Project Signage Policy
- TfNSW Stakeholder Engagement Toolkit, 2017
- RMS Customer Charter
- WSO Co's Social Media Policy
- WSO Co's Communications and Engagement Policy
- WSO Co's Advertising Guideline
- Government Information (Public Access) Act 2009 (NSW)
- M7-M12 Integrated Project - Noise and Vibration Management Plan.

1.4. Project requirements and compliance

The M7-M12 Integration Project is subject to two separate planning approvals under the NSW Environmental Planning and Assessment Act 1979:

- State Significant Infrastructure (SSI 9364) approved 23 April 2021 includes works associated with the M12 Motorway and Elizabeth Drive Connection (EDC)
- M7 Motorway Consent Modification 6 (SSI 663) approved 17 February 2023 includes works associated with the widening of the M7.

An integrated M7-M12 Integration Project Communication Management Plan has been developed and is consistent with the M12 Motorway Federal approval (EPBC 2018/8286 – date of decision 3 June 2021), TfNSW M12 Motorway Overarching Communication Strategy (OCS) as well as the M7 and M12 NSW Conditions of Approval, REMMS and UMMs. It should be noted that Low Impact Works (LIW) for M12 East Motorway are being undertaken under the TfNSW OCS as approved by the Planning Secretary on 7 July 2021 and provides a pathway to commence work prior to certification of the CMP.

The integrated plan will be reviewed by TfNSW and WSO Co to ensure consistency with above requirements as well incorporating relevant elements of the approved TfNSW M12 OCS. The Independent Certifier will review and certify the plan complies with the M7-M12 Integration Project Deed prior to submission for approval. Work for the purposes of the M7 Motorway will not commence at least one month before the submission of the CEMP and will not commence until the CMP has been approved by the Planning Secretary.

1.5. Implementation and duration of plan

The Communication Management Plan will be implemented for the duration of Work and for 12 months following the completion of construction.

1.6. Conditions of Approval Compliance Matrix

Table 1 and Table 2 below outline the respective primary NSW Ministers Conditions of Approval for M7 and M12 and how they have been adhered to. Secondary conditions relevant to this plan have been listed in Appendix E and Appendix F.

Appendix G and Appendix H outline how relevant REMMs and UMMs as well as the overarching requirements are addressed within this plan.

Table 1: M7 Motorway (Modification 6) NSW Minister's CoA

Compliance Table M7 Motorway Modification 6 NSW Ministers CoA		
Condition Number	Description	Section
Communication Strategy		
B1	A Communication Strategy must be prepared to provide mechanisms to facilitate communication about construction and operation of Modification 6 with: (a) the community (including adjoining affected landowners and businesses, and others directly impacted by Modification 6); and (b) the relevant councils and relevant agencies.	This document Section 4 Table 11
B2	The Communication Strategy must: (a) identify people, organisations, councils and agencies to be consulted during the design and work phases of Modification 6;	Section 4.5/ Table 11
	(b) identify details of the community and its demographics;	Section 4.11
	(c) identify timing of consultation;	Appendix A
	(d) set out procedures and mechanisms for the regular distribution of accessible information including to LOTE and CALD and vulnerable communities about or relevant to Modification 6;	Sections 4.12/ 4.13/ 4.14
	(e) detail the measures for advising the community in advance of upcoming construction including upcoming out-of-hours work as required by Condition D54;	Section 5 Table 12
	(f) provide for the formation of issue or location-based community forums that focus on key environmental management issues of concern to the relevant community(ies) for Modification 6;	Table 12 Section 5.5 Table 13
	(g) set out procedures and mechanisms:	Section 6
	(i) through which the community can discuss or provide feedback to the Proponent;	Section 3.3/ Figure 4 Section 5.1
	(ii) through which the Proponent will respond to enquiries or feedback from the community;	Section 6
	(iii) to resolve any issues and mediate any disputes that may arise in relation to the environmental management and delivery of Modification 6, including disputes regarding rectification or compensation;	Table 6 Sections 4.8/4.9 Table 12
	(h) address who will engage with the community, relevant councils and agencies.	Table 13
B3	The Communication Strategy must be submitted to the Planning Secretary for approval no later than one (1) month before the commencement of any Work.	Section 1.4
B4	Work for the purposes of Modification 6 must not commence until the Communication Strategy has been approved by the Planning Secretary.	Section 1.4
B5	The Communication Strategy, as approved by the Planning Secretary, must be implemented for the duration of Work and for 12 months following the completion of construction.	Section 1.5

Compliance Table M7 Motorway Modification 6 NSW Ministers CoA		
Condition Number	Description	Section
Complaints management system		
B6	A Complaints Management System must be prepared and implemented before the commencement of any Work and maintained for the duration of Work and for a minimum for 12 months following completion of construction of Modification 6. Note: In the situation where there are different entities constructing and operating Modification 6, continuity of access to the Complaints Management System must be maintained.	Section 6
B7	The following information must be available to facilitate community enquiries and manage complaints one month before the commencement of Work and for 12 months following the completion of construction: (a) a 24-hour telephone number for the registration of complaints and enquiries about Modification 6; (b) a postal address to which written complaints and enquires may be sent; (c) an email address to which electronic complaints and enquiries may be transmitted; and (d) a mediation system for complaints unable to be resolved. This information must be accessible to all in the community regardless of age, ethnicity, disability or literacy level.	Section 5.2
B8	A Complaints Register must be maintained recording information on all complaints received about Modification 6 during the carrying out of any work and for a minimum of 12 months following the completion of construction. The Complaints Register must record the: (a) number of complaints received; (b) the date and time of the complaint; (c) the method by which the complaint was made; (d) any personal details of the complainant which were provided by the complainant or, if no such details were provided, a note to that effect; (e) nature of the complaint; (f) means by which the complaint was addressed and whether resolution was reached, with or without mediation; and (g) if no action was taken, the reason(s) why no action was taken.	Section 6 Section 6.2 Section 6.2.1
B9	Complainants must be advised of the following information before, or as soon as practicable after, providing personal information: (a) the Complaints Register may be forwarded to government agencies, including the Department (Department of Planning and Environment, 4 Parramatta Square, 12 Darcy Street, Parramatta NSW 2150), to allow them to undertake their regulatory duties; (b) by providing personal information, the complainant authorises the Proponent to provide that information to government agencies; (c) the supply of personal information by the complainant is voluntary; and (d) the complainant has the right to contact government agencies to access personal information held about them and to correct or amend that information (Collection Statement). The Collection Statement must be included on the Proponent or development website to make prospective complainants aware of their rights under the Privacy	Section 6.1 Section 6.2

Compliance Table M7 Motorway Modification 6 NSW Ministers CoA		
Condition Number	Description	Section
	and Personal Information Protection Act 1998 (NSW). For any complaints made in person, the complainant must be made aware of the Collection Statement. Note: Should a complainant disagree with the Collection Statement, a note to that effect must be recorded in the Complaints Register required by Condition B8.	
B10	The Complaints Register must be provided to the Planning Secretary upon request, within the timeframe stated in the request.	Section 6.2.1
Provision of electronic information		
B11	A website or webpage providing information in relation to Modification 6 must be established before commencement of Work and be maintained for the duration of construction, and for a minimum of 24 months following the completion of construction. The following up-to-date information (excluding confidential, private, commercial information or any other information that the Planning Secretary has approved to be excluded) must be published before the relevant work commences and maintained on the website or dedicated pages including: (a) information on the current implementation status of Modification 6; (b) a copy of the documents listed in Condition 1A of Schedule 1, and any documentation relating to any modifications made to the approved project or the terms of this approval; (c) a copy of this approval in its original form, a current consolidated copy of this approval (that is, including any approved modifications to its terms), and copies of any approval granted by the Minister to a modification of the terms of this approval; (d) a copy of each statutory approval, licence or permit required and obtained in relation to Modification 6; (e) a copy of the final version of each document required under the terms of this approval; and (f) a copy of the audit reports required under this approval. Where the information/document relates to a particular work or is required to be implemented, it must be published before the commencement of the relevant work to which it relates or before its implementation. All information required in this condition must be provided on the Proponent's website, ordered in a logical sequence and which is easy to navigate. Note: The intention of this condition is to increase transparency and for information/documents required as part of the approval to be provided proactively and publicly in an easily accessible manner. Where information is excepted by this condition, it is intended that these documents are provided in their redacted form.	Table 11 Section 5.3/ Table 12 Appendix C

Table 2: M12 NSW Ministers CoA compliance matrix

Compliance Table - M12 Motorway NSW Minister's CoA		
Condition Number	Description	Section
Community information and reporting		
B1	A Communication Strategy must be prepared to provide mechanisms to facilitate communication about Work, construction and operation of the CSSI with: (a) the community (including adjoining affected landowners and businesses, and others directly impacted by the CSSI); and (b) the relevant councils and relevant government agencies. The Communication Strategy must address who (the Proponent, Independent Appointments and/or construction contractor) will engage with the community, relevant councils and agencies, how they will engage and the timing of engagements.	This plan Section 4.5/ Table 11 Section 2.11/ Table 6 Table 13
B2	The Communication Strategy must: (a) identify people, organisations, councils and agencies to be consulted during the design and Work phases;	Section 4.5/ Table 11
	(b) identify details of the community demographics;	Section 4.11
	(c) set out procedures and mechanisms for the regular distribution of accessible information, including to Language Other than English and Culturally and Linguistically Diverse and vulnerable communities, about or relevant to the CSSI;	Sections 4.12/ 4.13/ 4.14
	(d) detail the measures for advising the community in advance of upcoming Work, including utility works and upcoming out-of-hours work as required by Condition E47;	Section 5 Table 12
	(e) provide for the formation of issue or location-based community forums that focus on key environmental management issues of concern to the relevant community(ies); and	Table 12 Section 5.5/ Table 13
	(f) set out procedures and mechanisms -	Section 6
	(i) through which the community can discuss or provide feedback to the Proponent 24 hours a day, seven days per week;	Section 3.3/ Figure 4 Section 5.1
	(ii) through which the Proponent will respond to enquiries or feedback from the community; and	Section 6
	(iii) to resolve any issues and mediate any disputes that may arise in relation to the environmental management and delivery of the CSSI, including disputes regarding rectification or compensation.	Table 6 Sections 4.8/ 4.9 Table 12
B3	The Communication Strategy must be submitted to the Planning Secretary for approval no later than one (1) month before the commencement of any Work.	Section 1.4
B4	Work for the purposes of the CSSI must not commence until the Communication Strategy has been approved by the Planning Secretary.	Section 1.4
B5	The Communication Strategy, as approved by the Planning Secretary, must be implemented for the duration of work and for 12 months following the completion of construction.	Section 1.5

Compliance Table - M12 Motorway NSW Minister's CoA		
Condition Number	Description	Section
Complaints Management System		
B6	A Complaints Management System must be prepared and implemented before the commencement of any Work and maintained for the duration of construction and for a minimum for 12 months following completion of construction of the CSSI. The Complaints Management System must require complainants to be advised that: (a) the Complaints Register may be forwarded to Government agencies, including the Department, to allow them to undertake their regulatory duties; (b) by providing personal information, the complainant authorises the Proponent to provide that information to government agencies; (c) the supply of personal information by the complainant is voluntary; and (d) the complainant has the right to contact government agencies to access personal information held about them and to correct or amend that information (Collection Statement). The Collection Statement must be included on the Proponent's or project website to make prospective complainants aware of their rights under the Privacy and Personal Information Protection Act 1998. For any complaints made in person, the complainant must be made aware of the Collection Statement.	Section 6 Section 6.1
B7	The following information must be available to facilitate community enquiries and manage complaints one (1) month before the commencement of Work and for 12 months following the completion of construction: (a) a 24- hour telephone number for the registration of complaints and enquiries about the CSSI; (b) a postal address to which written complaints and enquires may be sent; (c) an email address to which electronic complaints and enquiries may be transmitted; and (d) a mediation system for complaints unable to be resolved. This information must be accessible to all in the community regardless of age, ethnicity, disability or literacy level and must be provided on the website required under Condition B10.	Section 5.2
B8	A Complaints Register must be maintained recording information on all complaints received about the CSSI during the carrying out of any work and for a minimum of 12 months following the completion of construction. The Complaints Register must record the: (a) number of complaints received; (b) the date and time of the complaint; (c) the method by which the complaint was made; (d) any personal details of the complainant which were provided by the complainant or, if no such details were provided, a note to that effect (e) nature of the complaint; (f) means by which the complaint was addressed and whether resolution was reached, with or without mediation; and (g) if no action was taken, the reason(s) why no action was taken.	Section 6 Section 6.2 Section 6.2.1
B9	The Complaints Register must be provided to the Planning Secretary upon request, within the timeframe stated in the request.	Section 6.2.1

Compliance Table - M12 Motorway NSW Minister's CoA		
Condition Number	Description	Section
Provision of Electronic Information		
B10	Where the information/document relates to a particular Work or is required to be implemented, it must be published on the Proponent's website before the commencement of the relevant Work to which it relates or before its implementation. A website or webpage providing information in relation to the CSSI must be established before commencement of Work and be maintained for the duration of construction, and for a minimum of 24 months following the completion of construction. The following up-to-date information (excluding confidential, private, commercial information or any other information that the Planning Secretary has approved to be excluded) must be published before the relevant Work commencing and maintained on the website or dedicated pages including: (a) information on the current implementation status of the CSSI; (b) a copy of the documents listed in Condition A1 of this approval, and any documentation relating to any modifications made to the CSSI or the terms of this approval; (c) a copy of this approval in its original form, a current consolidated copy of this approval (that is, including any approved modifications to its terms), and copies of any approval granted by the Minister to a modification of the terms of this approval (ordered in a logical sequence and easy to navigate); (d) a copy of each statutory approval, licence or permit required and obtained in relation to the CSSI; (e) a current copy of the final version of each document required under the terms of this approval; and (f) a copy of the audit reports required under Conditions A38 and A41 of this approval.	Table 11 Section 5.3/ Table 12 Appendix C

1.7. TfNSW M12 Motorway Overarching Communication Strategy

TfNSW has prepared the M12 Overarching Communication Strategy in accordance with M12 NSW CoA B1. The purpose of the OCS is to provide a consistent management approach to the delivery of the Project and describes methods to facilitate communication between WSO Co/TfNSW and construction contractors, key stakeholders, community and relevant councils and government agencies during the work on site. The OCS received approval by the Planning Secretary on 7 July 2021. This CMP is developed to be consistent with the OCS and relevant to our contract work.

1.8. Environment Protection Licence

The M7-M12 Integration Project will be subject to an Environment Protection Licence (EPL). The Project will be constructed to meet the requirements of the EPL.

Once the EPL is issued, this CMP will be updated if required, to consider any relevant requirements of the EPL.

1.9. Further development

The CMP will be reviewed, updated and further developed at least every six (6) months or as required to address:

- Any changes in the OCS, business management process or other linked project plans
- Changes in the design and construction program

- Comments and feedback received from community, stakeholder and the Principal's representative
- Changes in stakeholder and community needs and information requirements
- Changes in technology and work methods to improve processes
- Changes identified through continuous improvement.

The updates will be used to reflect project progress and ensure communication tools and activities match the timing of construction activities, remain effective and relevant to all stakeholders, customers and the public and are in compliance with CoAs and the OCS.

1.10. Structure and interface with other management plans

The CMP is one of an integrated suite of plans prepared to document proposed construction methodologies, process and key personnel for the successful delivery of the project.

The CMP and associated sub-plans including the Incident and Crisis Communication Sub-plan do not function in isolation but is designed to complement and adhere to a number of other project management plans including:

- Overarching Communication Strategy
- Project Management Plan
- Construction Environmental Management Plan
- Construction Management Plan
- M12 Central Project Interface Management Plan
- Traffic Management and Safety Plan
- Work Health and Safety Management Plan
- Quality Management Plan
- Sustainability Management Plan
- Aboriginal Participation Plan
- Social Procurement and Workforce Development Plan.

The CMP will be updated, as required to address relevant updates and, or changes to the project management plans.

This CMP provides:

- An overview of our community and stakeholder engagement approach
- Details of the project scope, key construction activities and timing
- An overview of the communication approach and how John Holland will comply with our requirements
- An outline of key issues, risks and proposed mitigation measures
- An outline of roles and responsibilities, including collaboration with WSO Co, TfNSW and adjacent projects
- Tools, processes and procedures that will be used.

2. Project Content and Key Issues

2.1. Overview

The Westlink M7 Motorway is a major road on Sydney's orbital motorway network, connecting three motorways, the M5 South West Motorway at Prestons, the M4 Western Motorway at Eastern Creek and the M2 Hills Motorway at Baulkham Hills.

The Westlink M7 has a key role in providing connections to both existing and future transport infrastructure across Greater Sydney including connection to the approved M12 motorway enabling access to planned growth areas in Western Sydney and the future Western Sydney International (Nancy-Bird Walton) Airport.

Westlink M7 Widening modification report was prepared to support the application to DPE under 5.25 of the EP&A Act. The report includes:

- An overview of the approved project
- An overview of the proposed modification
- An assessment of the potential environmental and social impacts of the proposed modification
- Identification of environmental mitigation measures required for the proposed modification
- Details of the proposed changes to the Conditions of Approval (CoA)
- Justification for the proposed modification.

Full report is available via the NSW Government Website - [M7 Motorway \(Mod 6 Widening\) | Planning Portal - Department of Planning and Environment \(nsw.gov.au\)](#)

The M12 Motorway is one of the major roads being developed as part of Western Sydney Infrastructure Plan. The M12 Motorway will operate between the M7 Motorway at Cecil Hills and The Northern Road at Luddenham and will provide direct access to Western Sydney International Airport at Badgerys Creek as well as connect to Sydney's motorway network. The M12 is expected to be open to traffic prior to the opening of the Western Sydney International Airport at Badgerys Creek.

The M12 Motorway will be constructed in three separate stages or works packages:

- **M12 West (construct only contract)** – between The Northern Road, Luddenham and about 250 metres east of Badgerys Creek and constructed by CPB Georgiou Joint Venture
- **M12 Central (construct only contract)** – between about 500 metres west of South Creek and the Western Sydney Parklands at Duff Road, Cecil Park and constructed by Seymour Whyte
- **M12 East (delivered as part of a design and construct contract)** (the subject of this Plan) – a connection between the M12 Motorway and Elizabeth Drive at Cecil Park and the M7-M12 interchange.
- Each package of the M12 Motorway is to be delivered under separate contracts. While the packages will commence at different times there will be periods during which the package works will overlap.

2.2. Project description

The John Holland Group has been engaged to deliver the M7-M12 Integration Project. The scope of the M7-M12 Integration Project (the Project) includes three components of work:

- M7 Motorway - widening the M7 Motorway between the M5 Motorway and Richmond Road.
- M7-M12 Interchange - a grade separated motorway to motorway connection between the M7 Motorway and new M12 Motorway.
- Elizabeth Drive Connection (EDC) - new connections between Elizabeth Drive, the M12 Motorway and the M7 Motorway including realignment of Wallgrove Road and Cecil Road.

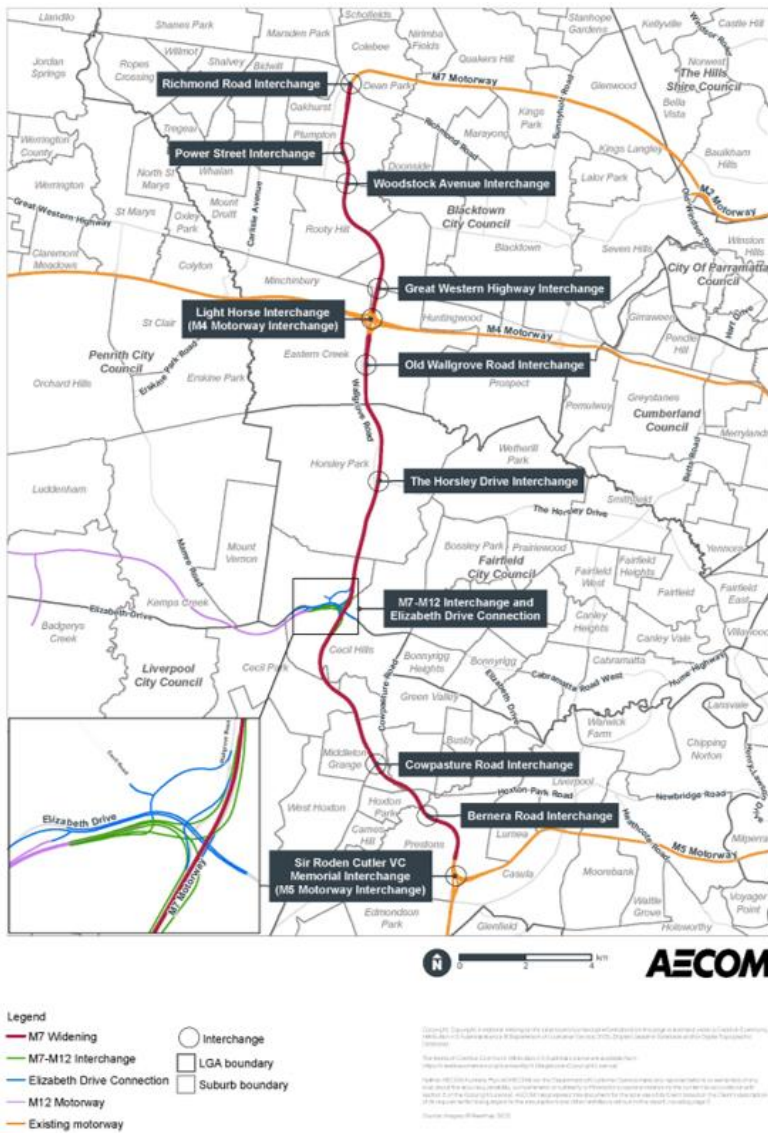


Figure 1: M7-M12 Integration Project location overview

2.3. M7 Motorway widening

The main features of the M7 widening include:

- Widening the M7 Motorway within the existing median (approximately 26 kilometres) by adding an additional lane in each direction between the M5 interchange at Prestons to the M7 bridge at Richmond Road
- Widening the exit from the M7 Motorway northbound onto the M4 Motorway westbound from one lane to 2 lanes
- Widening of 43 existing northbound and southbound bridges on the M7 Motorway at 23 locations within the centre median, and on the outside of the bridges on approach to the M4 Motorway from Old Wallgrove Road
- Upgrades, additions and modifications to noise walls
- Utility works and upgrades to drainage
- Intelligent Transport Systems (ITS) installations, adjustments and relocations to cover the new lane configurations, including toll gantry adjustments, relocation of variable speed limit signs and variable message signs and new traffic loops to cover the new lanes.

2.4. M7-M12 Interchange

The Concessionaire of the M7 Motorway put an unsolicited proposal to the NSW Government in September 2020 to deliver the M7-M12 Interchange as part of a proposed program to widen the M7 Motorway.

The M7-M12 Interchange provides a grade separated motorway to motorway connection between the M7 Motorway and M12 Motorway. Located in Cecil Park, this package involves:

- Provision of four connections at the grade separated interchange including:
 - Connection from M7 southbound onto M12 westbound
 - Connection from M7 northbound onto M12 westbound
 - Connection from M12 eastbound onto M7 southbound
 - Connection from M12 eastbound onto M7 northbound
- Interchange tie-in extending about four kilometres into the M7 Motorway corridor.

2.5. Elizabeth Drive Connection (EDC)

Construction of the M12 East package involves connecting Elizabeth Drive to the M12 Motorway and the upgrade of approximately two kilometres of Elizabeth Drive from east of Duff Road to 300 metres east of the M7 Motorway. The package includes:

- M12 Motorway eastbound exit ramp to Elizabeth Drive and M12 westbound entry ramp from Elizabeth Drive
- The realignment of Wallgrove Road through properties to the existing Cecil Road and Elizabeth Drive intersection
- The realignment of Cecil Road to connect it to the new Wallgrove Road
- The realignment of the M7 Motorway northbound entry ramp from Elizabeth Drive and the northbound exit ramp to Elizabeth Drive
- Upgrading of Elizabeth Drive from two to three lanes in both directions from the Elizabeth Drive/M12 Motorway intersection to the Elizabeth Drive/M7 Motorway southbound entry and exit ramp intersection with provisions for three lanes on the remaining sections
- Tie-ins to Elizabeth Drive
- Five signalised intersections
- Protection, relocation and installation of utilities
- Urban design features including interpretive signage and landscape planting.
- Active transport (pedestrian and cyclist) facilities through the provision of a shared user path, including connections to existing paths
- Realignment of Wallgrove Road as part of the construction of the Elizabeth Drive connection (EDC) requiring:
 - Decommissioning a section of the existing Wallgrove Road approximately 500 metres from where it currently intersects with Elizabeth Drive
 - The new Wallgrove Road will connect to and replace the existing Cecil Road
 - Elizabeth Drive intersection and Cecil Road will be realigned to connect back into the realigned Wallgrove Road
 - The package will require relocation of utility services including electricity, water, and telecommunications.

The key features of the M12 East (includes aspects of the Central package) package are provided in Figure 2 and Figure 3.





2.6. Benefits of the project

The project will provide the following benefits:

- Ease congestion by enabling faster and more reliable connections between Sydney's South West and North West
- Provide access to the M7 Motorway
- Improve access to the Western Sydney Aerotropolis and the South West Growth Area
- Increase road capacity for future growth and development and increase journey reliability for all road users
- Improve traffic safety for all road users
- Improve public transport and increase pedestrian and cyclist infrastructure
- Provide a better regional east west connection, linking to improved north south connections that benefit road users across western and south western Sydney
- Improve road freight movement to key commercial centres
- Provide a connection to Elizabeth Drive at the eastern end of the M12 Motorway, near the M7 Motorway interchange
- Reduce the cost of congestion impact on the community and businesses.

2.7. Working Hours

In accordance with M7 CoA D38 and M12 NSW CoA E34 work will be undertaken during standard construction working hours:

- 7:00 am to 6:00 pm Monday to Friday
- 8:00 am to 6:00 pm Saturday
- At no time on Sunday or public holidays.

As required by M7 CoA D39 and M12 NSW CoA E35, except as permitted by an EPL, highly noise intensive works that result in an exceedance of the applicable noise management level at the relevant receiver must only be undertaken:

- Between 8:00 am to 6:00 pm Monday to Friday
- Between 8:00 am to 1:00 pm Saturday
- In continuous blocks not exceeding three hours each with a minimum respite from those activities and works of not less than one hour between each block.

Continuous' includes any period during which there is less than a one-hour respite between ceasing and recommencing the work.

All conditions relating to construction hours outlined in the EPL once issued will be complied with.

2.8. Variation to work hours

Works may also be undertaken outside the hours specified above in the following circumstances:

- Safety and emergencies including:
- delivery of materials required by the NSW Police Force or other authority for safety reasons
- where 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
- work activities within relevant noise and vibration limits as identified in M7 CoA D40(b)/M12 NSW CoA E36 (b).

On becoming aware of the need for emergency work in accordance with M7 CoA D40/M12 NSW CoA E36, the AA (refers to M7 Motorway only), the ER, the Planning Secretary and the EPA must be notified of the reasons for such work.

Best endeavours will be used to notify all noise and/or vibration affected residents and owners/occupiers of properties identified sensitive land use(s) of the likely impact and duration of those work including:

- Telephone contact
- Email
- Door knock
- Notification.

2.9. Construction activities and timeline

Construction of the M7-M12 Integration Project will take approximately three and a half years to complete. Major construction is expected to start mid-late 2023 with pre-construction works expected to start mid-2023.

For the purposes of construction planning, management and delivery, the overall project construction footprint has been divided into three construction sections:

- M7 South – extends from the southern limit of the Project on the M7 Motorway at the M5 interchange up to and including the widening of the bridges over Redmayne Road. It is located both sides of Section 2 (M12 Interchange and EDC)
- M12 Interchange and EDC:
 - construction of an interchange between the M7 Motorway and the new M12 Motorway and
 - new connections between Elizabeth Drive, the M12 Motorway and the M7 Motorway including realignment of Wallgrove Road and Cecil Road
- M7 North – section extends from the northern side of the bridges over Redmayne Road to the northern limit of the works at Richmond Road.

Each section will have a dedicated Community Relations Officer who will be responsible for the day-to-day community interaction and engagement including but not limited to:

- Implementation of the CMP and any relevant sub-plans
- Establish effective working relationships with local businesses, community members and other key stakeholder to support the effective delivery of the project
- Respond to enquiries and complaints in line with requirements
- Required to be on call 24 hours based on the team rotation to respond to enquiries and complaints.

All representatives will report to the Stakeholder and Community Relations Manager.

2.9.1. M12 East Motorway and EDC

Table 3: Indicative construction program - M12 East and including EDC work

Construction activity	M12 East and EDC indicative construction program															
	2023				2024				2025				2026			
Mobilisation/Site Compounds																
Property adjustments																
Utilities relocation																
Temporary works																
Fencing																
Demolition/clearing																
Bulk earthworks																
Bridge works																
Drainage																
Pavement																
Barriers																
Landscaping																
Intelligent transport systems																
Lighting																
Signage																
Decommission ancillary facilities																

2.9.2. M7 Widening

Table 4: M7 - Key activities and timeline

Construction activity	M7 widening indicative construction program															
	2023				2024				2025				2026			
Mobilisation/Site Compounds																
Property adjustments																
Utilities relocation																
Temporary works																
Fencing																
Demolition/clearing																
Bulk earthworks																
Bridge works																
Drainage																
Pavement																
Barriers																
Landscaping																
Intelligent transport systems																
Lighting																
Signage																
Decommission ancillary facilities																

2.10. Key issues during project stages

Table 5 below outlines the various project stages, related activities and impacts during the progress of works. This is a summary only and will be updated and presented in the implementation plan as outlined in Appendix C. For detailed information and definition of the specific stages of work for the project (low impact work, early work etc.) kindly refer to relevant environmental documents including the Low Impact Work Permits.

The Implementation Plan will be developed through consultation, updated and provided to WSO Co/TfNSW monthly. The plan will include the activity, associated community risk (low medium or high), impacted stakeholders together with associated communication activity and or action.

Table 5: Key issues during project stages

Stage of project	Activities	Impacts
Low impact work	Investigations including geotechnical	- Access - Noise - Dust - Vibration - Vegetation removal - Traffic changes
	Surveys	- Access - Traffic changes
	Preparation	- Vegetation removal - Noise - Dust - Traffic changes
	Utilities investigation	- Access - Traffic changes - Noise - Dust - Vibration
	Minor temporary road work	- Traffic changes - Access - Noise - Dust - Vibration - Out-of-hours work
	Establish ancillary facilities	- Vegetation clearing - Access - Noise - Dust - Light spill - Out-of-hours deliveries
	Property condition surveys	Access
Pre-construction	Utilities	- Access - Traffic changes - Noise - Dust

Stage of project	Activities	Impacts
Major construction		• Vibration • Outages • Out-of-hours work • Visual impacts
	• Minor temporary road work	• Access • Traffic changes • Noise • Dust • Vibration • Out-of-hours work • Visual impacts
	• Establish ancillary facilities	• Vegetation clearing • Access • Noise • Dust • Light spill • Out-of-hours deliveries • Visual impacts
	• Property condition surveys	• Access
	• Compound operation	• Traffic impacts • Out-of-hours deliveries • Dust • Noise • Light spill • Vegetation clearing • Access • Visual impacts
	• Property condition surveys	• Access
	• Start of construction	• Delivery of equipment • Traffic changes and impacts • Access • Noise • Dust • Light spill • Vibration • Vegetation removal • Out-of-hours work • Visual impacts
	• Earthworks – topsoil stripping – excavation of cut areas and placement to fill areas (where feasible), and trucking of spoil offsite – construction of required retaining structures	• Access • Noise • Vibration • Dust • Light spill • Traffic changes and impacts • Oversize deliveries

Stage of project	Activities	Impacts
	– Establishment and stabilisation of new ground level • Bridge construction: – establish temporary waterway crossings/diversions – piling and construction of piers – installation of girders/beams – construction of bridge decks, slabs and associated barriers • New road and intersection works • Temporary changes/closures of shared path • Demolition of existing structures • Pavements – Placement of selected material zone and pavement layers – Installation of road pavement surfacing – Construction of pavement drainage • Finishing works: – Line markings on new road surfaces – installation of directional and other signage and other roadside furniture – Earthworks at disturbed areas to establish the finished landform – Landscape reinstatement, including plantings – Completion of work on the Australian Light Horse Sculpture Parade – Construction of new noise walls and adjustments to existing noise walls – Reinstatement of cyclist and pedestrian facilities, property access and fencing – Site demobilisation and rehabilitation	• Vegetation removal • Out-of-hours work • Active transport diversions • Visual impacts
	• Commissioning and demobilisation	• Traffic changes and impacts • Noise • Dust • Vibration • Access • Out-of-hours work
Post construction	• Continued demobilisation • Post construction property condition surveys	• Noise • Traffic changes

2.11. Key issues and mitigation approach

The John Holland Community Relations Team (JH CRT) will adopt a robust approach to mitigating risk, managing potential and emerging issues associated with the Project work. The emphasis will be on proactively identifying issues and wherever possible implementing mitigation measures during the work planning phase as well as promptly responding to any raised concerns. Table 6 below identifies key issues, associated community impacts, project impacts and proposed mitigation measures. This list will be reviewed and updated as the project progresses and will take into account feedback, suggestions and comments provided by the community, stakeholders, customers and WSO Co/TfNSW representatives.

Table 6: Key community issues and proposed mitigation

Key Issues	Risk Category	Potential Impacts	Proposed mitigation
Traffic and Transport	Key issue	- Access disruptions to residential and businesses - Road, lane pedestrian and vehicle impacts or closures, diversions, temporary arrangements - Increased traffic from haulage and other vehicles delivery routes - Impacts on taxis, buses and emergency services - Haulage and other vehicles using local roads - Increased traffic impact from works at adjoining projects - Increased traffic volumes on road network - Temporary changes to bus routes and bus stops will be implemented in consultation with Transport, local councils and bus operators - Long diversion routes – impacts on travel time - Lack of information - Construction access via private land	- Targeted consultation with impacted groups including bus operators, schools and places of worship - Construction Traffic and Transport Management Plan (CTTMP) and Traffic and Safety Management Plan include further mitigation measures which will be implemented - Advise stakeholders of upcoming potential impacts to ensure stakeholders are fully informed of traffic impact and changes - Coordination between adjoining projects to schedule construction activities in a way that minimises traffic disruption including the new Western Sydney International Airport, works associated with the Aerotropolis, Sydney Metro-Western Sydney Airport, Blacktown City Council and associated works for Blacktown International Sport Park (Mavis Street) and other commercial, residential and retail developments - Coordination between agencies via the weekly Traffic Coordination Group and Traffic and Transport Liaison Group meetings between JH, TfNSW, Traffic Management Centre, Customer Journey Planning and Councils to assess impacts, potential conflicts and feedback on the proposed traffic measures - Early consultation with stakeholders relating to traffic changes including meetings, briefings and one-on-one meetings as required - Documented and signed property access agreements where private land is used for construction access, determined in agreement with the relevant landowner

Key Issues	Risk Category	Potential Impacts	Proposed mitigation
			• Consultation with impacted stakeholders to develop alternative pedestrian and vehicular access, and parking arrangements prior to the disruption • Adequate signage and directions to businesses must be provided prior to, and for the duration of, any disruption • Regular communication about changes to traffic including notifications, advertisement, traffic alerts and social media • Use of Variable Message Signs/signage • Ensure stakeholders understand how they can find out more information and who to contact in the event they have an enquiry or complaint • Develop communication and way finding strategies for people from non-English speaking backgrounds • Traffic management and signage to safely direct vehicles and pedestrians • Effective and timely response to complaints and enquiries • Measures to minimise impacts to buses such as delaying road closures to avoid bus detours • Use of advertisements and social media for long term/impactful changes • In accordance with the Construction Traffic and Transport Management Plan (CTTMP) and where possible including: – Staggering shift times to minimise the hourly traffic generation – Encouraging the use of alternative transport modes, carpooling, measures that minimise traffic generation associated with worker arrival, departures, and movements between sites – Using shuttle buses to move workers between sites – Minimising road closures that would likely have large impacts to the network – Pedestrian and cyclist access management – Parking and access management plan • Induction and training to be provided to relevant staff and sub-contractors outlining responsibilities regarding traffic management.

Key Issues	Risk Category	Potential Impacts	Proposed mitigation
Heavy vehicle movements on local roads	Key issue	- Access disruptions to residential and businesses - Road and lane closures, diversions, and temporary arrangements - Increased traffic - Increased traffic noise	- Early engagement, consultation with key stakeholders to advise on impacts/identify any stakeholder specific requirements and develop specific mitigation measures - Traffic and Safety Management Plan and Construction Traffic and Transport Management Plan include further mitigation measures which will be implemented - Implement Site Specific Traffic Management Plans - Coordinate traffic management with the Traffic Management Centre - Construction traffic movements minimised in peak times, where possible - Heavy vehicle specific access and egress locations and routes to minimise local congestion - Truck driver toolbox meetings on localised conditions - Out of hours deliveries to minimise impacts of oversized vehicles on local roads - Induction and training to be provided to relevant staff and sub-contractors outlining responsibilities regarding heavy vehicle movements and approved haulage routes.
Construction noise and vibration - day/night works (including airborne noise, ground-borne noise, and blasting)	Key issue	- Some construction activities may cause increased noise and vibration, dust, traffic changes, litter, untidy worksite - Effects on sensitive receivers including sleep disturbance - Effects on sensitive equipment - Effects on quiet enjoyment - Cumulative impacts from nearby projects - OOHW without notification - Noise associated with compound/laydown areas and construction activities - Noise associated with construction traffic - OOHW noise and vibration - Damage to property	- Early engagement, consultation and communication, face to face meetings to advise site establishment/ancillary facilities, upcoming noisy works and ensuring stakeholders are fully informed - Ensure stakeholders understand how they can find out more information and who to contact in the event they have an enquiry or complaint - A communications plan will be displayed at each construction zone, including a duty phone number so stakeholders and community members can get in contact regarding the construction activities. All complaints will be recorded and investigated, and measures taken in response in accordance with M7 UMM AQ1 - Induction and training to be provided to relevant staff and sub-contractors outlining their responsibilities regarding noise and vibration.

Key Issues	Risk Category	Potential Impacts	Proposed mitigation
		- Negative perception of project and organisation - Detour road traffic noise - Lack of information - Construction activities including: - site establishment - accessing worksites - clearing and grubbing - earthworks and drainage - piling - saw cutting - road refurbishments	- Noise and vibration impact to be managed in accordance with the Construction Noise and Vibration Management Sub-plan (CNVMP) and OOHW protocol - OOHW specific consultation to include and identify: - a progressive schedule for periods of no less than three months for OOHW - description of the potential work, location and duration of the out-of-hours work - noise characteristics and likely noise levels of the work - likely mitigation and management measures which aim to achieve the relevant noise management levels and vibration criteria (including the circumstances of when respite or relocation offers will be available and details about how the affected community can access these offers) - outcomes of the community consultation, the identified respite periods and the scheduling of the likely out-of-hours work must be provided to the AA, ER, EPA and the Planning Secretary for information prior to undertaking the work scheduled for the subject period, as required - High impact noise works staged with respite periods as required by any applicable Environment Protection Licence or planning approval - Temporary noise screens used around equipment, where appropriate - Implement noise mitigation measures including respite and temporary alternative accommodation - Comply with additional EPL requirements - Effective and timely response to complaints and enquiries - Consultation with property owners of properties at risk from vibration will be managed in accordance with the property management plan and will include but not limited: - Properties to be offered pre-construction surveys - Details of suitably qualified and experienced engineer and/or building surveyor who will carry out surveys

Key Issues	Risk Category	Potential Impacts	Proposed mitigation
			– Surveys to be carried out prior to the start of vibration generating works – results will be documented in a Pre-construction Condition Survey Report – report must be provided to the owner of the item(s) surveyed no later than one month before commencement of all other potentially impacting works. – Where post construction surveys have been undertaken property owners will be offered a post construction survey. The post-construction Condition Survey Report will be provided to the owner of the item(s) surveyed no later than four months following the completion of construction activities that have the potential to impact on the structure/asset – Attended noise monitoring • Noise and or vibration monitoring offered in response to noise and or vibration complaints • Vibration monitoring undertaken on any adjoining heritage structures if outlined in the relevant CNVMP • Site specific briefings, daily pre-starts and toolbox meetings prior to noisy activities to highlight acceptable work force behaviour • Explore possibility of long-term noise mitigation measure to be installed during construction • Property condition surveys • Where damage has occurred and related to project works the Project will carry out rectification at its own expense and to the reasonable requirements of the owner of the structure/asset within nine months of the completion of construction activities that have the potential to create damage unless another timeframe is agreed with the owner. Alternatively, compensation as agreed with the property owner maybe paid. • Information fact sheets on construction noise and vibration and how they are managed and mitigated • Noise and vibration monitoring during related activities to ensue validation of predicted levels • Noise minimised through use of appropriate plant, tools and techniques and adaptive programming, where possible

Key Issues	Risk Category	Potential Impacts	Proposed mitigation
Impacts on cycle paths and footpaths			- Where possible, noise reduction strategies to be implemented, with consideration given to hours of operation and sensitive periods - Where possible early installation of property treatments to provide noise mitigation during construction of the project. This approach will assist in managing noise through all phases of the project (M7 UMM NV6).
	Key issue	- Long term/ Temporary closures of the Westlink M7 shared path - Access disruptions/diversions to users - Closure of sections of the Westlink M7 shared path	- Where possible explore opportunities to minimise disruptions - Early and on-going consultation with impacted stakeholder groups - Ensure stakeholders understand how they can find out more information and who to contact in the event they have an enquiry or complaint - Early notification relating to changes and one on one-on-one meetings as required - Advise stakeholders of upcoming potential impacts to ensure stakeholders are fully informed of changes - Develop communication and way finding strategies for people from non-English speaking backgrounds - Signage to safely direct vehicles and pedestrians around the construction site - Effective and timely response to complaints and enquiries - Use of Variable Message Signs - Use of advertisements and social media for long term changes - Communication about changes including notifications, advertisement, interactive map - Establish safe pedestrian and cycle access around worksites - Effective and timely response to enquiries and complaints - Construction Traffic and Transport Management Plan includes further mitigation measures which will be implemented.
Environmental management	Other key issue	- OOHW - Removal of vegetation - Contamination - Air quality	- Measures to be implemented in accordance with the Construction Environmental Management Plan (CEMP) including associated sub-plans - Regular engagement with key stakeholders including WSO Co, TfNSW, EPA, ER, AA and local councils

Key Issues	Risk Category	Potential Impacts	Proposed mitigation
Impacts on businesses from disruptions		- Noise and vibration - Social	- Provide notifications to local community and key stakeholders in advance of activities - Face to face communication with impacted stakeholders in advance of activities - Coordinate with Environment and Construction teams to ensure work is coordinated and mitigation measures are effective - Induction and training to be provided to relevant staff and sub-contractors outlining responsibilities regarding environmental obligations.
	Key issue	- Delivery impacts due to traffic disruptions or suffer undue impacts on manufacturing, usual business processes due to noise/dust/vibration - Business access and visibility impacts. - Impacting to customers - Parking, pedestrian and access impacts - Service relocations – disruption to services - Property access	- Early consultation to develop alternative pedestrian and vehicular access, and parking arrangements prior to the disruption - Early engagement/consultation about utility works and disruption to services - Adequate signage and directions to businesses must be provided prior to, and for the duration of, any disruption - Where property access is physically affected it must be reinstated to at least an equivalent standard, in consultation with the landowner or alternative access provided in consultation with the landowner - Regular communication about changes to traffic, pedestrian and diversions - Implement alternative pedestrian and or vehicle access - Variable messaging/signage - Business risk register to identify and manage specific impacts - Ensure stakeholders understand how they can find out more information and who to contact in the event they have an enquiry or complaint - Effective and timely response to complaints and enquiries.
	Key issue	- Impacts to access and facilities - Damage to property - Air quality and dust - Construction noise and vibration - Loss of quiet enjoyment - Utility works affecting footpath or road access	- Early consultation to develop alternative pedestrian and vehicular access, and parking arrangements prior to the disruption - Adequate signage and directions to businesses must be provided prior to, and for the duration of, any disruption - Ensure early engagement to discuss impacts/agree mitigation measures - Ensure awareness of all pre-existing information regarding access requirements

Key Issues	Risk Category	Potential Impacts	Proposed mitigation
			• Ensure early engagement • Access to be maintained all times • Where property access is physically affected it must be reinstated to at least an equivalent standard, in consultation with the landowner or alternative access provided in consultation with the landowner • Impacts to access and facilities – provide signage • Ensure information about construction impacts is clear, current and regularly updated for businesses operating near the construction site • One on one meetings to provide regular updates particularly where impacts relate to access and/or diversions • Effective and timely response to complaints and enquiries • If access is to be disrupted for some reason consult with property owner and provide alternatives eg temporary access, parking for vehicles if driveway impacted • Where possible coordination of works with business priorities and deliveries • Construction Traffic and Transport Management Plan includes further mitigation measures which will be implemented.
Air quality and dust	• Other issue	• Dust generated by construction activities and emission from plant and vehicles • Exhaust emissions from equipment, machinery and construction vehicles • Concerns about health	• Dust minimised by using water carts, water sprays, street sweepers, chemical land organic ground cover, hard stands and where possible limiting activities on windy days • Consider alternative construction methods • Proactively advise stakeholders of upcoming works to ensure stakeholders are fully informed via notifications, emails, one on one meetings and presentations • Ensure stakeholders understand how they can find out more information and who to contact in the event they have an enquiry or complaint • A communications plan will be displayed at each construction zone, including a duty phone number so stakeholders and community members can get in contact regarding the construction activities. All complaints will be recorded and investigated, and measures taken in response in accordance with M7 UMMs AQ1

Key Issues	Risk Category	Potential Impacts	Proposed mitigation
			- Dust monitoring will be undertaken, including real-time dust monitoring in some locations - Effective and timely response to complaints.
Visual	Other issue	- Visual impact of road structure - Construction sites - Removal of trees/vegetation clearing - Light Horse Sculpture Parade and memorial fig planting - Vandalism of site hoarding	- Retain vegetation where possible or for as long as practicable - Consultation with stakeholders including relevant councils, Western Sydney Parklands Trust and Landcare groups and relevant government agencies to determine if practicable to reuse native vegetation - Branded shade cloth in line with WSC Co/TfNSW Brand Guidelines - To be managed through the Place, Design and Landscaping Plan including design consultation – M12 CoA E69 and reviewed by a Design Review Panel M7 CoA D14 (d) - Ensure stakeholders understand how they can find out more information and who to contact in the event they have an enquiry or complaint - Effective and timely response to complaints and enquiries - Consultation NSW Returned Services League (RSL) and NSW Office of Veteran Affairs during design and reinstatement plan for Light Horse Interchange - M7 UMMs LV5 - Prompt graffiti removal from hoarding, buildings, plant and surroundings kept well maintained and clean - Ensure sites are clean and tidy.

Key Issues	Risk Category	Potential Impacts	Proposed mitigation
Construction fatigue/cumulative impacts from nearby projects	Other issue	Cumulative effect of construction in the local area including interface, with the following projects/other contractors including adjoining M12 Projects, Western Sydney International Airport, works associated with the Aerotropolis, Sydney Metro-Western Sydney Airport and other commercial, residential and retail	- Liaise with WSO Co/TfNSW to obtain pre-existing background information - Interface and work closely with adjoining projects to understand their programs (and potential program conflicts) - Knowledge and information sharing with other nearby existing construction projects in the area begins early and remains consistent throughout the early work and construction phase to identify impacts from adjacent projects - Coordination of works will include but not limited to out-of-hours work where the scheduling of night work must allow for respite as required M12 NSW CoA E37, M12 NSW CoA E47, REMM CU01 and UMM W4 - Ensure messages and information developed for the project is responsive to other developments and their impacts - Agree protocols with adjoining projects so that quarterly newsletters reference each other's major packages of work and contact details - Coordinate the timing and distribution extents of communication materials where possible to avoid contact fatigue - Consultation will be undertaken with the relevant contractors to manage cumulative impacts on sensitive receivers within common areas. - Early engagement and consultation and communication, face to face meetings to advise site establishment/ancillary facilities, upcoming noisy works ensuring stakeholders are fully informed - Ensure stakeholders understand how they can find out more information and who to contact in the event they have an enquiry or complaint - Effective and timely response to complaints and enquiries.
Construction worker behaviour	Other issue	- Inappropriate use of car parking - Littering or failure to clean up work area - Subcontractors, or supplier using unapproved access routes to site - Noise and disruption after hours (early arrival, night shift) - Use of inappropriate language	- Detailed mandatory induction for all staff, subcontractor and suppliers that includes information about community expectations and sensitivities - Use of daily pre-starts and weekly toolbox talks to refresh workers on site specific issues, address issues and provide community feedback - Implement disciplinary/contractual proceedings as required to correct ongoing inappropriate behaviours - Information as part of procurement process included for all subcontractors and supplier

Key Issues	Risk Category	Potential Impacts	Proposed mitigation
Concerns about property damage/potential effects of vibration			- Complaints management reporting - Ensure stakeholders understand how they can find out more information and who to contact in the event they have an enquiry or complaint - Effective and timely reporting to JH CRT of community issues, complaints or enquiries.
	Key issue	- Proximity of work to properties - Perceived impact vibration has on property	- Property condition surveys offered to eligible properties and structures - Vibration modelling information - Vibration impact fact sheet - Consider selection of alternative lower vibration generating equipment or changes to construction methodology - Ensure stakeholders understand how they can find out more information and who to contact in the event they have an enquiry or complaint - Effective and timely response to complaints and enquiries - Noise and or vibration monitoring offered in response to noise and or vibration complaints - Where damage has occurred and related to project works the Project will carry out rectification at its own expense and to the reasonable requirements of the owner of the structure/asset within nine months of the completion of construction activities that have the potential to create damage unless another timeframe is agreed with the owner. Alternatively, compensation as agreed with the property owner maybe paid.
Lack of project awareness and understanding	Other issue	- Lack of awareness about the project - Need for project not accepted - Misinformation or information about project not understood - Community not knowing how to contact project team - Complaints and issues received that relate to other concurrent projects	- Widespread communications relating to project - Use a range of communication tools including briefings, face to face, mobile information sessions, social media, advertisements - Ensure stakeholders understand how they can find out more information and who to contact in the event they have an enquiry or complaint - Effective and timely response to complaints and enquiries.

Key Issues	Risk Category	Potential Impacts	Proposed mitigation
Tree & vegetation	Other issue	- Noise - Loss of visual amenity	- Explore opportunities to avoid or reduce impacts will be considered during detailed design - Targeted consultation with impacted groups - Retain vegetation where possible or for as long as practicable - Consultation with stakeholders including relevant councils, Western Sydney Parklands Trust and Landcare groups and relevant government agencies to determine if practicable to reuse native vegetation - Advise stakeholders of upcoming activities to ensure stakeholders are fully informed - Early consultation relating including meetings, briefings and one-on-one meetings as required - Ensure stakeholders understand how they can find out more information and who to contact in the event they have an enquiry or complaint - Tree and vegetation removal fact sheet - Flora and fauna management - Re-use of vegetation where possible - Remaining vegetation that is not re-used onsite will be discussed with relevant council(s), Western Sydney Parklands Trust and Landcare groups and other relevant government agencies to determine if hollows, tree trunks, mulch, bush rock and root balls salvaged from native vegetation could be used by others in habitat enhancement, beneficial re-use and rehabilitation work, before pursuing other disposal options (in accordance with M7 UMM W5) - Advise and educate stakeholders on tree replanting M7 CoA D11 and M12 NSW CoA E71 - Effective and timely response to complaints and enquiries.
Parking	Key issue	- Workers parking on local roads - Temporary parking changes due to construction activities	- Develop parking strategies to minimise impacts to local community - Identify worker parking locations - Workforce informed of requirements through project induction, toolbox talks and community awareness training

Key Issues	Risk Category	Potential Impacts	Proposed mitigation
Operational impacts			Discuss parking changes with affected businesses, local residents and council in advance.
	Other issue	- Increase operational noise on completion of project - Access	- Early consultation with impacted stakeholders - Ensure stakeholders understand how they can find out more information and who to contact in the event they have an enquiry or complaint - Installation of at-property treatments in line with Project - Noise monitoring to validate predicted operational levels – M12 NSW CoA E58/ M7 CoA 96G - Operational road network performance review within 12 months and again in 5 years/review must also review the effects of Modification 6 on the adjoining road network/review to be undertaken in consultation with relevant councils - M7 CoA 99B.
Access to properties for surveys prior to construction	Key issue	- Identification of property owners not possible - Damage to property - Access to property not provided by owners - Contacting owners is difficult - Cooperation from tenants - Contact via solicitors can be restrictive and cause delays	- Risk assessment prior to starting - Early ownership identification - Documented and signed property access agreements developed in agreement with the relevant landowner - Maintain lines of communication open - Provide property owners with a clear explanation of what to expect during surveys - Early engagement and consultation relating to building conditions surveys - Preparation of building condition surveys in accordance with M12 NSW CoA E76 and M7 CoA D58.

Key Issues	Risk Category	Potential Impacts	Proposed mitigation
Social	Other issue	- Loss of community cohesion and sense of place - Impacts to health and wellbeing such as increasing stress and anxiety - Amenity impacts (traffic and access, noise and vibration, air quality and visual) - Loss of livelihoods - Construction fatigue	- Early engagement, consultation and communication, face to face meetings to advise site establishment/ancillary facilities, upcoming noisy works ensuring stakeholders are fully informed - Ensure stakeholders understand how they can find out more information and who to contact in the event they have an enquiry or complaint - Engage and educate the community about the benefits of the project via information session, briefings, face to face - Investigate opportunities to source construction workers from the local community - Interface and work closely with adjoining projects to understand their programs (and potential program conflicts) - Implement respite management measures including where required temporary alternative accommodation of highly impacted residents - Mitigation measures as identified in air quality/construction noise and vibration and cumulative construction impacts. - Early engagement and consultation and communication, face to face meetings to advise site establishment/ancillary facilities, upcoming noisy works ensuring stakeholders are fully informed - Ensure stakeholders understand how they can find out more information and who to contact in the event they have an enquiry or complaint - Implementation of the proposed Community and Stakeholder Engagement Plan - Explore options to add additional lighting on the Westlink M7 shared path - Investigate opportunities to source construction workers from the local community - Construction ancillary facilities within private and public reserves and parks would be planned to minimise impacts on existing social infrastructure and would be returned to their original or improved condition following construction.

Key Issues	Risk Category	Potential Impacts	Proposed mitigation
Impacts on agricultural property	• Key issue	• Impact on livestock • Impact on dams and water bodies • Flooding • Dust	• Early negotiation with property owners about compensation/alternative arrangements prior to construction • Consultation about flooding and runoff impacts including mitigation measures in accordance with M7 NSW D29, D30 and D31 and M12 NSW CoA E17 and E24. • Minimise intrusion as far as reasonably practicable and disruption to agricultural property/agricultural business activities and operations in accordance with M12 NSW CoA E79 • Where the viability of existing agricultural operations will be impacted and at the request of the affected landowner, an independent agricultural expert will be engaged to assist in identifying appropriate management measures in accordance with M12 NSW CoA E80.

2.12. Site specific impacts

The ancillary facilities for the project will be established as set out in the Project Site Establishment Management Plan (SEMP). Ancillary facilities are required at different locations across the construction footprint to support construction of the Project.

The ancillary facilities would generally comprise:

- Temporary buildings including offices, meeting rooms, amenities and first aid facilities
- Hardstand parking areas with sufficient space to accommodate the numbers of construction workers expected at any site
- Materials laydown, storage and handling areas, including purpose-built temporary structures as required, and appropriately bunded storage for hazardous and non-hazardous substances
- Secure perimeter fencing, including visual screening of construction compounds where necessary
- Bridge construction support areas
- Workshops with appropriate safety and environmental controls for servicing plant and equipment.

Table 7 below outlines details of the initial ancillary facilities to be established. Consultation will commence prior to setup of facilities.

The final type, use, location and number of construction ancillary facilities will be determined by JH and identified in the SEMP and/or CEMP.

Table 7: Proposed ancillary sites

Reference	Location	Primary use of ancillary facility
AF7	West of the M7, north east corner of Western Sydney Parklands	Stockpile and laydown area Plant servicing workshop Site Offices Car Park
AF8	Western Sydney Parklands (east of Westlink M7, south of Elizabeth Drive), Cecil Hills	Stockpile and laydown area Site offices Car park
AF9	East of the M7 Motorway	Stockpile and laydown area Site offices Amenities Car park
AF17	125-151 Wallgrove Road, Cecil Park	Stockpile and laydown area Amenities Car park
AF18	87-95 Wallgrove Road, Cecil Park	Stockpile and laydown area Site offices Amenities Car park

Table 8 below briefly outlines impacts specific to ancillary sites.

Table 8: Ancillary facility impacts and mitigation measures

Stakeholders	Main impacts	Management strategies
- Residents with construction sites in close proximity to their homes or businesses - Businesses on main haulage route - Road users - Motorists - Trucks - Cyclists - Pedestrians	- Visual impacts to sensitive receivers in proximity to facilities - Traffic congestion - Traffic haulage route - Dust - Impacts on dams within property - Noise and vibration - Light spill - Pedestrian access and safety - Business impact - Parking, noise, litter, smoking by workers - Possible asbestos and other contaminants during removal of building structures - Impact on dams and utilities	- Door knock to ensure residents and businesses are aware of who to call and explain timing of work (COVID-19 restrictions permitting) - Property adjustment plans clearly show impact on dams - Measures in place to manage impacts early – boundary screening, temporary noise barriers, dust suppression measures, light shields and positioning lights away from residential properties - Close cooperation during peak periods of work - Toolbox talks - Haulage routes identified and signposted and regularly monitored by safety/traffic managers - Place, Design and Landscape Plan - Consultation regarding boundary screening for ancillary facilities - Establish safe pedestrian and cycle access around worksites - Noise and dust monitoring, as required.

2.13. Construction noise and vibration

Noise impacts are to be expected for projects of this nature as a number of construction activities would need to be carried outside standard construction hours. OOHW is required for worker safety, constraints associated with working within a live motorway corridor and to limit impacts on traffic during peak periods of the day.

A strong justification for each instance of OOHW is required as these works are often the most disruptive. Construction activities will be staged meaning not all receivers would be affected simultaneously, therefore limiting the number of affected receivers at any point in time.

Works outside standard construction hours which result in an exceedance of the relevant NML at the same sensitive land use(s) can only be undertaken in accordance with the following:

- two consecutive evenings and/or nights per week; or
- three non-consecutive evenings and/or nights per week; or
- 10 evenings and/or nights per month; or
- except as identified by an EPL; or
- in accordance with an agreement with a potentially impacted receiver(s)

Vibration generating activities would in most cases be at a distance which would not cause damage to structures or disturbances to residents and businesses. Owners and occupiers of properties at risk of exceeding the screening criteria for cosmetic damage will be notified before work that generates vibration commences in the vicinity of those properties. If the potential exceedance is to occur more than once or extend over a period of 24 hours, owners and occupiers are to be provided a schedule of potential exceedances on a monthly basis for the duration of the potential exceedances, unless otherwise agreed by the owner and occupier. These properties will be identified and considered in the Noise and Vibration CEMP Sub-plan required by Condition C4 - M7 CoA and M12 NSW CoA.

A detailed land use survey for the M7 component - M7 CoA D37 will be undertaken to confirm sensitive land use(s) 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 results of the survey will be included in the Noise and Vibration CEMP Sub-plan in accordance with M7 CoA C4 (Part C).

The Noise and Vibration CEMP Sub-plan will provide details on specific noise generating activities and locations, and how noise will be managed and mitigated.

The construction noise and vibration program will be established confirming construction noise and vibration levels and will include procedures to identify and implement additional mitigation measures where monitoring indicates noise and/or vibration levels are likely to exceed noise and vibration criteria.

Early engagement with stakeholders will include information on:

- Programmed times and locations of construction work
- The hours of the proposed modification works
- Construction noise and vibration impact predictions
- Noise and vibration monitoring to validate predicted levels
- Identifying respite periods
- Construction noise and vibration mitigation measures being implemented on site

Additional strategies in managing impacts associated with OOH include but not limited to:

- Coordination of utility management works
- Provision of respite periods.
- Mitigation of noise due to detours, and
- Early implementation of at-property architectural noise treatments.

A preliminary list of directly impacted or sensitive receivers has been developed with maps indicating the locations of all properties that have the potential to be impacted by noise and or vibration resulting from project works. Documents relating to noise and vibration will be monitored and where required updated to ensure compliance.

The CMP will be updated to reflect any changes and/or updates to include additional sensitive receivers and maps indicating the locations of all properties that have the potential to be impacted by noise and or vibration resulting from the project works.

2.14. Out-of-Hours Works

An Out of Hours Work (OOHW) Protocol (The OOHW Protocol relating to M12 Motorway component must be consistent with the approved M12 Overarching OOHW Protocol) M12 NSW CoA E37 and M7 CoA D41 will be included in the Noise and Vibration CEMP Sub-plan and will be prepared in accordance with the *Construction Noise and Vibration Guidelines (Roads and Maritime, 2016)*. For details of the OOHW Protocol approval process for the M7 and M12 Motorways, please refer to relevant environmental management plans including the Noise and Vibration Management Plan. Please note, M12 NSW CoA E37 and M7 CoA D41 only apply to work not subject to an EPL.

The OOHW Protocol will address the requirements relating to OOHW and including identification of low and high-risk activities and an approval process that considers the risk of activities, proposed mitigation, management, and coordination including:

- ER will review all proposed out-of-hours activities not subject to an EPL and confirm their risk level
 - low risk activities can be approved by the ER
 - high risk activities that are approved by the Planning Secretary.
- Notification arrangements for affected receivers for all approved out-of-hours Work and notification to the Planning Secretary of approved low risk out-of-hours Work
- A process for the consideration of out-of-hours work against the relevant NML and vibration criteria

- Process for selecting and implementing mitigation measures for residual impacts in consultation with the community at each affected location, including respite periods consistent with requirements
- Measures will take into account the predicted noise levels and the likely frequency and duration of the out-of-hours works that sensitive land use(s) would be exposed to, including the number of noise awakening events
- Procedures to facilitate the coordination of out-of-hours work including those approved by an EPL or undertaken by a third party, to ensure appropriate respite is provided; and
- Notification arrangements for affected receivers for approved out-of-hours work and notification to the Planning Secretary of approved low risk out-of-hours works.

The JH CRT will manage all community consultation and communication material with affected residents and businesses including:

- Community forums
- Targeted community days
- Face to face meetings
- Specific out-of-hours notifications
- Targeted information
- Meetings
- Implementation of respite management measures.

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:

- between the hours of 8:00 am to 6:00 pm Monday to Friday;
- between the hours of 8:00 am to 1:00 pm Saturday; and
- if continuously, then not exceeding three (3) hours, with a minimum cessation of work of not less than one hour.

For the purposes of this condition, 'continuously' includes any period during which there is less than one hour between ceasing and recommencing any of the work

Variation to standard construction hours including works not subject to an EPL are detailed in the OCS and will be outlined and considered in the Noise and Vibration CEMP Sub-plan.

2.15. Cumulative impacts

The current infrastructure market in Sydney creates cumulative impacts and has the potential to confuse stakeholders with regards to who is responsible for what work and who they can approach regarding their specific enquiries and concerns.

Some stakeholders will have an interest in multiple stages of the program. Construction impacts already experienced may lead to cumulative impacts and construction fatigue.

In addition to the three stages of the M12 Motorway Project, there are other major construction projects concurrently being delivered within the vicinity of the M7-M12 Integration Project, including but not limited to:

- Western Sydney International Airport
- Sydney Metro – Western Sydney Airport
- Southern Link Road
- Western Sydney Aerotropolis
- Other potential road projects such as Elizabeth Drive upgrade, Mamre Road upgrade and the outer Sydney Orbital
- Development land releases such as Southwest Growth Area and Western Sydney Employment Area.

It is noted that the scale of cumulative impacts is dependent upon timing, location and type of construction activities. Regular interface meetings will be undertaken with government authorities, neighbouring Project packages, other projects, and stakeholders as detailed in this plan and within the Overarching Communication Strategy (OCS).

The Community Relations Team will proactively engage and consult with M12 project delivery contractors, Councils, agencies, other nearby construction projects including commercial and residential developments and will continue throughout the construction of the M7-M12 Integration Project.

Key stakeholders and the local community will benefit through early consultation and collaboration during design, prior to and during construction to review potential cumulative impacts and to co-ordinate, plan and integrate construction methodologies/activities (including traffic impacts, dust and noise management), as far as practicable to minimise cumulative impacts.

Proposed consultation will involve but not be limited to:

- Regular interface meetings with adjacent contractors
- Agree protocols with adjoining projects so that quarterly newsletters reference each other's major packages of work and contact details
- Attending each other's community information sessions as required
- Coordinating the timing and distribution extents of communication materials where possible
- Consultation will be undertaken with the relevant contractors to manage cumulative impacts on sensitive receivers within common areas
- Consultation during detailed design, construction planning and during construction, to identify opportunities for waste avoidance and re-use, co-management of relevant construction areas, sharing of resources, and spoil management
- Cumulative noise impacts of relevant nearby major projects will be considered by project when a detailed construction schedule becomes available for the works.
- Knowledge and information sharing with other nearby existing construction projects in the area begins early and remains consistent throughout the early work and construction phase to identify impacts from adjacent projects
- Coordination of works will include but not limited to out-of-hours work where the scheduling of night work must allow for respite in compliance with M12 NSW CoA E37, M12 NSW CoA E47, M7 CoA D41, M7 CoA D53 and D54.

3. Team Structure

3.1. Leadership and commitment

The Project's management team will demonstrate leadership and commitment with respect to community and stakeholder engagement by:

- Taking accountability for the effectiveness of engagement on the Project
- Ensuring the integration of community and stakeholder engagement requirements into the Project's business processes
- Ensuring that the required community and stakeholder engagement resources are available
- Communicating the importance of effective engagement and of conforming to relevant project requirements
- Directing and supporting Project team members to contribute to the effectiveness of our community and stakeholder engagement efforts
- Promoting continual improvement and supporting other relevant management roles to demonstrate leadership as it applies to their areas of responsibility.

John Holland believes that community and stakeholder engagement is every team member's responsibility – from the Project Director to traffic controllers. A key element of our team culture is our commitment to understanding and being considerate of community and stakeholder needs and where possible minimising impacts throughout the planning and delivery of the project.

The John Holland Community Relations Team (JH CRT) will be able to draw resources from the Project as required to assist with Project delivery. The JH CRT will have support from the Project Director, Construction Director, Interface, Safety, Quality, Environment and Project Managers. Table 9 below provides a list of the JH wider Team with community responsibilities.

Table 9: JH Team Structure

Role	Responsibilities
Project Director	- Allocate adequate resources and authorities to the Community and Stakeholder Manager to meet contractual and approvals obligations. - Ensure all works comply with relevant regulatory and Project requirements, including compliance with the approvals, EPL, REMMs, TfNSW QA Specifications - Liaise with WSO Co, TfNSW, and other government authorities as required - Available to participate in key consultation activities, if required - Participate and provide guidance in regular review of the CMP and associated sub plans
Construction Manager/Interface Manager and teams	- Provide leadership to construction teams to ensure construction activities under their control are planned and managed in a manner that avoids or minimises impacts - Available to participate in key consultation activities if required - Make appropriate allowance for stakeholder and community notifications in program of works - Provide leadership to teams to ensure construction activities under their control are planned and managed in a manner that avoids or minimises impacts - Ensure all Project personnel attend Project induction prior to commencing works - Liaise with WSO Co, TfNSW, the ER and government authorities as required - Stop work immediately if an unacceptable impact on the community is likely to occur - Report any activity that has resulted, or has the potential to result, in an unacceptable community event
Environmental and Sustainability Managers and teams	- Manage all consultation with Authorities and Agencies as required - Provide/sign off on environmental and sustainability information and reports required to be made public on website or in the course of consultation with stakeholders and the community - Be available to participate in stakeholder and community meetings as required - Available to participate in key consultation activities if required
Superintendent	- Communicate with all personnel and sub-contractors regarding community responsibilities, expectations including site specific community issues and mitigation measures - Ensure all site workers attend project induction and site-specific induction. - Ensure all site workers understand community and accept relevant community responsibilities - Stop work immediately if an unacceptable impact on the community is likely to occur - Report any activity that has resulted, or has the potential to result, in an unacceptable community event to the Construction Director and Senior Stakeholder and Community Relations Manager
Project/Site Engineers	Provide input into the preparation of environmental planning documents as required

Role	Responsibilities
	• Ensure that instructions are issued, and adequate information provided to employees that relate to environmental risks on-site • Ensure that the works are carried out in accordance with the requirements of the OCEMP and the CEMP and supporting documentation, including the implementation of all environmental controls • Identify any environmental risks • Identify resource needs for implementation of OCEMP and the CEMP requirements and related documents • Ensure that complaints are reported and investigated to ensure effective resolution • Take action in the event of an emergency and allocate the required resources to minimise the environmental impact • Report any activity that has resulted, or has the potential to result, in an environmental incident to the Superintendent.
Site Supervisors	• Undertake any community duties as defined by the Construction Manager/Superintendent or Project/Site Engineers • Ensure that complaints are reported and investigated to ensure effective resolution • Control field works and implement/maintain effective community measures • Where required, undertake a community risk assessment of works prior to commencement • Ensure all site workers are site inducted prior to commencement of works • Report any activity that has resulted, or has the potential to result, in an environmental incident to the Superintendent • Stop activities where there is an actual or immediate risk of harm to the environment and advise the Superintendent
Project Team (including sub-contractors)	• Complete project inductions and site-specific inductions to ensure they understand and accept relevant community responsibilities • Identify community impacts during activity reviews and recommend potential mitigation measures • Report any community issues to the Site Supervisor immediately or as soon as practicable if reasonable steps can be adopted to mitigate impacts • Stop activities where there is an actual or risk of harm to the community and advise site superintendent.

3.2. Community Relation Team

The JH CRT is responsible for supporting project delivery through effective engagement.

This includes ensuring that stakeholders and the community are considered during the planning and delivery of construction works, and properly informed of upcoming works and impacts. It involves working with the broader project team including:

- Attend relevant meetings to ensure an understanding of construction progress and activities
- Identify issues and provide early advice to the project team to ensure community issues are considered during planning
- Ensure that all required approvals are obtained in line with project requirements
- Provide community feedback to the project team and where reasonable look at opportunities to improve and minimise impacts to the community.

The JH CRT will be led by an experienced Senior Stakeholder and Community Relations Manager who will provide the stakeholder relations leadership and strategic guidance. The Senior Stakeholder and

Community Relations Manager reports directly to the to the Project Director and will be part of the project's Senior Leadership Team.

The JH CRT is able to draw resources, as required, from the John Holland National Stakeholder and Community Relations Team to assist with community responsibilities and or events.

The community relations team will meet regularly to discuss any issues with community management on-site, any amendments to plans that might be required or any new/changes to construction activities and associated impacts to stakeholders. The team will participate in regular site-specific briefings, daily pre-starts, toolbox talks to communicate on community performance, advise on any upcoming sensitive community matters for future work areas and to receive feedback from on-site personnel.

The JH CRT will at all times work cooperatively with the WSO Co, TfNSW, agencies and other adjoining projects, including commercial and residential developments to provide detailed and comprehensive communications on project progress, methodologies, impacts and opportunities.

Each construction section of works will have a dedicated Community Relations Officer who will be responsible for the day-to-day community interaction and engagement.

Table 10 below lists detailed responsibility of the various roles.

Table 10: JH Community Relations Team

Position	Responsibility
Senior Stakeholder and Community and Relations Manager	• Build and maintain effective working relations with WSO Co/TfNSW representatives and key stakeholders • Leadership and management of the community relations team • Provide strategic advice to the Senior Leadership Team on communications, stakeholder and community management issues • Oversee the development and maintaining the public image of the project • Leadership and management of the community relations team • Approve the Communications, Stakeholder and Community Relations team roles, role descriptions and responsibilities • Ensures the CMP and key activities are integrated into the project schedule • Assist and support the Senior Management Team to ensure the sub-contractors fulfill community obligations, targets and requirements • Develop and implement the CMP and associated sub-plans • Responsible for a stakeholder and community relations induction and training program for all personnel involved in the performance of the project • Liaise and act as point of contact with WSO Co/TfNSW Community Relations Team in managing key stakeholders including Councils, Traffic Management Centre, Customer Journey Planning, Western Sydney Parklands • Oversee the coordination and management of site visits and events • Available to participate in key consultation activities as required • Review, approve and oversee the development and distribution of all notification, newsletter, holding statements, award submissions, social media, photography, and other communication material • A member of the Incident and Crisis Management team • Required to be on call 24 hours/7 days to answer all phone calls to the community including when working out-of-hours • Oversee effective close out of enquiries and complaints including escalation.
Community Relations Officers and Teams	• Support the Senior Stakeholder and Community Manager in developing and maintaining the public image of the project

Position	Responsibility
	• Support the Senior Stakeholder and Community Relations Manager in successful delivery of the CMP and other requirements • Develop positive working relations between WSO Co/TfNSW • Implementation of the CMP and any relevant sub plans • Establish, build, and maintain effective working relationships with local businesses, community members and other stakeholder to support the effective delivery of the project Required to be on call 24 hours/7 days based on a rotation system to answer all phone calls to the community including when working out-of-hours • Liaison with design and construction team to ensure community and stakeholder matters are considered during the planning phase • Available to participate in key consultation activities as required • Assist in the development of quality communication collateral including notifications, newsletters, holding statements, government enquiries, award submissions, social media, website, photography, and other communication material • Responsible for the distribution of approved communication material • Maintain the Consultation Manager database and generate reports as required • Will work alongside the Construction Team to deliver on communications, stakeholder and community management issues and will report into the Senior Stakeholder and Community Manager • Respond to community and stakeholder enquiries and complaints in line with project requirements • Contribute to existing stakeholder engagement and communications strategies • Coordinate and manage access to required sites for a range of activities such as media events, promotional and milestone ceremony events, photography and filming.

3.3. International Association for Public Participation (IAP2)

John Holland will recognise and operate in accordance with the IAP2 Spectrum of Public Participation and Core Values. See Figure 4 below for more information.

Each stakeholder's level of involvement will be guided by the IAP2 Spectrum of Public Participation Framework. A more detailed analysis of stakeholders and community groups is included in Table 11.

IAP2 Spectrum of Public Participation



IAP2's Spectrum of Public Participation was designed to assist with the selection of the level of participation that defines the public's role in any public participation process. The Spectrum is used internationally, and it is found in public participation plans around the world.

INCREASING IMPACT ON THE DECISION					
	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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Figure 4: IAP2 Spectrum of Public Participation

4. Stakeholder, Issues, Engagement Levels and Tools

4.1. Overall engagement approach

The Project's overall approach to community and stakeholder engagement and communication during design and construction is to complete the work in a way that minimises disruption to motorists, the community, local businesses, neighbours and passers-by.

In collaboration with WSO Co and TfNSW, the Project is committed to establishing trust and building genuine relationships within the community. It is about developing and maintaining connections through pro-active and transparent communication while understanding what the community considers and values as important.

Consultation will start prior, during and post construction to review potential cumulative impacts and to co-ordinate, plan and integrate construction methodologies/activities (including traffic impacts, dust and noise management), as far as practicable to minimise cumulative impacts. This will include the coordination of respite between the various construction projects where nearby sensitive receivers are likely to experience concurrent construction impacts where feasible.

We aim to:

- Ensure effective public participation through meaningful communication and engagement opportunities
- Keep key stakeholders regularly informed of progress by providing timely and easily accessible information
- Encourage community and stakeholder participation by providing opportunities for consultation on negotiable items

- Encourage stakeholder feedback and ensure stakeholders understand how their feedback has been addressed
- Engage in a manner that is collaborative, innovative, adaptive and sustainable
- Maximise community/stakeholder understanding of the project
- Level of engagement will be regularly reviewed to take into account work progress, changes to scope and/or timing, and community/stakeholder feedback.

A guide below has been compiled to assist in determining the levels of engagement whether to issue a notification to inform or consult with the community about project work. In assessing the risks, the following guidelines will be observed:

- low risk activities will impact a small number of residents for less than three (3) days/nights
- medium risk activities will impact a larger group, including residents and the travelling community, for periods over two (2) days/nights to seven (7) days/nights; and
- high risk activities are where there will be a high impact on a single stakeholder or large number of residents and/or the travelling community for extended periods of time (that is longer than one week).

Where a high-risk activity is identified a communication package will be prepared outlining a bespoke communication strategy to manage community risk.

4.2. Our stakeholders

There are a number of existing stakeholder relationships that to date have been managed by WSO Co and/or TfNSW. John Holland is working closely with WSO Co/TfNSW to achieve a smooth transition of relationships during the delivery of the project.

We believe that proactively engaging with our stakeholders and considering their needs will greatly assist in building trust and addressing any concerns early.

Directly impacted and/or sensitive stakeholders are those residents, business or commercial stakeholders within proximity of and up to 500m of works and may also include stakeholders along detour routes. A preliminary list of stakeholders has been developed and will be updated throughout the project lifecycle.

Prior to construction, sensitive receiver surveys will be undertaken face to face with businesses, commercial stakeholders, and facilities to help identify key business needs, and sensitivities, advice and measures to manage specific construction impacts such as noise, dust, vibration, traffic and access impacts. Regular business briefings on planned activities will form an essential part in developing and maintaining relations. Appendix B represents the sensitive receiver survey.

Appendix C represents the implementation plan and identifies activities, at a high level, scheduled to occur within the first several months of the project. The table includes details of impacted stakeholder groups, an overview of the impacts and mitigations measures to be utilised. Communication activity lead times are indicative and will be included in the detailed construction program.

4.3. Stakeholder mapping

The John Holland Community Relations Team (JH CRT) will continuously update our key stakeholder list throughout the project. Regular and ongoing consultation and feedback will further develop the contact details and individual needs of each stakeholder. The details will be updated into our GIS system to ensure real time updates are captured and visible to the wider team. This will ensure impacted community groups or individual residents/businesses are provided with the appropriate level of engagement specific to work activities. The level of engagement will be regularly reviewed to consider work progress, changes to scope and/or timing, and community/stakeholder feedback.

4.4. Management of stakeholder details

All stakeholders will be entered into the Consultation Manager database, their issues identified, and consultation activities including any mitigations measures recorded. Consultation Manager will be managed

by TfNSW with access provided to JH and WSO Co representatives. At the completion of the project the data will be transferred to WSO Co. Community sub-plans and strategies will be developed to mitigate potential stakeholder and community disruptions arising from key construction activities.

The stakeholder list will be overseen and maintained by the Senior Stakeholder and Community Relations Manager and each respective Community Relations Officer.

4.5. Key stakeholders and community overview and management strategies

Table 11 below includes a preliminary list of key stakeholder groups that have an interest in or an influence on the project. The table also lists the stakeholders' specific interests in the project and proposed communication strategies and tools that will be used to engage with these stakeholders prior to construction starting and ongoing through the project lifecycle. Where possible JH will aim to collaborate with stakeholders particularly those with a high level of interest. The chosen engagement approach will depend on the nature of the issue, interest level, and needs of the stakeholder.

TfNSW is the primary point of contact for Federal and State government representatives and the media. WSO Co and John Holland will provide support and information to assist with response as and when required. Media relationships to be managed in line with WSO Co and TfNSW protocols.

Table 11: Our Stakeholders

Stakeholder category	Stakeholders	Level of Influence	Issues/interests in the project	Communication strategies and tools	Responsibility
Federal Government	- Prime Minister - Federal Minister for Infrastructure, Transport and Regional Development - Federal Minister for Communications, Urban Infrastructure, Cities and the Arts - Federal Member for Chifley - Federal Member for McMahon - Federal Member for Werriwa - Federal Member for Fowler - Department of Water, Agriculture and Environment	High	- Transport planning - Airport related issues and developments - Timing of construction with reference to new airport - Housing and jobs growth - Infrastructure planning - Environmental considerations and protection of matters of national environmental significance - Communication and stakeholder engagement - Changes to project scope post approval - Impact on constituents during construction and operations	- Briefings - Meetings - Community information events - Consultation with DAWE on Biodiversity matters as required by M12 NSW CoA E3(d)	TfNSW WSO Co and/or JHG to provide timely information to assist with response
State Government	- Department of Premier and Cabinet (including Heritage NSW) - Minister for Transport and Roads - Minister for Planning and Public Spaces - Minister for Western Sydney - Member for Liverpool	High	- Transport planning - Housing and jobs growth - Infrastructure planning - Environmental considerations and protection - Airport related issues and developments	- Briefings - Meetings - Mailing list for all communication including notifications, updates and newsletters	TfNSW WSO Co and/or JHG to provide timely information to assist with response

Stakeholder category	Stakeholders	Level of Influence	Issues/interests in the project	Communication strategies and tools	Responsibility
	• Member for Blacktown • Member for Prospect • Member for Holsworthy • Member for Badgerys Creek • Member for Leppington • Member for Cabramatta • Member for Mount Druitt • Sydney Catchment Authority • Infrastructure NSW • NSW Department of Planning, Industry and Environment including: • Planning and assessment • Environment, Energy and Science • Place, Design and Public Spaces • Water • NSW Environment Protection Authority • NSW Department of Primary Industries (Fisheries) • NSW Treasury • Western Parkland City Authority • Western Sydney Parklands Trust (WSPT) • National Parks and Wildlife Service • Greater Sydney Local Land Services • Sydney Buses • Sydney Water • Water NSW • Environment and Heritage Group (EHG) including Heritage NSW (part of the NSW		• Communications and stakeholder engagement • Changes to scope post planning approval • Impacts on other projects in the area • Provide feedback on plans required for the delivery of the infrastructure • Impact on constituents during construction and operations • Loss of vegetation • Flooding	• Community information events • Consultation about documents and monitoring programs as required under M12 NSW CoA A5 • Consultation with WSPT regarding property adjustments and their relocation of the Wylde Mountain Bike Trail • Retain vegetation where possible or for as long as practicable • Consultation with stakeholders including relevant councils, Western Sydney Parklands Trust and Landcare groups and relevant government agencies to determine if practicable to reuse native vegetation • JHG to provide timely information to assist with response	

Stakeholder category	Stakeholders	Level of Influence	Issues/interests in the project	Communication strategies and tools	Responsibility
	Department of Planning and Environment (DPE) - Airservices Australia - NSW Office of Veterans Affairs				
	NSW Environment Protection Authority	High	- Application for and compliance with Environmental Protection Licence - Managing environmental and heritage impacts of the project - As above Consultation on Water Quality Monitoring program and Management of groundwater and surface water integration	- Meetings - Correspondence - Environmental Compliance Report - Complaints register - CEMP consultation program	TfNSW Environment Team ER
Councils directly impacted	- Liverpool City Council - Fairfield City Council - Blacktown City Council	High	- Construction program and staging of works - Noise, vibration and air quality (dust) - Road and asset damage - Traffic changes and diversions - Unacceptable length of road diversions - Construction traffic to exit/enter the traffic stream - Closure of sections of the Westlink M7 - OOHW including site specific impacts and proposed mitigation measures - Condition surveys - Heavy vehicle movements - De-vegetation and clearing - Impact on local roads, traffic, parking, pedestrian access and community facilities	- Consultation about project works and design - Consultation about urban design - Retain vegetation where possible or for as long as practicable - Consultation with stakeholders including relevant councils, Western Sydney Parklands Trust and Landcare groups and relevant government agencies to determine if practicable to reuse native vegetation - Early engagement/consultation	WSO Co/TfNSW JH Teams including: JH CRT Environment Team Interface Manager Construction Team Traffic Team Design Team

Stakeholder category	Stakeholders	Level of Influence	Issues/interests in the project	Communication strategies and tools	Responsibility
			• Impacts on residents and businesses during construction • Community engagement process • Outlining Environmental impacts • M7 widening operation traffic impacts to surrounding network including local roads • Mavis Street Blacktown International Sports Club • Service relocations – disruption to services • Flooding	about utility works and disruption to services • Liaison during construction by Project representatives • Consultation with and an interface agreement with Blacktown City Council about the delivery of Mavis Street and active transport connections M7 CoA D93 • Consultation and feedback on documents and monitoring programs as required • Information sessions/community events • Regularly scheduled meetings and liaison during construction by Project representatives • Consultation and engagement about traffic changes/diversions via TCG and TTLG meetings • Consultation and early notification of impacts to the Westlink shared path	

Stakeholder category	Stakeholders	Level of Influence	Issues/interests in the project	Communication strategies and tools	Responsibility
Aboriginal Groups and organisations				including mitigation measures • Consultation in preparation of Operational Road network performance M7 CoA 99(b) • One-on-one briefings • Project contact details • Facebook page • Community information events/sessions • Mailing list for all communication including notifications, updates and newsletters • Live Traffic NSW • VMS	
	• Gandangara Local Aboriginal Land Council • Deerubbin Local Aboriginal Land Council.	High	• Consultation and updates relating to any Aboriginal finds • Construction program and staging of works • Flooding • Maxwell's Creek replanting with indigenous plantings M7 CoA D22(e)	• Consultation and early notification on aboriginal finds, design, construction program and impacts • Consultation on Aboriginal cultural heritage management requirements/flood assessments • Ongoing consultation as and when required M7 CoA D33, M7 CoA D22	WSO Co/TfNSW JH Teams including: JH CRT Environment Team Interface Manager Construction Team Traffic Team

Stakeholder category	Stakeholders	Level of Influence	Issues/interests in the project	Communication strategies and tools	Responsibility
				- Community information events/sessions - Project contact details - Meetings - Mailing list for all communication including notifications, updates and newsletters - Facebook page	Design Team
Other Councils	- Penrith City Council - Campbelltown Council - Camden Council - Wollondilly Council - Western Sydney Regional Organisation of Councils (WSROC) - The Hills Shire Council	Low	- Transport planning - Housing and job growth - Infrastructure planning - Environmental considerations and protection - Communication and stakeholder engagement	- Early engagement about the project works - Project contact details - Community information events/sessions - Facebook page - Correspondence (letter/email) - Mailing list for all communication including notifications, updates and newsletters	WSO Co/TfNSW JH Teams including: JH CRT Environment Team Interface Manager Construction Team Traffic Team Design Team
Clients/Key Stakeholders	WSO Co/TfNSW	High	- Successful project delivery within required timeframes and budget and with the least impact on the community - Compliance with interface agreements with other project contractors - Interface with wider project development - Communication tools	- Consultation about project works, impacts and proposed mitigation measures - Meetings - Workshops - Reporting	

Stakeholder category	Stakeholders	Level of Influence	Issues/interests in the project	Communication strategies and tools	Responsibility
Directly impacted government landowners	Western Sydney Parklands Trust	High	- Lack of information - Work is on their land - Leases of land - Urban design - Access - Loss of vegetation - Wylde Mountain Bike Trail - Flooding	- Early consultation and engagement regarding project works, impacts and proposed mitigation measures - Retain vegetation where possible or for as long as practicable - Consultation with stakeholders including relevant councils, Western Sydney Parklands Trust and Landcare groups and relevant government agencies to determine if practicable to reuse native vegetation - Consultation with Western Sydney Parklands Trust regarding any impacts to Wylde Mountain Bike Trail - Meetings - Protocols organised for access and work - Access in and out maintained - Consultation about urban design - Project contact details	WSO Co/TfNSW JH Teams including: JH CRT Environment Team Interface Manager Construction Team Traffic Team Design Team

Stakeholder category	Stakeholders	Level of Influence	Issues/interests in the project	Communication strategies and tools	Responsibility
CALD and NESB communities				- Community information events/sessions - Mailing list for all communication including notifications, updates and newsletters	
	- Sydney Community Services operating in the M12 corridor - CALD Community groups including: Australian Chinese Community Association, Liverpool and Fairfield Councils CALD outreach services	Low	- Lack of information - Communication challenges in terms of printed information not being - Translated into languages other than English - Difficulties communicating project information	- Meetings with local groups and where possible align communication tools - information and details for translation services included on all project notifications and publications - Digital portal linked to Google Translate to facilitate improved communication - Consider the use of translators during any one-on-one discussions with owners - Project contact details - Mailing list for all communication including notifications, updates and newsletters - Translation of documents - Facebook page	WSO Co/TfNSW JH CRT

Stakeholder category	Stakeholders	Level of Influence	Issues/interests in the project	Communication strategies and tools	Responsibility
Emergency services	• Fire and Rescue NSW • NSW Rural Fire Service • NSW Police • State Emergency Service • NSW Ambulance Service • Liverpool Police Area Command • Blacktown Police Area Command • The Hills Police Area Command • Penrith Police Station • Parramatta Police Area Command • Ambulance NSW South Western Sydney Sector • Ambulance NSW Western Sydney & Nepean Blue Mountains Sector • NSW SES Southern Sydney Metro Zone • NSW SES Western Sydney Metro Zone	Medium	• Lack of information • Emergency and incident response • Crime and safety • Provide feedback on plans required for the delivery of the infrastructure • Traffic congestion and delays • Property access/egress changes • Unacceptable length of road diversions • Construction vehicles enter/exit traffic stream • Traffic queues and delays • Flooding	• Consultation about plans as required • Consultation about project works including traffic impacts via various traffic groups (TCG/TTLG) • Where possible develop strategies to minimise risks • Facebook page • Mailing list for all communication including notifications, updates and newsletters • Project contact details • Community information events/sessions • Live Traffic NSW • VMS	WSO Co/TfNSW JH Teams including: JH CRT Environment Team Interface Manager Construction Team Traffic Team Design Team
Utilities	• Telstra Corporation Limited • Verizon • Vocus • AAPT • Jemena Gas • Australian Power & Gas • Ausgrid • TransGrid Energy • Endeavour Energy • NBN Co (National Broadband)	High	• Lack of information Impact on existing infrastructure • Consultation on settlement criteria for individual utility structures and on access, diversion, protection and or support • Notification to residents, businesses and sensitive receivers of any disruption of services • Consultation and engagement during the construction	• Consultation and early engagement about project works and associated impacts • Consultation about management plans, as required • Negotiation regarding requirements for diversion, protection and/or support of assets and consultation	WSO Co/TfNSW JH Teams including: JH CRT Environment Team Interface Manager Construction Team

Stakeholder category	Stakeholders	Level of Influence	Issues/interests in the project	Communication strategies and tools	Responsibility
	• Optus (Telecommunications) • PIPE Networks (Telecommunications) • Westlink M7 ITS • Uecomm • APA Group		• Provide feedback on plans required for the delivery of the infrastructure • Disruption to services • Impacts to assets and disruption to services as a result of design and construction	• about minimising service disruptions • Regular ongoing meetings to share information and manage and plan for emerging issues • Formal interface agreements, where required • Incident response protocols • Project contact details • Mailing list for all communication including notifications, updates and newsletters • Property Surveys	Traffic Team Design Team
Sydney Water	• Sydney Water • Water NSW	High	• Sydney Water undertaking the work on behalf of TfNSW • Provide feedback on plans required for the delivery of the infrastructure • Upper Canal – water quality, heritage/vibration impacts M7 CoA D62, D113, M12 NSW CoA E42.	• Agreed protocol of communications with Sydney Water including complaint management and media management • Consultation and early engagement about project works and associated impacts • Regular ongoing meetings to share information and manage and plan for emerging issues	WSO Co/TfNSW JH Teams including: JH CRT Environment Team Interface Manager Construction Team Traffic Team Design Team

Stakeholder category	Stakeholders	Level of Influence	Issues/interests in the project	Communication strategies and tools	Responsibility
				• Formal interface agreements, where required • Incident response protocols • Project contact details • Mailing list for all communication including notifications, updates and newsletters	
Potentially impacted local residents/property owners	• Business and individuals located within a 500m radius of the work areas or are otherwise identified to be impacted eg impact to access, dams, livestock, property adjustments, noise/vibration, traffic delays or detours or night work	High	• Lack of information • Property acquisition finalisation • Property adjustments • Impacts on property infrastructure including dams, services and flooding • Property damage • OOHW noise impacts • Damage due to vibration • Consultation and engagement during construction especially those properties where temporary leases are being taken • Consultation about urban design • Information about out of hours work and impacts • Risk of vibratory activities exceeding the screening criteria for cosmetic damage to properties • Property damage	• Consultation and early engagement regarding project works and where required associated impacts including noise and vibration • Consultation regarding plans, as required • Consultation relating to urban design • OOHW specific consultation to include and an OOHW three month schedule/description of the potential work, location and duration of the out-of-hours work/noise characteristics and likely noise levels of the work/likely mitigation and	WSO Co/TfNSW JH Teams including: JH CRT Environment Team Interface Manager Construction Team Traffic Team Design Team

Stakeholder category	Stakeholders	Level of Influence	Issues/interests in the project	Communication strategies and tools	Responsibility
			• Construction and operational noise and vibration • Property access and egress • Impacts to business operations • Sleep disturbance • Air quality – dust • Loss of amenity • Utility outages • Traffic and pedestrian changes • Traffic congestion and delays • Tree and vegetation removal • Parking changes • Safety during construction • Loss of community cohesion and sense of place • Impacts to health and wellbeing such as increasing stress and anxiety • Amenity impacts (traffic and access, noise and vibration, air quality and visual) • Loss of livelihoods • Construction fatigue • Construction of ancillary facilities within private and public reserves and parks • Utility relocations – loss of supply	management measures which aim to achieve the relevant noise management levels and vibration criteria • Implementation of the Communication Management Plan • Explore options to add additional lighting on the Westlink M7 shared path • Investigate opportunities to source construction workers from the local community • Agreement with affected landowners regarding flood levels and mitigation measures where required • Early engagement/consultation about utility works and loss of supply • Consultation regarding stormwater runoff impact on farm dams as required • Project contact details • Notifications including out-of-hours work • Letters	

Stakeholder category	Stakeholders	Level of Influence	Issues/interests in the project	Communication strategies and tools	Responsibility
				• Fact sheets • Property condition surveys • Property adjustment plans • Community information events • Door knocking • Press advertisements • Meetings • Community updates • Facebook page • Project information line • Email • Community displays • Community feedback mechanisms including feedback forms and surveys • Tailored signage/Wayfinding • Mailing list for all communication including notifications, updates and newsletters • Live Traffic NSW • VMS	
Potentially impacted businesses	• Austcorp Pty Ltd • Brandown Pty Ltd • Damjanovic Holdings Pty Ltd • International Shooting Centre	High	• Lack of information • Property acquisition • Property damage	• Early engagement • Sensitive receiver surveys	WSO Co/TfNSW JH Teams including: JH CRT

Stakeholder category	Stakeholders	Level of Influence	Issues/interests in the project	Communication strategies and tools	Responsibility
	• Hi-Quality Group • Kemps Creek Sporting and Bowling Club • Suez Australia • ATPT Pty Ltd • DNH Super Pty Ltd • Muhammadi Welfare Assoc • Kadjil Pty Ltd • Cosbea Pty Ltd • Homebush Management Pty Ltd • Imam Ali Ltd • Madfouni Fut Pty Ltd • KWC Capital • Ozsource • Anric • Water NSW • Sydney Water • Sydney International Equestrian Centre • Eastern Creek Waste Management Centre • BP Truck Stop and Charging Station Eastern Creek • Baulkham Hills Junior Motorcycle Training Club Inc • CEVA Logistics • Bunnings Distribution Centre and warehouse • Big W Distribution Centre • Aldi Distribution Centre • Boral Concrete • Mainfreight Transport		• Business impacts during construction and operation especially loss of business • access impacts • Wayfinding signage and business activation after completion of construction • Information about Out of Hours Work and impacts • Construction noise and vibration • Air quality – dust • Traffic and pedestrian access impacts and changes • Tree and vegetation removal • Traffic congestion and delays in travel times • Changes to parking • Utility relocations – loss of supply	• Consultation about project works including out-of-hours, noise and vibration • Early engagement/consultation about utility works and loss of supply • Consultation about plans as required • Project contact details • Facebook page • Letters • Business impact risk register • One-on-one meetings • Community information events • Community displays • Door knocking • Press advertisements • Meetings • Community update newsletters • Consultation about plans as required • Tailored signage/wayfinding • Variable messaging signs • Mailing list for all communication including	Environment Team Interface Manager Construction Team Traffic Team Design Team

Stakeholder category	Stakeholders	Level of Influence	Issues/interests in the project	Communication strategies and tools	Responsibility
Local community groups Action groups Environmental and heritage groups Sporting groups Special interest groups Recreational Groups	Equestrian NSW	Medium	- Lack of information - Construction and operational impacts including noise and vibration - Environmental impact and conservation - Ambient noise - Disruptions to existing facilities - Impact on heritage - Tree and vegetation removal - Parking issues - Traffic changes/lane closures - Diversion routes/delay in travel times - Traffic congestion and delays - Safety during construction - Concerns about the Light Horse Sculpture and landscaping - Re-use of vegetation including hollow logs, branches etc. - Flora and fauna management - Urban design - Social - Flooding - Westlink M7 shared user path	notifications, updates and newsletters Live Traffic NSW	JH Teams including: JH CRT Environment Team Interface Manager Construction Team Traffic Team Design Team
	- Western Sydney Parklands - Landcare Groups - Western Sydney Zoo - Western Sydney - Wanderers FC - Blacktown International Sports Park - Kemps Creek Sporting and Bowling Club - Kemps Creek Cougars Baseball Club - Western Sydney Business Connection - NSW Business Chamber, Western Sydney - Liverpool Chamber of Commerce - Fairfield Chamber of Commerce - Camwest - Western Sydney Cycling Network - Office of Veterans Affairs - NSW Returned Services League State - Unions NSW - Stop the Orbital and Rail Corridor (STORC) - Cecil Hills residents - CPRAG - Kemps Creek Cougars Baseball Club - Bicycle NSW - Bike North - Wes			- Consultation and engagement about project works and associated impacts including noise and vibration, flooding assessments - Consultation about plans as required - Consultation about urban design - Consultation with Western Sydney Parklands Trust regarding potential impacts for Wylde Mountain Bike Trail - Site visits to obtain information prior to land clearing - Business impact risk register - Face to face - Facebook page - Community information sessions - Project contact details - Advertisement	

Stakeholder category	Stakeholders	Level of Influence	Issues/interests in the project	Communication strategies and tools	Responsibility
				• Community Information sessions/events • Door knocking • Press advertisements • Meetings • Mailing list for all communication including notifications, updates and newsletters • Live Traffic NSW	
Vulnerable communities	• Mobility, hearing or sight impaired, digitally impaired • Disability South West LTD • South West Sydney Community Support Services • Marconi Cycling Group • Homeless services	Low	• Lack of information • Difficulties communicating project information • Homeless person displacement during construction • Pedestrian and traffic changes to property access and egress • Parking issues • Safety during construction	• Project contact details • Ensure all communication material has TIS information available • Ensure all documents uploaded to the project website are web accessible as per TfNSW web publishing guidelines. • Offer alternatives to face to face information sessions for those who prefer online community • Ensure face to face sessions are held in locations which cater for mobility impaired communities • Mailing list for all communication including	WSO Co/TfNSW JH CRT

Stakeholder category	Stakeholders	Level of Influence	Issues/interests in the project	Communication strategies and tools	Responsibility
				notifications, updates and newsletters - Refer to NSW Government document- Protocol for homeless people in the public places - Facebook page - Signage and wayfinding - VMS	
Media	- Local news outlets including Penrith Press. Western Weekender, Liverpool and Fairfield Champion - Sydney Morning Herald - The Daily Telegraph - WOW FM 100.7 Local Penrith Community Radio - SBS Radio - All metropolitan radio stations - All Sydney television stations: Channels 10, 9, 7, ABC, SBS, Foxtel	High	- Community and local area impacts - Resident property impacts - Disruptions to traffic and other facilities	- Media releases - Media and photo opportunities - Social media - Social media influencer strategy in approvals	WSO Co/TfNSW
Educational facilities	- Kemps Creek Public School - Holy Family Primary School Luddenham - Christadelphian Heritage College - Irfan College - Western Sydney University - University of Sydney - Christadelphian Heritage College - Dalmeny Public School - St Catherine of Sienna Primary School	Medium/ High	- Lack of information - On-going consultation and engagement prior to during construction to understand special needs - Impact from noise and construction traffic - Air quality (dust) - Safety during construction - Traffic and pedestrian access changes	- Project contact details - School safety awareness campaign - Community Information events - Door knocking - Press advertisements - Meetings - Signage and wayfinding	WSO Co/TfNSW JH CRT

Stakeholder category	Stakeholders	Level of Influence	Issues/interests in the project	Communication strategies and tools	Responsibility
	- Amity College - Good Samaritan Catholic College - Horsley Park Public School - Good Shepherd Catholic Primary School - Rooty Hill Public School - Eastern Creek Public School - St Aidan's Primary School - CathWest Innovation College - Hoxton Park High School - Middleton Grange Public School - Thomas Hassall Anglican College - Horsley Park Public School - St Agnes Catholic High School - Plumpton High School - Glendenning Public School - St Clare's Catholic High School		- Traffic congestion – school pick up and drop off times - Parking impacts	- Variable messaging/signage - Mailing list for all communication including notifications, updates and newsletters - Facebook - Live Traffic NSW	
Transport Services	- NRMA - Australian Trucking Association - Road Freight NSW - National Road Transport Association - Roads Australia - National Heavy Vehicle Regulator - Bus operators: Busways, Interline and Transit Systems - Westlink M7 Motorway (NorthWestern Roads) - NSW Taxi Council - Uber - Didi	Medium	- Lack of information - Route impacts - Consultation and engagement during construction - Timely information provided about the project - Traffic and pedestrian changes - Traffic congestion and delays - Parking impacts - Removal/relocation of truck rest stops	- Consultation in relation to works and associated impacts - Project contact details - Letters - Meetings - Mailing list for all communication including notifications, updates and newsletters - Media alerts - Website - Hotline	WSO Co/TfNSW JH Teams including: JH CRT Environment Team Interface Manager Construction Team Traffic Team

Stakeholder category	Stakeholders	Level of Influence	Issues/interests in the project	Communication strategies and tools	Responsibility
Active Transport	• Ola • Sydney Metro • WSIA Co • Couriers • Sydney Trains • Westlink Services Limited			• Variable messaging/signage • Signage and wayfinding • Live Traffic NSW	
	• Bicycle NSW • Pedestrian Council of Australia • Western Sydney Cycling Network • M7 Marathon organisers	Medium	• Lack of information • Impacts of road and transport networks • Incident and special event plans • Haulage routes and layover areas • Pedestrian and cycle management • Detours during construction	• Consultation about project works and associated impacts • Meetings • Mailing list for all communication including notifications, updates and newsletters • Project contact details • Facebook page • Signage and wayfinding • Variable messaging/signage • Briefings as required • Live Traffic NSW	WSO Co/TfNSW JH Teams including: JH CRT Traffic Team
Local Aboriginal Land Councils and local Aboriginal community members	• Gandangara Land Council • Deerubbin Land Council • Registered Aboriginal Parties (RAP's)	High	• Consultation and engagement during construction • Aboriginal heritage salvage • Tree and vegetation clearing • Impacts on land of Aboriginal significance • Flora and fauna management • Lack of information	• Involve RAP's in Aboriginal salvage activities • Consultation undertaken as part of the Aboriginal Interpretation study • Consultation in urban design	WSO Co/TfNSW JH Teams including: JH CRT Environment Team Interface Manager

Stakeholder category	Stakeholders	Level of Influence	Issues/interests in the project	Communication strategies and tools	Responsibility
				- Project contact details - Meetings - Mailing list for all communication including notifications, updates and newsletters - Facebook page	Construction Team Traffic Team Design Team
Places of worship	- St James Church of England, Luddenham - Uniting Church in Australia – Congregation of Luddenham - Muhammadi Welfare Association of Australia - Bilal Mosque and Cultural Centre - Inspire Church & Childcare Centre - Saint Zaia Cathedral - Our Lady of Victories - Solo En Cristo Hay Salvacion - Our Lady of Consolation - MBM Rooty Hill - Plumpton Community Church - Oakhurst Anglican Church - Science of the Soul Study Centre	Medium	- Lack of information - Road safety - Transport - Noise and vibration - Air quality (dust) - Traffic and pedestrian changes - Parking impacts - Disruption to prayer times	- Early engagement regarding project works and potential impacts - Sensitive receiver survey - Project contact details - Mailing list for all communication including notifications, updates and newsletters - Meeting - Door knocking - Community information sessions - Community displays - Press advertisements - Signage and wayfinding - Live Traffic NSW	WSO Co/TfNSW JH CRT
Health and aged care facilities	- Hospitals - Doctors - Dentists - Optometrists - Wellness centres	Medium	- Lack of information - Noise and vibration - Air quality (dust) - Sensitive equipment - Patient care	- Briefings to identify if any sensitive equipment at property - Regular meetings as required	WSO Co/TfNSW JH Teams including: JH CRT

Stakeholder category	Stakeholders	Level of Influence	Issues/interests in the project	Communication strategies and tools	Responsibility
	Aged care facilities		- Access and egress changes - Parking and drop off/pick up area impacts - Traffic changes and diversions - Unacceptable long diversions	- Community updates and newsletters in waiting and staff room - Signage and wayfinding - Community information events - Project contact details - Mailing list for all communication including notifications, updates and newsletters - Facebook page - Live Traffic NSW - VMS	Environment Team
Other construction contractors delivering projects near to the M7-M12 Integration	- WSIA - Sydney Metro - M12 West and Central contractors	High	- Communication and engagement during construction - Spoil management - Interface management - Programming of work - Cumulative Impacts – Noise M7 CoA D54, M12 NSW CoA C6, E45	- Stakeholder meetings - Interface meetings - Project contact details - Project briefings - Mailing list for all communication including notifications, updates and newsletters - Live Traffic NSW - VMS	WSO Co/TfNSW JH Teams including: JH CRT Environment Team Interface Manager Construction Team Traffic Team

4.6. Business stakeholders

A number of businesses fall within the project area including a number of small/home based businesses.

The businesses can be grouped in the following categories:

- Agricultural including dairy, horses (including training facilities) and small market gardens
- Tree removal services
- Raceway
- Hospitality
- Recyclables and resource recovery
- Light industrial including a quarry, tubing and moulding suppliers and transportation services
- Service stations, panel beaters and mechanics
- Commercial
- Recreational and sporting

Sensitive receiver surveys will be carried out, together with information contained in the Noise and Vibration CEMP Sub-plan will be used to develop a business risk register. The register will be maintained for the duration of construction to identify and manage specific impacts on individual businesses.

Strategies for managing business impacts include but not limited to:

- Establish business risk register
- Face to face consultation
- Briefings
- Information relating to access and traffic changes
- Noise and vibration assessments
- Property condition surveys for properties identified on the Noise and Vibration CEMP Sub-plan
- Signage, where required
- Maintain access where possible.

The preliminary list of properties has been developed and will be updated as required throughout the project lifecycle.

4.7. Collaboration with WSO Co and Transport for New South Wales

WSO Co and TfNSW are managing strategic planning and overall project delivery and will maintain long term stakeholder relationships throughout the life cycle of the project. Any enquiries or complaints not related to project works will be promptly referred to WSO Co. The JH CRT will support WSO Co and TfNSW in ensuring a high degree of collaboration and cooperation between adjacent projects, agencies, local Councils and other key stakeholders.

In accordance with the OCS TfNSW retains certain led community activities, systems and processes to enable clear access to information and contacts for the community and stakeholders. The JH CRT will actively support the WSO Co and TfNSW in managing and delivering the project.

All public communication will be submitted to WSO Co for approval / within the required timeframes as identified in Appendix A. This includes but not limited to notifications, fact sheets, advertisements, content for media releases and collateral for public displays.

The JH CRT will also identify opportunities to support WSO Co engagement with support to local communities, including engagement with schools, seniors, environmental groups, sporting groups, young people, businesses and other community groups.

4.8. Independent Certifier

The Independent Certifier will be engaged to review and independently certify in accordance with the Deed. The IC will review this plan and where required provide comments. All comments, recommendations and or feedback received must be addressed prior to the IC certifying the plan.

4.9. The role of the Independent Environmental Representative (ER)

While the ER is independent of the construction and community relations team, WSO Co and TfNSW, the ER is available to the team to assist in the resolution of complaints where required by the Secretary to do so. The ER may also recommend improvements to work practices to avoid or minimise adverse impacts to the environment and community.

The ER will be involved as appropriate as per the complaint escalation process in cases where complaints and resident issues have been escalated and cannot be resolved or where they have been requested to intervene by the Secretary.

4.10. The role of other independent expert appointments

The Project requires a number of independent expert appointments in addition to the Independent Certifier and Environmental Representative.

An independent and experienced noise specialist (Acoustic Advisor) will be engaged (M7 Motorway only) to verify the validity of the operational noise modelling, operational noise review and operational noise compliance report for the project. The operational noise modelling and review will identify the sensitive receivers qualifying for at-property noise treatments based on the final detailed design of the project (M7 CoA A22)

A number of independent and qualified practitioners are required to be part of a design review panel for the project under M12 NSW CoA E68 and M7 CoA D14. The practitioners will cover fields of expertise including public art, Aboriginal cultural heritage, non-Aboriginal cultural heritage, landscape architecture and active transport. The advice and recommendations from the independent experts will be addressed in the Place, Design and Landscape Plan for the project, which will also be placed on public exhibition for community feedback.

A suitably qualified and experienced engineer and/or building surveyor will be engaged to carry out pre and post construction surveys prior to the commencement of vibration-generating works that could impact on the structure/asset (M7 CoA D58/M12 NSW CoA E76).

In addition to requirements an independent mediator maybe engaged or the TfNSW Customer and Information Services as part of an escalation process to resolve community complaints if required. This process is described further in Section 6.3.

4.11. Local Government Areas and local demographics

The project is situated within three local government areas (LGAs) Liverpool, Fairfield and Blacktown City Councils. The project passes through low-density residential suburbs, industrial precincts and the Western Sydney Parklands.

The existing land uses of the surrounding area include existing road corridors, rural, industrial, recreational and bushland, and residential. A shared path runs alongside the Westlink M7 from Prestons to Baulkham Hills and is separated from road traffic.

Major roads that connect to the M7 motorway include the Hume Highway/M5 Motorway, Kurrajong Road, Bernera Road, Hoxton Park Road, Cowpasture Road, Elizabeth Drive, Wallgrove Road Link, Elizabeth Drive, The Horsley Drive, Old Wallgrove Road, M4 Motorway, Great Western Highway, Power Street, Richmond Road, Quakers Hill Parkway, Sunnyholt Road, Norwest Boulevard, Old Windsor Road, and the M2 Motorway. The new M12 motorway will connect with the M7 at Elizabeth Drive.

Sensitive receivers (locations where sensitive land uses take place, including residences, schools and hospitals) near the Project are identified in Table 11.

The project will use demographic data to guide and tailor community communications and engagement. Demographic data has been sourced from the Australian Bureau of Statistics (2021 Census) and is shown below for each Local Government Area:

4.11.1. Liverpool Local Government Area

The Liverpool Local Government Area (LGA) consists of 42 suburbs and is one of the fastest growing regions in Sydney. Experiencing substantial growth from urban release development and from redevelopment in established areas, its population is expected to almost double to more than 320,000 over the next 20 years.

63% of the community in the Liverpool LGA speak a language other than English at home. The top 5 non-English languages spoken are:

- Arabic
- Vietnamese
- Hindi
- Serbian
- Spanish.

The median population age within Liverpool LGA is 34 years old. The highest level of educational attainment within the population (for people aged 15 years and over) is Year 12, at 20.2%.

4.11.2. Penrith Local Government Area

The Penrith Local Council Area consists of 36 suburbs across its 404 km². Penrith City's population has grown by an average of 2750 people per year for the last 10 years and has gained over 45,000 people since the 1991 Census.

24% of the community in the Penrith LGA speak a language other than English at home. The top 5 non-English languages spoken are:

- Arabic
- Punjabi
- Tagalog
- Hindi
- Mandarin.

The median population age within Liverpool LGA is 35 years old. The highest level of educational attainment within the population (for people aged 15 years and over) is a Bachelor Degree level and above, at 17.3%.

4.11.3. Fairfield Local Government Area

The Fairfield Local Government Area is one of most multicultural cities in Australia. They have more than 208,000 residents from a broad range of backgrounds. There are more than 120 languages spoken across the Fairfield LGA.

79% of the community in Fairfield LGA speak a language other than English at home. The top 5 non-English languages spoken are:

- Vietnamese
- Arabic
- Assyrian

- Chaldean
- Cantonese.

The median population age within Fairfield LGA is 39 years old. The highest level of educational attainment within the population (for people aged 15 years and over) is Year 12, at 22.8%.

4.11.4. Blacktown Local Government Area

The Blacktown Local Government area has a population of approximately 400,000 people. They are the largest Council in NSW. The community are vibrant and diverse, coming from over 188 different countries and 182 languages spoken.

53% of the community in Blacktown LGA speak a language other than English at home. The top 5 non-English languages spoken are:

- Punjabi
- Hindi
- Tagalog
- Arabic
- Gujarati.

The median population age within Fairfield LGA is 34 years old. The highest level of educational attainment within the population (for people aged 15 years and over) is a Bachelor Degree level and above, at 29.2%.

4.12. Working with culturally and linguistically diverse communities

In addition to community notifications, door knocks, face to face meetings, information sessions, emails and newsletters the project will adhere to the needs of any resident and business owner with additional communications measures.

The project area is home to a diverse community including those:

- Non-English speaking backgrounds (NESB)
- Culturally and Linguistically Diverse Communities (CALD)
- From vulnerable communities.

4.13. Communication approaches to address the needs of NESB and CALD community

Targeted approaches will include:

- Website which is translatable into different languages
- Fact sheets on the Project website (translated into 13 languages)
- Information displays in multiple languages or using images, photography, videos, animations and infographics instead of words
- Translation panels on all notifications
- Mobile Information Centre Pop-Ups at local shopping centres, festivals and events
- Advertisements placed in community language newsletters where appropriate
- Working closely with local Councils and community groups to utilise existing CALD and vulnerable community relationship.

4.14. Language analysis/translation requirements

The community notifications include an interpreting service, available 24 hours a day, every day for multicultural interpreting and translations. The free interpreting service provides access to over 3000

interpreters in excess of 160 different languages. In addition to this service the project intends to have key communication material e.g., notifications translated into key secondary languages

The project aims to provide equitable access to updates for people with limited English and is committed to ensuring that local residents and businesses have equal access to ongoing project information.

5. Communication

5.1. Communication tools

A number of communication tools will be used to communicate with the community, stakeholders, customers and businesses to ensure they are aware of upcoming work activities, understand associated impacts, what mitigation measures will be implemented and how they can provide feedback or get involved.

5.2. Project Contact Details

The following information will be available to facilitate community enquiries and manage complaints one month before the commencement of Work and for 12 months following the completion of construction:

- 24-hour telephone number for registration of complaints and enquiries
- Project postal address
- Email address
- Project website.

This information will be accessible to all in the community regardless of age, ethnicity, disability or literacy level.

All communication material will include the project contact details including but not limited to:

- Project website
- Site signage
- Mobile displays banners
- Advertisements
- Emails.

All written material and publications will be submitted to WSO Co/TfNSW for comment and approval 10 business days prior to distribution.

5.3. Project website

A Project website will be developed to provide updated information about the project. The website will be established before commencement of Work and be maintained for the duration of construction, and for a minimum of 24 months following the completion of construction. The website will contain all required documents in compliance with M7 CoA B11 and M12 CoA B10, which will be published on the website before the relevant work commences along with copies of the final version of each document required by these conditions. Updated information about the project will also be published on the website before the relevant work commences.

The Project website is intended as the Project's long-term digital solution to provide a better community experience and improve processes as well as sustainable. Paper notifications are a one-way form of communication whereas digital communication is:

- Easy and fast
- Access information in one place; anytime, anywhere
- Allows for two-way communication and is a dedicated place for all project updates.

Website will include an interactive web portal, notification system and built-in newsletter service that meets requirements as well as an interactive map capturing the full M7-M12 alignment.

The website will have an email function where:

- Residents can subscribe to updates about work in a particular location, or project wide
- Easy contact page
- Enquiries reach the relevant team quicker.

The intention is to increase transparency and for information and/or documents to be provided proactively and publicly in a logical sequence and which is easy to navigate and easily accessible (M7 CoA B11), while also avoiding information fatigue.

The website will include updated information about the project including:

- Information on the current implementation status of the project
- The Environmental Assessment Documentation and any documentation relating to any modifications made to the Project
- A copy of statutory approvals, licences or permits, including audit reports
- Collection Statement
- Project key features and project benefits
- Subscription to the website
- Project contact details
- Notifications – latest updates relating to upcoming construction activities
- Interactive map – outline of the alignment identifying work areas and any traffic changes
- Newsletters – progress updates including images
- Images and Videos – construction updates.

In compliance with M12 CoA B6 and M7 Modification 6 NSW CoA B9 The Collection Statement will be included on the Project's website to make prospective complainants aware of their rights under the *Privacy and Personal Information Protection Act 1998 (NSW)*.

Table 12: Communication tools and material

Communication Tools/Material	Purpose	Frequency	Preferred Delivery Method	Responsibility
Community Information Line 1800 712 712	- To enable access to the project team. Number to be publicised on all communication material including the project website - Translation services will be available for those with English as a second language	Available 24 hours/seven (7) days a week	Number to be publicised on all communication material including the project website, advertisements, project banners, visual messaging/signage and along the project alignment	WSO Co/TfNSW JH CRT representatives will be on call to provide information and respond to enquiries and complaints NOTE: Where an enquiry is received outside standard construction hours the caller will be asked whether a response is required that night or to wait until the morning
Community email address info@M7M12integrationproject.com.au	- To enable access to the project - Enable communication with stakeholders and community - Communication with adjacent projects when referring enquires/complaints	Available 24 hours/seven (7) days a week	- Email address to be publicised on all communication material including the project website, - advertisements, - project banners, visual messaging/signage and along the project alignment. - All notifications including: Out-of-Hour-work Emergency works where stakeholder likely to experience on-going impacts	JH CRT
Community postal address Level 5 410 Concord Road Rhodes NSW 2138	- To enable access to the project - Central postal address allows stakeholders and the community to have access to the project teams	Available 24 hours/seven (7) days a week	- Telephone contact - Email - Written response - Unless otherwise requested by stakeholder	JH CRT for response

Communication Tools/Material	Purpose	Frequency	Preferred Delivery Method	Responsibility
Notification	Advise stakeholders and community of construction activities no later than 10 days and 5 days for OOHW. Material to include: • Scope of work • Location of work • Hours of work • Duration of activity • Type of equipment used • Likely impacts including noise and vibration, traffic impacts, pedestrian and cycle ways, visual impacts • The project's 24-hour telephone number, email address, webpage • Project approval details	Monthly and as required for OOHW, new activities, new impacts	• Email • Available on Project website • Paper notifications will be available to stakeholder who express this method of delivery	JH CRT
Specific out-of-hours work notifications	Advise stakeholders and community of construction activities no later than 10 days. Material to include: • Scope of work • Location of work • Hours of work • Duration of activity • Type of equipment used • Likely impacts including noise and vibration, traffic impacts, pedestrian and cycle ways, visual impacts	As and when required for OOHW no less than 5 days prior to works	• Email • Project website • Paper notifications will be available to stakeholders who express this method of delivery	JH CRT

Communication Tools/Material	Purpose	Frequency	Preferred Delivery Method	Responsibility
	The project's 24-hour telephone number, email address, webpage, translation Services available			
Quarterly construction updates	Updates including images, maps and illustrations as well as information on construction progress, stages, achievements contact information and	Quarterly	- Email - Project website - Paper notifications will be available to stakeholders who express this method of delivery	JH CRT
Email updates	- Enable communication with stakeholders and community - Communication with adjacent projects when referring enquires/complaints - All communication to include - All communication to including: - Notifications - Newsletters - Respite and alternative accommodation - Property condition surveys - Traffic alerts - Emergency works	Available 24hours/days, seven (7) days	- Email - Paper notifications will be available to stakeholder who express this method of delivery	JH CRT
Fact sheets	To address frequently asked questions and educate the community on key issues: - Noise and vibration - OOHW construction noise and respite/alternative accommodation - Property condition surveys	As and when required	- Email - Postal to those who express this delivery method	JH CRT

Communication Tools/Material	Purpose	Frequency	Preferred Delivery Method	Responsibility
Community signage/variable message signs	- Identify site compounds - Traffic, pedestrian cycle way changes/diversion and access - Business access	As and when required	On location where required	JH CRT Traffic Team
Mobile display units	- Community Information sessions at mobile locations. - To introduce the project including	As required	On location where required	JH CRT
Advertise in local and metropolitan newspapers and digital advertising Fairfield City Champion Liverpool City Champion Fairfield Advance Liverpool Leader South West Voice Blacktown Advocate Blacktown Sun Western Weekender Penrith Press Nepean News Penrith Gazette	Advertise in local and metropolitan newspapers and digital advertising	As required	- Paper and digital - Choice of newspaper based on location of work and circulation	JH CRT Traffic Team
Photography	- Used to record the construction process and explain aspects of the works - Capture progress of work - Images will be used in notifications, newsletters, website, information sessions, presentations, and reports	Monthly	- Email - Project website - Digital reports - Signage - Information session/community events	JH CRT Construction and Traffic Team

Communication Tools/Material	Purpose	Frequency	Preferred Delivery Method	Responsibility
Aerial Photographs/Time-lapse/videography	- Used to record the construction process and explain aspects of the works. - Capture progress of work - Images will be used in notifications, newsletters, website, information sessions, presentations, and reports	Quarterly	- Email - Project website - Digital reports - Information session/community events	JH CRT (JH to provide to WSO Co for approval and upload to TfNSW online digital library)
Emergency works		As required	- Email - Door knocks	JH CRT
Site signage and hoarding banners	Signage used to identify the site and provide contact information	As required	Location	JH CRT
Project Website	The website will include updated information about the project including: - community, environmental, sustainability, transport, traffic, noise and vibration plans and reports - Project key features and project benefits - Statutory approvals, licence or permit including audits reports - Collection Statement - Subscription to the website - Project contact details - Notifications – latest updates relating to upcoming construction activities	As required	Online/digital	JH CRT

Communication Tools/Material	Purpose	Frequency	Preferred Delivery Method	Responsibility
	- Interactive map – outline of the alignment identifying - Newsletters – progress updates including images - Images and Videos – construction updates			
WSO Co Website	Information about the construction activities will be placed on the website including description of the works, notifications, newsletters, graphics and images, animations, reports and contact information	As required	Link to project website	JH CRT
Transport for NSW Website	Information about the construction activities will be placed on the website including description of the works, notifications, newsletters, graphics and images, animations, reports and contact information	As required	Link to project website	TfNSW to upload
WSO Co/TfNSW social media	Information about project milestones/events	As required	Online	JH to provide to WSO Co material to upload
Interactive map	To capture pictorial information on the project progress, milestones and any other related information to aid communication	As required	Webpage	JH CRT
Artists impressions and visualisation	Graphic representation and interactive platforms to aid communication	As required	Webpage/signage/banners	JH CRT

Communication Tools/Material	Purpose	Frequency	Preferred Delivery Method	Responsibility
Community events/information session	- To capture community audience - Opportunity to interact with community, obtain feedback enquiries - Update community on project progress - Provide project information	Quarterly/as required	On location NOTE: WSO Co/TfNSW to approve locations	JH CRT WSO Co/TfNSW representation, if required Subject matter experts/
Door knock	- To develop stakeholder mapping - Introduce project - Sensitive receiver surveys - Discuss potential project impacts and proposed mitigation with residents, businesses and other stakeholders. - Leave behind written information and contact details will be provided for community members who are not at home	As required	Face to face	JH CRT
Meetings with individuals or groups	Project activities including work in progress, potential impacts and proposed mitigation measures	As required	Face to face	JH CRT
Site visits	Inform selected stakeholders about progress of the project and any key milestones or activities taking place	As requested by WSO Co/TfNSW	Face to face	JH CRT
Federal and State MPs and local councillors	- Information as required - Respond to enquiries	As and when required	- Email - JH CRT to provide information as requested	WSO Co/TfNSW

Communication Tools/Material	Purpose	Frequency	Preferred Delivery Method	Responsibility
Media Releases	- Project updates - Project milestones	As and when required	- Email - JH CRT to provide information as requested	WSO Co/TfNSW
Inductions	To update project team members in community relations requirements	Prior to attending site	Face to face	M7-M12 Induction Safety Team JH CRT Environment Team
Site inductions and toolbox talks	- To update project team members on site specific requirements, refresh on community relations requirements - Provide feedback received from community	As and when required	Face to face	M7-M12 Induction Safety Team JH CRT Environment Team
Interface group meetings Communications/ Environment/Traffic and Transport Liaison Group/M12 Motorway adjoining projects	- A number of interface groups will be set up to provide a forum to exchange information about upcoming activities. - Provide project updates, current and upcoming milestones, construction program, cumulative impacts, coordinate communications to ensure consistent approach and stakeholder and community issues.	As required	- Face to face - E-meetings	WSO Co TfNSW JH CRT
Notifications	To provide advance warning in local newspapers prior to major changes in traffic including:	As required	- Email - Door knocks where required - Traffic alerts	

Communication Tools/Material	Purpose	Frequency	Preferred Delivery Method	Responsibility
Signage	– Scope of works – Location – Date/time – Maps outlining traffic changes and diversions – Project contact details including email, 1800 number, webpage		• Project website	
	• Provide information or directional information of traffic changes • Provide information for pedestrian and cycle access around worksites	As required	• On location including the work alignment	JH CRT Traffic Team
Traffic alerts	• Communication to transport operators and emergency services to advise on traffic changes including road or lane closures and detours	As required	• Digital	JH CRT Traffic Team
Variable Message signs (variable messaging/signage)	• Provide advance notice of traffic changes including timing and duration of change	As required	• Location	JH CRT Traffic Team
Advertisements	• Provide advance warning in local newspapers prior to major changes in traffic	As required	• Print copy and digital • Choice of newspaper based on location of work and circulation	JH CRT Traffic Team

5.4. Key messaging

The Project intends to use pre-approved key messages to re-enforce the benefits of the project and wider benefit to the Sydney orbital system. These messages will be reviewed regularly to take into account progress of work, any scope changes and feedback received.

- The Australian and New South Wales Governments have funded the construction of the M12 Motorway between The Northern Road at Luddenham to the M7 Motorway at Cecil Hills as part of the Western Sydney Infrastructure Plan to improve safety, increase road capacity and reduce travel times and congestion in the future
- NSW planning approval for M7 Motorway widening was received on 17 February 2023
- All work will be carried out in accordance with the NSW planning approval, the federal EPBC Act approval, the Environment Protection Licence (EPL) and WSO Co/TfNSW's requirements
- WSO Co the Concessionaire of the M7 Motorway through an unsolicited proposal to the NSW Government will deliver the M7-M12 interchange as part of a proposed program to widen the M7 Motorway
- WSO Co and TfNSW are managing the delivery of the project through a number of construction contractors
- Provide the opportunity and minimise the duration of construction and associated impacts by allowing concurrent construction of the M12 Motorway and widening of the M7 Motorway
- Improve safety, increase road capacity and reduce travel times and congestion in the future safety
- Ease congestion by enabling faster and more reliable connections between Sydney's South West and North West
- Safer and more reliable trips for road users
- Improve journey times to planned growth areas and the new Western Sydney International Airport
- Delivering significant capacity and prevent the need for a second round of widening works to relieve congestion in a few years' time
- The community and stakeholders will be kept informed via the project website, social media, email notifications, written notifications and meetings
- Feedback from community and stakeholders about the work, how impacts can be minimised and the content of this OCS is welcomed.

5.5. Consultation forums/information session

All forums and events will:

- Be planned in collaboration with WSO Co and TfNSW
- Be delivered professionally
- Be purposeful and meaningful to targeted stakeholders
- Aim to build trust, awareness and presence within the local community
- Be organised to ensure safety of all attendees

Be in accordance with current Government advice on COVID-19 (should the frequency of any event be impacted by COVID-19 restrictions, alternative methods will be implemented e.g. telephone conferences, zoom and Microsoft Team meeting conferences.

Table 13 below provides the type of forums that the JH CRT may implement as well as proposed frequency.

Table 13: Types of consultation forums

Event Type	Details	Responsibility	Frequency
WSO Co/TfNSW arranged event	Events planned as part of the OCS	WSO Co/TfNSW	As requested

Event Type	Details	Responsibility	Frequency
		JH CRT to provide support as required	
Media events	Media activity or event planned by WSO Co/TfNSW	WSO Co/TfNSW JH CRT to provide support as required	As required
VIP events	Key stakeholder event not inclusive of media, planned and coordinated by WSO Co/TfNSW	WSO Co/TfNSW JH CRT to provide support as required/enable access to site and safety equipment	As required
Mobile Information sessions	Rooty Hill RSL Blacktown International Sports Park Local community centres along the alignment Location based community forums that focus on key issues for relevant communities Local Libraries including Blacktown, Liverpool, Fairfield and Penrith.	JH CRT	Quarterly Make available JH CRT representatives to attend TfNSW events
Festivals/Council Events Explore opportunities to engage and educate about the project	Most Blesses Nights March – April Winter Blast Markets – July M7 Westlink Marathon July (TBC) Starry Sari Nights Festival - September Lanterns and Lights Festival - February Culinary Carnival – May Cabramatta Moon Festival – September	JH CRT	As required
Urban Design	Public display Information session	JH CRT WSO Co/TfNSW	As required

5.6. Branding and approval

All written material and publications will follow WSO Co and TfNSW guidelines and relevant legislation relating to branding, advertising, editorial style guidelines and social media policy including;

- NSW Government Brand guidelines
- TfNSW Editorial Style guidelines
- TfNSW Stakeholder Engagement Toolkit templates.

Material will be submitted to WSO Co who will submit to TfNSW for approval before publication. Appendix A outlines the approvals matrix for various material.

6. Enquiries and Complaints

6.1. Complaints management approach

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

John Holland will take all reasonable measures to prevent the reoccurrence of stakeholder and community complaints and will manage all complaints in accordance with the OCS and relevant conditions of approval.

TfNSW has developed a Complaints Management System (CMS) to be used to document the overall approach to complaints management, which includes the M7-M12 Integration Project. The CMS will be implemented before the commencement of any Work and will be maintained for the duration of Work and for a minimum for 12 months following completion of construction of the project contract.

The CMS will be consistent with AS-ISO 10002-2006 Complaints Handling in accordance with the requirements of M7 and M12 NSW CoA B6 to B9 including reporting requirements.

This section outlines the procedure for managing enquiries and complaints for the project prior to the commencement of Work, for the duration of Work and up to twelve months after construction completion. This includes:

- Receiving complaints and enquiries
- Responding to complaints and enquiries
- Escalation
- Recording complaints
- Advising complainants of the requirement to collect personal information
- Reporting.

Complaints handling is the responsibility of all team members. All JH staff, including subcontractors, will be required to at all-times respond to all stakeholders with courtesy and professionalism. These expectations will be reinforced during site inductions while specific toolbox talks will further consolidate the approach.

Table 14 below summarises the service standards for response to enquiries and complaints.

Table 14: Enquiry and Complaint categories and response times

Category	Response Time
General enquiries received by email, letter, webpage, phone or in person	To be acknowledged within 8 working hours when enquiry cannot be responded to immediately a follow up verbal response on proposed action must be provided within 24 hours of complaints Written response within 7 business days if not resolved by initial or follow-up verbal response
Complaints received by telephone or face to face	Initial response within 2 hours unless the complainant agrees otherwise To be acknowledged within 8 working hours when complaint cannot be responded to immediately a follow up verbal response on proposed action must be provided within 24 hours of complaints written response within 7 business days if not resolved by initial or follow-up verbal response
Complaints - emails	Provide an initial written response within 24 hours (or during next business day if received out-of-hours) Within 7 business days

Category	Response Time
Complaints written complaints (letters)	Within 7 business days
Details of each enquiry or complaint recorded in the Consultation Manger Database	Within 48 hours or as soon as practicable

6.2. Complaint Management System

Communication received from a stakeholder expressing dissatisfaction will be classified as a complaint. This is a deliberately broad definition to assist with prompt response, investigation and resolution. Proactive and prompt response will avoid unnecessary escalations of complaints.

TfNSW have developed a Complaints Management System (CMS) to document the overall approach to complaints management for the Project.

Complainants will be advised of the following information before, or as soon as practicable after, providing personal information:

- the Complaints Register may be forwarded to government agencies, including the Department (Department of Planning and Environment, 4 Parramatta Square, 12 Darcy Street, Parramatta NSW 2150), to allow them to undertake their regulatory duties
- by providing personal information, the complainant authorises the Proponent to provide that 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).

The Collection Statement will be included on the Project's website to make prospective complainants aware of their rights under the Privacy and Personal Information Protection Act 1998 (NSW).

For any complaints made in person, the complainant will be made aware of the Collection Statement.

Should a complainant disagree with the Collection Statement, a note to that effect will be recorded in the Complaints Register.

6.2.1. Complaints register

John Holland will adopt the relevant requirements of the CMS, including reporting requirements. The CMS includes a Complaints Register, which will record the details of all complaints relating to the Project, including the following as a minimum:

- Number of complaints
- Date and time of the complaint
- Method by which the complaint was made
- Any personal details of the stakeholder
- Number of people affected in relation to a complaint
- Nature of the complaint
- Action taken in relation to the complaint, means by which the complaint was addressed, and any follow up
- Whether resolution was reached, with or without mediation
- If no action taken, reasons why
- The status of resolution of the complaint.

All complaints will be recorded in the Complaints Register within 24 hours. The Complaints Register will be provided to the ER on the day complaints are received, unless no complaints are received for a particular reporting period in which case no reporting is required. The Complaints Register will be provided to WSO

Co/TfNSW weekly and to the Planning Secretary on request, within the timeframe stated in the request. The Complaints Register will be maintained throughout the duration of the project and for a minimum of 12 months following the completion of construction.

Once the EPL is issued, any EPL reporting requirements associated with complaints received in relation to construction activities will be incorporated into subsequent versions of this plan.

The complainant will be advised of the results of the investigation of their complaint and any proposed remedial action as relevant.

6.2.2. Complaints relating to noise and vibration

If investigation identifies construction works or activities being undertaken as the likely source of the noise and or vibration complaint, John Holland will make an offer to the complainant to undertake attended noise and or vibration monitoring at their premises. If the offer to undertake attended noise or vibration monitoring is accepted, John Holland will undertake the monitoring:

- As soon as practicable or
- At a time agreed with the complainant.

If the event a complaint cannot be resolved, having exhausted the escalation process as outlined in Section 6.3, the Planning Secretary will be notified in accordance with M7 CoA A25.

6.3. Complaint escalation process

JH will attempt to resolve all issues prior to any escalation. If a complaint cannot be resolved by the JH CRT the below internal escalation process will be followed:

- First instance be escalated to the Construction Director for advice on resolution,
 - If resolution cannot be reached the Construction Director in conjunction with the Senior Stakeholder and Community Relations Manager will decide to escalate to the Project Director
 - Project Director will determine about escalation of complaints to WSO Co via the JH CRT
- WSO Co will be kept informed at all times throughout the internal escalation process

External escalation process:

- WSO Co will review and determine if complaint is to be escalated to the WSO Co Project Director, ER and/or Transport for NSW Customer and Information Services or Independent Mediator.

TfNSW will set up a mediation system for complaints unable to be resolved. The mediation system will be available for one month prior the commencement of Work and for the duration of the Project. Further details of the mediation system are provided in the OCS.

6.4. Community contacts and reporting

The Community Relations Team will use TfNSW Complaints Management System - Consultation Manager to record all community and stakeholder contact (at the end of each working day) including, enquiries, complaints, notifications, door knocks, meetings etc.

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

- Unique identifying number
- Complainant name, contact details and address
- Nature of complaint
- Time and date of complaint and time and date response was provided
- Details of response provided, and action taken or committed to.

A daily complaints report will be provided to the ER (and EPA once the EPL is issued to JH) by 2pm each business day to cover the period from 12pm to 12 pm each day. Complaints received after 2pm on Friday will be included in the Monday report. Weekly complaints reports will be provided to WSO Co and TfNSW.

Ability to prevent avoidable complaints and resolve complaints in a timely and proactive manner will be evidenced through the information recorded in Consultation Manager. Information recorded in Consultation Manager will be used to generate content for monthly reports on community and stakeholder contact, complaints, enquiries and issues management.

6.5. Unreasonable or habitual complainers

Unreasonable or habitual complainers will be managed by a separate process as per TfNSW policy via the internal Customer Liaison Unit and/or referred to the Ombudsman.

According to the NSW Ombudsman's guideline, unreasonable complaint conduct is defined as any conduct which, because of its nature or frequency, raises substantial health, safety, resource or equity issues for the parties to the complaint.

It is not anticipated that there will be a significant number of complainants who exhibit this type of behaviour. However, any that do have the potential to negatively impact on the Project team's resources and efficiency, as well as on the safety and wellbeing of individual team members and the complainants themselves. To manage unreasonable complaint conduct, the process and procedures as outlined in Managing Unreasonable Complaint Conduct (NSW Ombudsman, 2012) will be followed.

7. Reporting, monitoring and evaluation

7.1. Continual improvement

The overarching goal of John Holland is to inform, engage and involve the community and stakeholders to minimise construction impacts and risks proactively and effectively. To achieve this goal, the JH CRT will facilitate the process of continual improvement using a three-tiered approach:

- Identification
 - Stakeholders
 - Potential issues
 - Likelihood of impact if issue occurs
 - Actions to minimise risk
 - Level of resourcing
 - Level of engagement.
- Monitoring
 - Stakeholders (existing and emerging)
 - Issues or likelihood of emerging issues
 - Actions implemented
 - Level of resourcing
 - Level of engagement.
- Evaluation
 - Stakeholder satisfaction
 - Issues identification accuracy
 - Response and engagement level effectiveness.

The Stakeholder and Community Relations Manager will monitor the performance and effectiveness of the communication activities on a regular basis with a minimum review every six months.

7.2. Audit and review

Processes and communication channels will be modified in light of 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:

- Availability, quality and distribution of information about the project to the local community and stakeholders
- 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 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.

Appropriate updates to the CMP will be made in light of any review.

This CMO will be made publicly available on the project website and digital portal once approved by the Planning Secretary.

7.3. Management reporting

The Community Relations reporting regime will include:

- Monthly progress reports
- Daily (ER) and weekly complaints report including monthly trend analysis (sources of complaints/queries, type of complaints, changes over time etc)
- Monthly community engagement reports.

7.4. Incident and crisis communication plan

In line with the Crisis and Incident Communication plan as outlined in Appendix I, a crisis communication procedure has been developed and will be enacted in the unlikely event that a crisis or incident associated with construction activities that may have an impact on the community, environment, employees, subcontractors, or any other stakeholders, that may attract the attention of the media or government representatives. Any such event would be managed in accordance with the M7-M12 Integration Projects Incident Response Management Plan and the Incident and Crisis Communication Plan.

The JH CRT will not contact or provide information to any person (other than that which is required to directly manage the incident or to comply with law), including any stakeholder, the media or the public.

The JH CRT will provide TfNSW /WSO Co with all necessary communication and engagement materials, information or make available senior personnel to provide regular updates on progress and resolution of such incident.

Verbal notification to TfNSW/WSO Co (once the JH project management team are advised) within 15 minutes of an incident occurring. If this is not practicably possible, the incident must be reported within one hour of occurring.

Examples of such incidents include:

- Delays to travelling community caused by the incident
- Loss of or damage to utilities
- Any environmental incidents.

Incidents where employees or subcontractors or a member of the community is harmed

8. Processes and Protocols

8.1. Inductions, training and workforce education

All personnel (including sub-contractors) are required to attend a compulsory project induction before starting on the project. The induction covers all aspects of the project including:

- Safety requirements
- Environmental management
- Drugs and alcohol
- Community interaction and media protocols – ensuring and understanding key components of this plan.

Key elements of community relations awareness training include:

- Community involvement behaviours and obligations
- Site specific stakeholder concerns and levels of interaction
- Free call community contact telephone line
- Community enquiry and complaints management system
- Interface with the public and
- Media protocols (no comment to media)
- Issues management procedures.

Additionally, the Project's permanent and temporary site staff and subcontractors are required to attend a site induction, prior to commencing work, which covers all aspects of the site activities including site specific community obligations and mitigation measures.

The JH CRT will take advantage of the weekly toolbox talks to raise issues, awareness and educate personnel on community-related issues. Toolbox talks are used to ensure community awareness continues throughout construction.

Short-term visitors to site undertaking inspections or entering the site (such as regulators) will be required to undertake a visitor's induction and be always accompanied by inducted personnel.

Temporary visitors to site for purposes such as deliveries will be required to be always accompanied by inducted personnel.

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

- Working to the approved project hours
- Watching our language in public spaces
- Site management – keeping areas clean and tidy both within and outside site
- Minimising disruption to adjacent residents, property owners and road users
- Understanding the enquiries, complaints and media enquiry protocols
- Understanding incident management
- Understanding Privacy Policy and Privacy Statement
- Always carrying the Project's Information cards to refer community when approached
- Be respectful and courteous when approached and refer to Information Line
- Report all community contact. Interaction to the JH CRT within 2 hours
- Be respectful and courteous when approached and refer to Information Line.

Specific training will be provided to construction site supervisors to ensure they communicate effectively when approached particularly when approached by hostile, emotional or community members where English is their second language.

The Stakeholder and Community manager will be responsible for ensuring the community relations and induction is implemented.

8.2. Graffiti management

The Project is committed to maintaining a clean and tidy site. No signage, advertising or branding, excluding safety signage, will be placed on the external face of any hoarding, site sheds and fencing without the prior approval of WSO Co/TfNSW. All signage, fencing and hoarding will be maintained free of graffiti and advertising not authorised by WSO Co/TfNSW during the construction period.

Regular inspections for graffiti and unauthorised advertising will be carried out and material removed or covered.

8.3. Media relations and protocol

WSO Co and TfNSW will manage all media relations regarding the Project works. The JH Community Relations Team will:

- Advise WSO Co/TfNSW immediately of any media enquiry
- Not make any statement (oral or written) or provide any photographs or illustrations to the media
- Not permit any media representatives on a worksite without prior written approval from WSO Co/TfNSW
- Provide information to WSO Co in a timely manner, as required to support and enable WSO Co/TfNSW to respond to media enquiries, and attend any briefings, if required
- Ensure media protocols are included in the project induction.

The Senior Leadership Team, personnel, subcontractors, consultants or suppliers will not issue any information (verbal or written), photograph, illustration, publication, document or article for publication concerning the Project via any media including on the internet, without the prior written approval of the WSO Co/TfNSW.

8.4. Government relations

WSO Co/TfNSW are responsible for all liaison with elected government representatives (federal, state and local). All enquiries including requests for site visits received from elected representatives will be forwarded to WSO Co for response.

The JH CRT will issue an acknowledgement to the elected representative advising their enquiry has been referred to the appropriate team member for response. JH CRT will record all contact with elected government representatives into Consultation Manager including acknowledgement response and date of referral to WSO Co/TfNSW. JH CRT will provide information to WSO Co/TfNSW, as and when required, to assist in response to representatives.

8.5. Privacy policy and statement

JH is committed to protecting the privacy of all individuals and will comply with relevant legislation. Any information supplied by stakeholders will be treated confidentially and in accordance with relevant legislation and JH privacy policy. The team will abide by the *Privacy and Personal Information Protection Act 1998* (NSW). All employees, officers and subcontractors will be required to comply with the Privacy Policy and Privacy Statement.

Stakeholders will be informed that personal information will only be accessed by authorised project team members for the approved purpose for which it was collected.

Appendix A. Approvals' timing matrix

Communication Activity	Framework for WSO Co/TfNSW approval	Notification requirements prior to works starting (minimum time periods)
Planning - CMP	Within 30 days of the M7-M12 Integration Project Deed	
Letterbox, emails, notifications, SWMY flyers - to property owners for field/site investigations	10 business days	10 business days
Letterbox, emails, notifications, SWMY Flyers – OOHW/(high noise or vibration)/pedestrians and cycle groups	5 business days	5 business days
Communication package	15 business days	10 business days for standard work 5 business days for OOHW
Advertising	6 business days	5 business days
Website material (if not part of a communications package)	7 business days	7 business days
Notification – not part of a communications package	10 business days	10 business days
Community information session – material to be used	10 business days	Prior to use
Community updates	15 business days	Every three (3) months
Large/semi-permanent displays	20 business days	Prior to printing
Acknowledge complaints	N/A	8 working hours
Written response to complaints and enquiries	N/A	7 business days
Respond to local community groups	N/A	5 business days
Site tours of more than 5 persons	5 business days	Prior to event
Media event opportunities – including achievements	14 business days	Prior to distribution
Promotional material	14 business days	Prior to distribution

Appendix B. Sensitive receiver surveys

Sensitive Receiver Survey – M7-M12 Integration Project		
Organisation Name		
Type of business/facility		
Address		
Trading/Operating hours		
Contact Name/Role		Contact Number
Email:		Contact number:
Email Distribution List	Yes	No (preferred contact?)
Sensitive periods and why?		
Sensitive equipment		
Access		
OOHW/Deliveries/access points		
Sensitive periods and why e.g. church/medical facilities/schools		
No. of customers/vehicle movements		
Planned closure/holiday periods		
Construction impacts		
Any existing mitigation measures to reduce impacts		
Additional notes		
Internal Use		
Name of attendee:		Date of survey

Appendix C. Implementation Plan

This implementation plan outlines activities scheduled to occur within the first several months of the project followed by an overview of the activities/mitigations measures to be utilised. Communication activity lead times are indicative and will be included in the detailed construction program.

Note that this table is a summary only and will be developed through consultation, updated and provided to WSO Co, TfNSW and Councils by way of regular meetings and monthly reports.

Project phase/activity	Activity	Risk	Communication action/activity	Stakeholders	Resources	Timing
Project start-up	• Agree approvals procedure, enquiry and complaints management process and incorporate branding • Agree time-lapse camera locations • Obtain approval and ER endorsement CMP • Door knock to introduce project and start sensitive receiver surveys • Establish and set up projects database systems • Issue project notification	Low	• Establish regular communication coordination meetings with WSO Co, TfNSW • Establish regular coordination meetings with key stakeholders • Agree approvals procedure, enquiry and complaints management process and incorporate branding • Identify demographics (people and organisations) and set up a regular distribution of accessible information, including to NESB and CALD communities relevant to M7-M12 the Project works • Set up templates for notifications, newsletter, condition survey letters etc • Establish the Project website and publish environmental approval documentation • Issue project notifications as required • Installation of project signage • Pre-construction condition surveys	• WSO Co • TfNSW • Local Community • Businesses • Key Stakeholders • Government representatives • Councils	• CLT • Project Director • Interface manager • Environment and Sustainability Lead • Construction Director	• Before construction
Site Establishment	• Establish ancillary facilities including temporary buildings,	Medium	• Consultation • Notifications	• WSO Co • TfNSW	• CLT • Project Director	• Before construction

Project phase/activity	Activity	Risk	Communication action/activity	Stakeholders	Resources	Timing
	offices, meetings rooms, parking areas • Materials laydown areas, storage, and handling • Secure perimeter fencing and where required include visual screening of compounds • Bridge construction support areas		• Webpage updates • Door knocks • Establish safe pedestrian and cycle access around worksites	• Local Community • Businesses • Key Stakeholders • Government representatives • Local Councils	• Interface manager • Environment and Sustainability Lead • Construction Director • Construction Team • Traffic Team	
	• Utilities investigations and identification	Medium	• Notifications • Installation of project signage • Installation of boundary signage • Doorknock nearby properties and businesses • Emails • Social media posts	• Local community • Businesses • Cycle groups • Councils • Western Sydney Parklands	• CLT • Interface manager • Construction Team • Traffic Team • Environmental Team • Design Team	• Before construction • 10 days before actual construction activity
	• Utilities relocation of services	High	• Consultation with impacted utility customers about supply impacts • Potential OOHW • Doorknock nearby properties and businesses • Liaise with directly impacted property owners • Offer respite where required • Early consultation with utility providers	• Local community • Businesses • Road users • Utility owners/providers • Councils	• CLT • Construction Team • Interface Manager • Traffic Team • Environment Team • Design Team	• Consultation/early engagement prior to works • Notification 10 days before actual construction activity

Project phase/activity	Activity	Risk	Communication action/activity	Stakeholders	Resources	Timing
	Traffic and cycle impacts	High	- Issue notifications - Doorknock nearby properties and businesses - Install pedestrian and traffic detour signage - Variable Message Signs - Traffic control plans - Traffic controllers - Social media posts, advertisements, and email	- Motorists - Pedestrians - Commuters - Local community - Businesses - Councils - TMC - TfNSW - Cycle Groups	- CLT - Construction Team - Interface Manager - Traffic Team	- Consultation/early engagement prior to works - Notification 10 days before actual construction activity
	Delivery of oversized vehicles	Medium	- Issue notifications - Liaise with directly impacted landowner - OOHW protocols - Doorknock nearby properties and businesses - Install pedestrian and traffic detour signage - Variable Message Signs - Traffic control plans - Traffic controllers	- Local community - Local Businesses - TMC - Councils - WSO Co - TfNSW	- CLT - Construction Team - Environmental Team - Traffic Team - Interface Team	- Consultation/early engagement prior to works - Notification 10 days before actual construction activity
	Bridge works	High	- Issue notifications - Doorknock nearby properties and businesses - Install pedestrian and traffic detour signage - Variable Message Signs - Traffic control plans - Traffic controllers	- Pedestrians - Commuters - Local community - Businesses - Councils - TMC - TfNSW - Cycle Groups	- CLT - Construction Team - Environmental Team - Traffic Team - Interface Team	- Consultation/early engagement prior to works - Notification 10 days before actual construction activity

Project phase/activity	Activity	Risk	Communication action/activity	Stakeholders	Resources	Timing
Finishing works			Social media posts, advertisements, and email			Ongoing throughout project
	- Urban design - Operational noise and vibration	High	- Pre-condition survey inspections - Operational noise and vibration - Installing at property treatments - Notifications including OOHW - Face to face meetings - Respond to complaints and enquiries	- Local residents/businesses - Utility owners - Government agencies - Local groups	- CLT - Construction Team - Environmental Team - Traffic Team - Interface Team	- Consultation/early engagement prior to works - Notification 10 days before actual construction activity - Ongoing throughout project

Appendix D. M12 TfNSW Overarching Communications Strategy compliance

Sections of OCS	Title	CMP Reference
1	About this plan	This plan
1.1	Purpose	Section 1.1/1.5
1.2	OCS Scope and objectives	Sections 1.2/1.3 Section 2.2/2.4
1.3	Documents referenced	Section 1.3
1.4	Project specific documents	Section 1.3
2	Project description	Sections 2 Sections 2.1/2.2
2.1	Benefits and key features	Section 2.6
2.2	Project program	Section 2.9
2.3	Staging	Section 2.9
2.4	M12 East package	Section 2/2.1
2.5	M12 Central package	Section 2.1
1.6	M12 West Package	Section 2.1
3	Key Issues	Section 4 Section 2.11/Table 6
3.1	Key issues during phases of project	Section 2.10/Table 5 Section 2.11/Table 6
3.2	Cumulative Impacts	Section 2.11/Table 6 Section 2.15Table 6
3.2.1	Early works and construction	Section 2.10/Table 5
3.2.2	Operation phase	Section 2.10/Table 5
4	Community relations for the project	Section 3
4.1	Community relations protocols	Section 4 Section 5 Section 8
4.1.2	Approvals for project communication collateral	Appendix A
4.1.3	Inquiries from MPs and Councillors	Section 8.4
4.1.4	Media inquiries and events	Section 8.3
4.1.5	Branding	Section 5.6
4.1.6	Communication approach	Section 4.1 Section 4.2 Section 4.5/Table 11 Section 5 Section 5.4
4.2	Community relations team	Section 3
4.2.1	The role of the Independent Environmental Representative (ER)	Section 4.9
4.3	Liaison between community relations teams	Section 3

Sections of OCS	Title	CMP Reference
4.3.1	Community relations team contact details	List of emergency and key contact details
4.3.2	Internal communications	Section 3
4.3.3	Community relations awareness training	Section 8.1
5	Stakeholder and community overview	Section 4 Section 4.5/Table 11
5.1	Business stakeholders	Section 4.6
6	Management strategies	Sections 2.10/2.11/2.12 Table 6
6.1	Strategies for managing business impacts	Section 4.6 Table 6
7	Site specific issues	Section 2.12/Table 8
7.1	Ancillary facilities	Section 2.12/Table 8
7.2	Properties potentially subject to vibration criteria exceedances	Section 2.13
8	Engagement methods	Section 5 Table 12
8.1	Communication approach	Section 4.1
8.2	Communication tools	Table 12
8.3	Basic demographics	Section 4.11
9	Complaints management system	Section 6 Section 6.2
9.1	Purpose	Sections 6/6.2
9.2	Responsibilities	Section 6.1
9.2.1	Receiving complaints	Section 6.1
9.2.2	Description of enquiries, complaints and resolution	Section 6
9.3	Dealing with complaints	Section 6
9.4	Escalating complaints	Section 6.3
9.5	Unreasonable or habitual complaints	Section 6.5
9.5.1	Recording complaints in Consultation Manager (Complaints register)	Section 6.2
9.5.2	Reporting on complaints and representations	Section 6
9.6	Working with the Environmental Representative	Section 4.9
10	Reporting, monitoring and evaluation	Section 7
10.1	Audit and review	Section 7.2
10.2	Management reporting	Section 7.3
10.3	Document and record control	Section 6.4
11	Risk assessment and mitigation strategies	Section 2.11/Table 6

Appendix E. Secondary M7 Conditions of Approval – Compliance Matrix

Compliance Table M7 Motorway Modification 6 NSW Ministers CoA		
Condition Number	Description	Section
A12	Boundary screening must be erected between construction ancillary facilities (excluding minor ancillary facilities) and adjacent to sensitive land use(s) for the duration of the time that the construction ancillary facility is in use, unless otherwise agreed with the owner and occupier of the adjacent sensitive land use(s). Boundary screening must aim to minimise visual impacts on adjacent sensitive land use(s).	Table 5 Section 2.12/ Table 8 Site Establishment Management Plan (SEMP)
Re-use of Timber		
D10	Prior to vegetation clearing, the Proponent must identify where it is practicable for Modification 6 to reuse native trees and vegetation that are to be removed. If it is not possible for Modification 6 to reuse removed native trees and vegetation, the Proponent must consult with one or more of the following; the relevant council(s), NSW National Parks & Wildlife Service, Western Sydney Parklands Trust, Greater Sydney Local Land Services, Landcare groups, DPI Fisheries and any additional relevant government agencies. This consultation should determine if: (a) hollows, tree trunks (greater than 25-30 centimetres in diameter and 2-3 metres in length), mulch, bush rock and root balls salvaged from native vegetation impacted by Modification 6; and (b) collected plant material, seeds and/or propagated plants from native vegetation impacted by Modification 6, could be used by others in habitat enhancement and rehabilitation work, before pursuing other disposal options.	Section 2.11/ Table 6 Section 4.5/ Table 11 Construction Flora and Fauna Management Plan
Flooding		
D29	Prior to undertaking updated flood assessments at the detailed design stage, the Proponent must consult with Environment and Heritage Group to ensure the most up to date flood studies and data for Cabramatta Creek catchment are utilised.	Section 4.5/ Table 11
D30	Unless otherwise agreed by the Planning Secretary, Modification 6 must be built to limit impacts on flooding characteristics in areas outside the project boundary during any flood event up to and including the 1% AEP flood event, to the following: (a) a maximum increase in inundation time of one hour; (b) a maximum increase of 10 mm in above-floor inundation to habitable rooms where floor levels are currently exceeded; (c) no above-floor inundation of habitable rooms which are currently not inundated; (d) a maximum increase of 50 mm in inundation of land zoned as residential, industrial or commercial; (e) a maximum increase of 100 mm in inundation of land zoned as rural, primary production, environment zone or public recreation; (f) no significant increase in the flood hazard or risk to life; and (g) maximum relative increase in velocity of 10%, where the resulting velocity is greater than 1.0 m/s, unless adequate scour protection measures are implemented and/or the velocity increases do not exacerbate erosion as demonstrated through site-specific risk of scour or geomorphological assessments. Where the requirements set out in clauses (d), (e) and (g) cannot be met alternative flood levels or mitigation measures may be agreed to with the affected landowner.	Section 4.5/ Table 11

Compliance Table M7 Motorway Modification 6 NSW Ministers CoA		
Condition Number	Description	Section
	In the event that the Proponent and the affected landowner cannot agree on the measures to mitigate the impact as described in clauses (d), (e) and (g), the Proponent must engage a suitably qualified and experienced independent person to advise and assist in determining the impact and relevant mitigation measures.	
D31	Flood information including flood reports, models and geographic information system outputs, and work as executed information from a registered surveyor certifying finished ground levels and the dimensions and finished levels of all structures within the flood prone land, must be provided to the relevant Council, Environment & Heritage Group and the SES in order to assist in preparing relevant documents and to reflect changes in flood behaviour as a result of the Modification. The relevant Council, Environment & Heritage Group and the SES must be notified in writing that the information is available no later than one month following the completion of construction. Information requested by the relevant Council, Environment & Heritage Group or the SES must be provided no later than six months following the completion of construction or within another timeframe agreed with the relevant Council, Environment & Heritage Group and the SES.	Section 4.5/ Table 11
Work hours		
D38	Work must be undertaken during the following hours: (a) 7:00 am to 6:00 pm Mondays to Fridays, inclusive; (b) 8:00 am to 6:00 pm Saturdays; and (c) at no time on Sundays or public holidays.	Section 2.7
Highly noise intensive work		
D39	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) if continuously, then not exceeding three (3) hours, with a minimum cessation of work of not less than one hour. For the purposes of this condition, 'continuously' includes any period during which there is less than one hour between ceasing and recommencing any of the work.	Section 2.7
Variation to work hours		
D40	Notwithstanding Conditions D38 and D39 work may be undertaken outside the hours specified in the following circumstances (a, b or c): (a) Safety and Emergencies, including: (i) for the delivery of materials required by the NSW Police Force or other authority for safety reasons; or (ii) 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. On becoming aware of the need for emergency work in accordance with Condition D40(a), the AA, the ER, the Planning Secretary and the EPA must be notified of the reasons for such work. Best endeavours must be used to notify all noise and/or vibration affected residents and owners/occupiers of properties identified sensitive land use(s) of the likely impact and duration of those work. (b) Work that meets any of the following criteria:	Section 2.8

Compliance Table M7 Motorway Modification 6 NSW Ministers CoA

Condition Number	Description	Section
	(i) Work that causes LAeq(15 minute) noise levels: • no more than 5 dB(A) above the rating background level at any residence in accordance with the ICNG, and • no more than the 'Noise affected' NMLs specified in Table 3 of the ICNG at other sensitive land use(s); or (ii) LAFmax(15 minute) noise levels no more than 15 dB(A) above the rating background level at any residence during the night time period; and; (iii) Work that causes: • continuous or impulsive vibration values, measured at the most affected residence are no more than the preferred values for human exposure to vibration, specified in Table 2.2 of Assessing Vibration: a technical guideline (DEC, 2006), or • intermittent vibration values measured at the most affected residence are no more than the preferred values for human exposure to vibration, specified in Table 2.4 of Assessing Vibration: a technical guideline (DEC, 2006). (c) By Approval, including: (i) where different construction hours are permitted or required under an EPL in force in respect of Modification 6; or (ii) works which are not subject to an EPL that are approved under an Out-of-Hours Work Protocol as required by Condition D41; or (iii) negotiated agreements with directly affected residents and sensitive land use(s).	
Out-of-hours protocol – Works not subject to an EPL		
D41	An Out-of-Hours Work Protocol must be prepared to identify a process for the consideration, management and approval of work which is outside the hours defined in Condition D38, and that are not subject to an EPL. The Protocol must be prepared in consultation with the ER and AA. The Protocol must include: (a) identification of low and high-risk activities and an approval process that considers the risk of activities, proposed mitigation, 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) high risk activities that are approved by the Planning Secretary; (b) a process for the consideration of out-of-hours work against the relevant NML and vibration criteria; (c) 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 requirements of Condition D60. The measures must take into account the predicted noise levels and the likely frequency and duration of the out-of-hours works that sensitive land use(s) would be exposed to, including the number of noise awakening events; (e) notification arrangements for affected receivers for approved out-of-hours work and notification to the Planning Secretary of approved low risk out-of-hours works. The Protocol must be submitted to and approved by the Planning Secretary before commencement of the out-of-hours work and implemented during Work which is outside the hours defined in Conditions D38 and not subject to an EPL.	Section 2.14 Section 2.13 Section 4.5/ Table 11

Compliance Table M7 Motorway Modification 6 NSW Ministers CoA		
Condition Number	Description	Section
	Adherence to the Protocol does not apply if the requirements of Condition D40 (a) or (b) are met. Notes: 1. Conditions D54 and D55 provide additional parameters to be considered. Notes: 2. If the Work is subject to an EPL and the EPA does not endorse extended hours as part of the EPL, the extended hours cannot be considered under this Protocol.	
Construction noise management levels and vibration criteria		
D48	Owners and occupiers of properties at risk of exceeding the screening criteria for cosmetic damage must be notified before work that generates vibration commences in the vicinity of those properties. If the potential exceedance is to occur more than once or extend over a period of 24 hours, owners and occupiers are to be provided a schedule of potential exceedances on a monthly basis for the duration of the potential exceedances, unless otherwise agreed by the owner and occupier. These properties must be identified and considered in the Noise and Vibration CEMP Sub-plan required by Condition C4 and the Community Communication Strategy required by Condition B1.	Table 6 Section 2.13 Section 4.5/ Table 11 Construction Noise and Vibration Management Plan
Out-of-hours works – community consultation of respite		
D54	In order to undertake out-of-hours work outside the hours specified under Condition D38, the appropriate respite periods must be identified for the out-of-hours work in consultation with the community at each affected location on a regular basis. This consultation must include (but not be limited to) providing the community with: (a) a progressive schedule for periods no less than three (3) months, of likely out-of-hours work; (b) a description of the potential work, location and duration of the out-of-hours work; (c) the noise characteristics and likely noise levels of the work; and (d) likely mitigation and management measures which aim to achieve the relevant noise management levels and vibration criteria under Condition D42 (including the circumstances of when respite or relocation offers will be available and details about how the affected community can access these offers). The outcomes of the community consultation, the identified respite periods and the scheduling of the likely out-of-hour work must be provided to the AA, ER, EPA and the Planning Secretary for information prior to undertaking the work scheduled for the subject period. Note: Respite periods can be any combination of days or hours where out-of-hours work would not be more than 5 dB(A) above the rating background noise level at any residence.	Section 2.11 Section 2.10/ Table 6 Section 4.5/ Table 11
Out-of-hours work periods		
D55	Work outside the hours specified in Condition D38 which result in an exceedance of the relevant NML at the same sensitive land use(s) can only be undertaken in accordance with the following: (a) two consecutive evenings and/or nights per week; or (b) three non-consecutive evenings and/or nights per week; or (c) 10 evenings and/or nights per month; or (d) except as identified by an EPL; or	Section 2.14

Compliance Table M7 Motorway Modification 6 NSW Ministers CoA		
Condition Number	Description	Section
D56	(e) in accordance with an agreement with a potentially impacted receiver(s) as required by Condition D40(c)(iii).	
	Mitigation measures such as temporary alternative accommodation or other agreed mitigation measures, must be offered/made available to residents affected by out-of-hours Work (including where utility works are being undertaken for Modification 6 or under a road occupancy licence) where the construction noise levels between: (a) 10:00 pm and 7:00 am, Monday to Friday; (b) 10:00 pm Saturday to 8:00 am Sunday; and (c) 6:00 pm Sunday and public holidays to 7:00 am the following day unless that day is Saturday then to 8:00 am. are predicted to exceed the NML by 25 dB(A) or are greater than 75 dBA (LAeq(15 min)), whichever is the lesser and the impact is planned to occur for more than two (2) nights over a seven (7) day rolling period. The NML must be reduced by 5 dB where the noise contains annoying characteristics and may be increased by 10 dB if the property has received at-property noise treatment. The noise levels and duration requirements identified in this condition may be changed through an EPL applying to Modification 6.	Section 2.10 Section 2.11/ Table 6
Condition survey		
D58	The Proponent must offer pre-construction surveys to the owners of surface and sub-surface structures and other relevant assets identified at risk from vibration, including all listed heritage items and buildings/structures of heritage significance as identified in the documents listed in Condition 1A of Schedule 1. Where the offer is accepted, the survey must be undertaken by a suitably qualified and experienced engineer and/or building surveyor prior to the commencement of vibration generating works that could impact on the structure/asset. The results of each survey must be documented in a Pre-construction Condition Survey Report and the report must be provided to the owner of the item(s) surveyed no later than one month before the commencement of all other potentially impacting works.	Section 2.10/ Table 5 Section 2.11/ Table 6 Section 4.5/ Table 11 Section 4.6 Table 12
D59	Where pre-construction surveys have been undertaken in accordance with Condition D58, subsequent post-construction surveys of the structure/asset must be undertaken by a suitably qualified and experienced engineer and/or building surveyor to assess damage that may have resulted from the vibration-generating works. The results of the post-construction surveys must be documented in a Post-Construction Condition Survey Report for each item surveyed. The Postconstruction Condition Survey Reports must be provided to the owner of the structures/assets surveyed, and no later than four months following the completion of construction activities that have the potential to impact on the structure/asset.	Section 2.10/ Table 5 Section 2.11/ Table 6 Section 4.5/ Table 11 Section 4.6 Table 12
D60	Where damage has been determined to occur as a result of Modification 6, the Proponent must carry out rectification at its expense and to the reasonable requirements of the owner of the structure/asset within nine months of the completion of construction activities that have the potential to create damage unless another timeframe is agreed with the owner. Alternatively, the Proponent may pay compensation for the damage as agreed with the owner.	Section 2.10/ Table 5 Section 2.11/ Table 6 Section 4.5/ Table 11 Section 4.6 Table 12

Compliance Table M7 Motorway Modification 6 NSW Ministers CoA		
Condition Number	Description	Section
Traffic and Transport		
D80	Access to all utilities and properties must be maintained during construction, where practicable, unless otherwise agreed with the relevant utility owner, landowner or occupier.	Section 2.11/ Table 6 Section 4.5/ Table 11 Appendix D Construction Traffic and Transport Management Plan
D81	Any property access physically affected by Modification 6 must be reinstated to at least an equivalent standard, unless otherwise agreed by the landowner or occupier.	Section 2.11/ Table 6 Section 4.5/ Table 11 Appendix C Construction Traffic and Transport Management Plan
Active Transport		
D89	During construction, all 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.	Section 2.10 Section 2.11/ Table 6 Construction Traffic and Transport Management Plan
D90	The Proponent must provide facilities (e.g. rest areas, shade structures etc.) along the M7 shared user path in consultation with bicycle user groups and Councils prior to operation. The proposed facilities must be identified within the DLP required by Condition D19. The facilities must be complete and usable prior to the opening of the widened motorway.	Section 4.5/ Table 11 Design and Landscape Plan
D91	Temporary active transport facilities and detours must be designed, constructed and/or rectified in accordance with: (a) the process set out in the Movement and Place Framework (NSW Government) and the Cycleway Design Toolbox: Designing for Cycling and Micromobility (TfNSW, 2020); (b) the Guide to Road Design Part 6A: Paths for Walking and Cycling (Austroads 2017) where not otherwise covered by (a); (c) relevant Australian Standards (AS) such as AS 1428.1-2009 Design for access and mobility;	Section 2.11/ Table 6 Section 4.5/ Table 11 Construction Traffic and Transport Management Plan

Compliance Table M7 Motorway Modification 6 NSW Ministers CoA		
Condition Number	Description	Section
	(d) relevant Crime Prevention Through Environmental Design (CPTED) principles; and (e) recommendations arising from consultation with relevant Councils, Bicycle NSW, Bike North, the CAMWEST Bicycle User Group and other relevant local bicycle user groups, where reasonable. Where site constraints prevent the provision of temporary active transport facilities that achieve the requirements of (a) - (e) listed above, the Proponent must write to the Planning Secretary identifying: (i) where the temporary active transport facilities are located; and (ii) which elements of the requirements of Condition D91 (a) - (e) cannot be met and why this is acceptable. Note: In the event of an inconsistency, the latest guidance document prevails to the extent of the inconsistency.	Design and Landscape Plan
D94	Modification 6 must not preclude Blacktown City Council's delivery of the Mavis Street – Blacktown International Sports Park active transport link. The Proponent must facilitate an interface agreement with Blacktown City Council and provide access to Council until 31 December 2023 to enable the construction of the active transport link by this date. If Council has not commenced construction of the active transport link by 30 June 2023 to enable completion of construction by 31 December 2023, the Proponent must facilitate access to Council as soon as construction in this area is completed to facilitate construction of the active transport link.	Section 2.11/ Table 6 Section 4.5/ Table 11

Appendix F. Secondary M12 Conditions of Approval – Compliance Matrix

Compliance Table - M12 Motorway NSW Minister's CoA		
Condition Number	Description	Section
Administrative		
A21	Boundary screening must be erected around all construction ancillary facilities that are adjacent to sensitive receivers for the duration of construction of the CSSI unless otherwise agreed with affected residents, business operators and landowners.	Table 5 Section 2.12/ Table 8 Site Establishment Management Plan (SEMP)
Biodiversity		
E3 (d)	a Biodiversity Offset Strategy prepared in consultation with EES and DAWE that provides supplementary measures or where the Proponent intends to utilise the biodiversity credit variation rules.	Section 4.5/ Table 11 Construction Flora and Fauna Management Plan
E15	Prior to vegetation clearing, the Proponent must identify where it is practicable for the CSSI to reuse native trees and vegetation that are to be removed. If it is not possible for the CSSI to reuse all removed native trees and vegetation, the Proponent must consult with the relevant council(s), Western Sydney Parklands Trust and Landcare groups and relevant government agencies to determine if the following could be used by others in habitat enhancement, beneficial re-use and rehabilitation work, before pursuing other disposal options: (a) hollows, tree trunks, mulch, bush rock and root balls salvaged from native vegetation impacted by the CSSI; and (b) collected plant material, seeds and/or propagated plants from native vegetation impacted by the CSSI,	Section 2.10 Section 2.11/ Table 6 Section 4.5/ Table 11 Construction Flora and Fauna Management Plan
Flooding		
E17	Unless otherwise agreed by the Planning Secretary, the CSSI must be designed and constructed to limit impacts on flooding characteristics in areas outside the project boundary during any flood event up to and including the 1% AEP flood event, to the following: (a) a maximum increase in inundation time of one hour; (b) a maximum increase of 10 mm in above-floor inundation to habitable rooms where floor levels are currently exceeded; (c) no above-floor inundation of habitable rooms which are currently not inundated; (d) a maximum increase of 50 mm in inundation of land zoned as residential, industrial or commercial; (d) a maximum increase of 100 mm in inundation of land zoned as rural, primary production, environment zone or public recreation; (f) no significant increase in the flood hazard or risk to life; and	Section 4.5/ Table 11

Compliance Table - M12 Motorway NSW Minister's CoA		
Condition Number	Description	Section
	(g) maximum relative increase in velocity of 10%, where the resulting velocity is greater than 1.0 m/s, unless adequate scour protection measures are implemented and/or the velocity increases do not exacerbate erosion as demonstrated through site-specific risk of scour or geomorphological assessments. Where the Proponent cannot meet the requirements set out in clauses (d), (e) and (g) alternative flood levels or mitigation measures may be agreed to with the affected landowner. In the event that the Proponent and the affected landowner cannot agree on the measures to mitigate the impact as described in clauses (d), (e) and (g), the Proponent must engage a suitably qualified and experienced independent person to advise and assist in determining the impact and relevant mitigation measures.	
E20	Flood information including flood summary reports, models and geographic information system outputs, and work as executed information on finished ground levels and the dimensions and finished levels of all structures within the flood prone land, must be provided to the relevant council, EES and INSW in order to assist in preparing relevant documents and to reflect changes in flood behaviour as a result of the CSSI. The relevant council(s), EES and INSW must be notified in writing that the information is available no later than one month following the operation of the CSSI. Information requested by the relevant council(s), EES or INSW must be provided no later than six (6) months following the completion of construction or within another timeframe agreed with the relevant council(s), EES and INSW.	Section 4.5/ Table 11
E24	For property/ies zoned primary production and where hydrologic modelling predicts that the CSSI will potentially reduce and adversely affect the available stormwater runoff yield to a farm dam, the Proponent must, in consultation with the affected landowner: (a) calculate the nature and extent of impacts on water supply; (b) determine what measures may be implemented to prevent, mitigate, compensate or offset a loss in water supply; and (c) implement the measures agreed with the landowner at no cost to the landowner. The agreed measures must be implemented prior to undertaking any works that would directly affect the flow of water into a landowner's farm dam. In the event that the Proponent and landowner cannot agree on the measures to mitigate the impact, the Proponent shall engage a suitably qualified and experienced independent person to advise and assist in determining appropriate mitigation measures.	Section 4.5/ Table 11
Noise and Vibration		
E36	Notwithstanding Condition E34 and E35 Work may be undertaken outside the hours specified in any of the following circumstances: (a) Safety and Emergencies, including: (i) for the delivery of materials required by the NSW Police Force or other authority for safety reasons; or (ii) 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. On becoming aware of the need for emergency work in accordance with Condition E36(a), the Proponent must notify the ER, the Planning Secretary and the EPA of the reasons for such emergency work. The Proponent must use best endeavours to	Section 2.8

Compliance Table - M12 Motorway NSW Minister's CoA		
Condition Number	Description	Section
	notify all noise and/or vibration affected sensitive land user(s) of the likely impact and duration of the emergency work. (b) Work that causes: (i) LAeq(15 minute) noise levels: • no more than 5 dB(A) above the rating background level at any residence in accordance with the ICNG, and • no more than the 'Noise affected' NMLs specified in Table 3 of the ICNG at other sensitive land user(s); and (ii) LAFmax(15 minute) noise levels no more than 15 dB(A) above the rating background level at any residence during the night time period; and (iii) continuous or impulsive vibration values, measured at the most affected residence that are no more than the preferred values for human exposure to vibration, specified in Table 2.2 of Assessing Vibration: a technical guideline (DEC, 2006); and (iv) intermittent vibration values measured at the most affected residence that are no more than the preferred values for human exposure to vibration, specified in Table 2.4 of Assessing Vibration: a technical guideline (DEC, 2006). (c) By Approval, including: (i) where different construction hours are permitted or required under an EPL in force in respect of the CSSI; or (ii) works which are not subject to an EPL that are approved under an Out-of-Hours Work Protocol as required by Condition E37; or (iii) negotiated agreements with directly affected residents and sensitive land user(s).	
E37	An Out-of-Hours Work Protocol must be prepared to identify a process for the consideration, management and approval of Work which is outside the hours defined in Condition E34, and that are not subject to an EPL. The Protocol must be approved by the Planning Secretary before commencement of the out-of-hours Work. The Protocol must be prepared in consultation with the ER. The Protocol must provide: <i>*This condition does not apply to Work where the requirements of Condition E36(a) or (b) are met.</i> (a) identification of low and high-risk activities and an approval process that considers the risk of activities, proposed mitigation, management, and coordination, including where: (i) the ER reviews all proposed out-of-hours activities and confirm their risk levels, (ii) low risk activities can be approved by the ER, and (iii) high risk activities that are approved by the Planning Secretary; (b) a process for the consideration of out-of-hours work against the relevant NML and vibration criteria; (c) 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 requirements of Condition E47. The measures must take into account the predicted noise levels and the likely frequency and duration of the out-of-hours works that sensitive land user(s) would be exposed to, including the number of noise awakening events; (d) procedures to facilitate the coordination of out-of-hours Work including those approved by an EPL or undertaken by a third party, to ensure appropriate respite is provided; and	Section 2.14 Section 2.13 Section 4.5/ Table 11

Compliance Table - M12 Motorway NSW Minister's CoA		
Condition Number	Description	Section
E41	(e) notification arrangements for affected receivers for all approved out-of-hours Work and notification to the Planning Secretary of approved low risk out-of-hours Work.	
	Owners and occupiers of properties at risk of exceeding the screening criteria for cosmetic damage must be notified before Work that generates vibration commences in the vicinity of those properties. If the potential exceedance is to occur more than once or extend over a period of 24 hours, owners and occupiers must be provided with 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 .	Table 6 Section 2.13 Section 4.5/ Table 11 Construction Noise and Vibration Management Plan
E47	In order to undertake out-of-hours Work outside the hours specified under Condition E34, the Proponent must identify appropriate respite periods for the out-of-hours work in consultation with the community at each affected location on a regular basis. This consultation must include (but not be limited to) providing the community with: (a) a progressive schedule for periods no less than three (3) months, of likely out-of-hours Work; (b) a description of the potential Work, location and duration of the out-of-hours Work; (c) the noise characteristics and likely noise levels of the Work; and (d) likely mitigation and management measures which aim to achieve the relevant noise management levels and vibration criteria under Condition E38(a) and (b) (including the circumstances of when respite or relocation offers will be available and details about how the affected community can access these offers). The outcomes of the community consultation, the identified respite periods and the scheduling of the likely out-of-hour Work must be provided to the ER, EPA and the Planning Secretary for information prior to Work scheduled for the subject period being undertaken. <i>Note: Respite periods can be any combination of days or hours where out-of-hours work would not be more than 5 dB(A) above the rating background noise level at any residence.</i>	Section 2.11 Section 2.10/ Table 6 Section 4.5/ Table 11
Socioeconomic, land use and property		
E75	The Proponent must identify the utilities and services (hereafter "services") potentially affected by Work 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 disruption to services resulting from the CSSI are avoided where possible and where unavoidable, customers are advised in accordance with the Communication Strategy required under Condition B1 .	Section 2.10/ Table 6 Section 2.9/ Table 5 Section 4.5/ Table 11 Appendix C
E76	The Proponent must offer pre-construction surveys to the owners of surface and sub-surface structures and other relevant assets identified at risk from vibration, including all listed heritage items and buildings/structures of heritage significance as identified in the documents listed in Condition A1 . Where the offer is accepted, the survey must be undertaken by a suitably qualified and experienced engineer and/or building surveyor prior to the commencement of vibration-generating works that could impact on the structure/asset. The results of each survey must be documented in a Pre-	Section 2.10/ Table 5 Section 2.11/ Table 6 Section 4.5 Section 4.6

Compliance Table - M12 Motorway NSW Minister's CoA		
Condition Number	Description	Section
	construction Condition Survey Report and the report must be provided to the owner of the item(s) surveyed no later than one (1) month before the commencement of all other potentially impacting works.	Table 11 Table 12
E77	Where pre-construction surveys have been undertaken in accordance with Condition E76 , subsequent post-construction surveys of the structure/asset must be undertaken by a suitably qualified and experienced engineer and/or building surveyor to assess damage that may have resulted from the vibration-generating works. The results of the post-construction surveys must be documented in a Post-Construction Condition Survey Report for each item surveyed. The Post-construction Condition Survey Reports must be provided to the owner of the structures/assets surveyed, and no later than four (4) months following the completion of construction activities that have the potential to impact on the structure/asset.	Section 2.10/ Table 5 Section 2.11/ Table 6 Section 4.5/ Table 11 Section 4.6 Table 12
E79	The CSSI must be delivered in a manner that minimises intrusion, as far as reasonably practicable, and disruption to agricultural operations/activities in surrounding properties (e.g. stock access, access to farm dams, etc.), unless otherwise agreed by the landowner.	Section 2.11/ Table 6
E80	Where the viability of existing agricultural operations will be impacted by the CSSI, the Proponent must, at the request of the landowner, employ a suitably qualified and experienced independent agricultural expert to assist in identifying management measures to address the identified impacts. Where the Proponent has commenced the requirements of this condition, prior to determination of the CSSI, the Proponent may rely on these activities to fulfil this requirement.	Section 4.10
E83	Any property access that is physically affected by the CSSI must be reinstated to at least an equivalent standard, in consultation with the landowner or alternative access provided in consultation with the landowner.	Section 2.11/ Table 6 Section 4.5/ Table 11 Appendix C Construction Traffic and Transport Management Plan
Traffic and transport		
E96	During construction, all reasonably practicable measures must be implemented to maintain pedestrian and vehicular access to, and parking in the vicinity of, residences, 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 residents, businesses and affected property owners and implemented before the disruption. Adequate signage and directions to businesses must be provided before, and for the duration of, any disruption.	Section 2.10 Section 2.11/ Table 6 Appendix C Construction Traffic and Transport Management Plan
E99	Safe pedestrian and cyclist access must be maintained around work sites during Work. In circumstances where pedestrian and cyclist access is restricted or removed	Section 2.11/ Table 6

Compliance Table - M12 Motorway NSW Minister's CoA		
Condition Number	Description	Section
	due to Work, an alternate route which complies with the relevant standards must be provided and signposted.	Section 2.11/ Table 8 Section 4.5/ Table 11 Table 12 Appendix C Construction Traffic and Transport Management Plan

Appendix G. M12 REMM - Compliance Matrix

Compliance table M12 REMM		
Condition Number	Description	Section
General		
G01	A Community Communication Strategy will be prepared for the project to facilitate communication with the local community including relevant Government agencies, Councils, adjoining affected landowners and businesses, and other relevant stakeholders that may be affected by the project. The strategy will:	This Plan Section 2 Section 2.10/Table 6
	Identify people or organisations to be consulted during the delivery of the project.	Section 4.5/ Table 11
	Set out procedures and mechanisms for the regular distribution of information about the project.	Section 2.11 Section 4 Section 5 Table 12 Section 6
	Outline mechanisms to keep relevant stakeholders updated on site construction activities, schedules and milestones.	Table 12 Section 5.5/ Table 13
	Outline avenues for the community to provide feedback (including a 24 hour, toll free project information and complaints line) or to register complaints and through which Roads and Maritime will respond to community feedback.	Section 3.3/ Figure 4 Section 5.1
	Outline a process to resolve complaints and issues raised.	Section 6
	The Community Communication Strategy will include a Construction Fatigue Protocol to minimise impacts associated with construction fatigue. The Protocol will include consideration of noise attenuation and restriction of out-of-hours work or use of noise intensive equipment where reasonable and feasible.	Section 2.11/ Table 6 Section 2.15 Section 4 Section 5
Transport and traffic		
TT04	Consultation will be carried out with the operators of the M7 Motorway to develop measures to manage the potential impacts of construction within the operating M7 Motorway corridor.	Section 4.5/ Table 11 Construction Traffic and Transport Management Plan
TT07	Existing property access would be maintained at all times. Any changes to access arrangements or alternative access that are necessary during construction will be done with consultation with the landowner. Any changes to access will provide the same equivalent pre-existing level of access unless agreed to by the land owner. Property access that is physically affected by the project will be reinstated to at least an equivalent standard, in consultation with the landowner.	Section 2.11/ Table 6 Section 4.5/ Table 11 Appendix C Construction Traffic and Transport

Compliance table M12 REMM		
Condition Number	Description	Section
TT08		Management Plan
	A signage strategy will be prepared as part of the CTTMP to provide for appropriate signage for businesses where existing signage is obscured/no longer visible or where customers are required to use alternative access to reach the businesses during construction.	Section 2 Table 6 Section 4.5/ Table 11 Construction Traffic and Transport Management Plan
Socioeconomic land use and property		
SLP 04	Property adjustments, including replacement of farm infrastructure (such as fencing) and relocation of property access, prior to work that impact the property will be carried out in consultation with property owners/business managers.	Table 6 Section 4.5/ Table 11
SLP 05	The project will be designed with the aim of minimising impacts on existing utilities and services, in consultation with utility owners and/or providers of services where feasible and reasonable.	Section 2.10/ Table 5 Section 2.11/ Table 6 Section 4.5/ Table 11 Appendix C
SLP 06	Utility owners and/or providers of services will be identified and consulted with before works start, to determine the requirements for access to, protection of, or relocation of services. Disruption to existing services will be minimised where feasible and local residents and businesses will be notified before any planned disruption.	Section 2.11/ Table 6 Section 4.5/ Table 11 Appendix C
SLP 07	Construction activities will be planned to minimise disruption to existing agricultural operations/activities in surrounding properties where feasible and reasonable (eg stock access, access to farm dams, etc) unless otherwise agreed by the landowner.	Section 2.11/ Table 6
SLP 08	Adjustments to facilities in Western Sydney Parklands (eg walking and cycling trails and Sydney International Shooting Centre access) will be carried out in consultation with the Western Sydney Parklands Trust.	Section 4.5/ Table 11
SLP 09	Roads and Maritime will continue to work with Western Sydney Parklands Trust to support their delivery of a replacement for the Wylde Mountain Bike Trail by Western Sydney Parklands Trust.	Section 4.5/ Table 11
SLP 10	Ongoing consultation regarding management of potential impacts will be carried out in accordance with the Community Communication Strategy with the following community facilities: Kemps Creek Sporting and Bowling Club Kemps Creek Cougars Baseball Club Science of the Soul Study Centre Muhammadi Welfare Association of Australia	Section 4.5/ Table 11

Compliance table M12 REMM		
Condition Number	Description	Section
	Schools such as Kemps Creek Public School and Christadelphian Heritage College, and Irfan College Western Sydney Parklands Sydney International Shooting Centre.	
SLP 11	Construction fatigue will be managed in accordance with the Community Communication Strategy	Section 2.14 Section 2.15 Sections 4 and 5
SLP 12	On-going consultation will be carried out with local business owners that may be impacted during construction (including owners of agricultural businesses) in accordance with the Community Communication Strategy for the project.	Section 4.5 Table 11 Section 4.6 Appendix B Appendix C
SLP 13	A business impact risk register will be established and maintained for the duration of construction to identify and manage specific impacts on individual businesses.	Section 4.6
Noise and vibration		
NV 09	Building Condition Surveys will be offered in writing to property owners before construction where there is a potential for construction activities to cause structural or cosmetic damage. A comprehensive report will be prepared by a suitably qualified professional before the relevant works begin and will comprise a written and photographic condition.	Section 2.10/ Table 5 Section 2.11/ Table 6 Section 4.5/ Table 11 Section 4.6 Table 12
NV 13	The likelihood of cumulative construction noise impacts will be considered during detailed design when detailed construction schedules of other projects are available. Construction works will be scheduled with the aim of minimising concurrent works near sensitive receivers where possible in consultation with managers of other nearby projects that are likely to result in a cumulative impact. This will include the coordination of respite between the various construction projects where receivers are likely to experience concurrent construction impacts where feasible. Coordination between project teams would be carried out throughout construction.	Section 2.10 Section 2.11/ Table 6 Section 2.15 Section 4.1
Cumulative impacts		
CU 01	Regular consultation will be carried out with nearby/adjoining projects and key stakeholders during the detailed design and construction phase to review potential cumulative impacts and integrate designs and construction methodologies (including traffic impacts and noise management), as far as practicable to minimise cumulative impacts.	Section 2.11/ Table 6 Section 2.15 Section 4
CU 02	Communication strategies across relevant Roads and Maritime projects will be managed to be consistent in their messaging to the community to avoid confusion.	Section 2.15 Section 4

Appendix H. M7 UMM Compliance matrix

Compliance table M7 UMM		
Condition Number	Description	Section
Noise		
NV 2	All residents affected by noise from the proposed modification which are expected to experience an exceedance of the construction noise management levels should be consulted about the proposed modification prior to the commencement of the particular activity, with the highest consideration given to those that are predicted to be most affected as a result of the works. The information provided to the residents should include: • Programmed times and locations of construction work • The hours of the proposed modification works • Construction noise and vibration impact predictions • Construction noise and vibration mitigation measures being implemented on site. Community consultation regarding construction noise and vibration will be detailed in the Community and Stakeholder Engagement Plan for the construction of the proposed modification and will include a 24-hour hotline and complaints management process. Consultation will also be undertaken with all schools likely to be affected. For out of hours works, consultation will take place with consideration to Practice note vii of the Environmental Noise Management Manual (RTA, 2001) and Strategy 2 of the Interim Construction Noise Guidelines (DECC, 2009).	Section 2.7 Section 2.8 Section 2.9 Section 2.11/ Table 6 Section 2.12/ Table 8 Section 2.13 Section 2.14 Section 4.1 Section 4.5/ Table 11 Section 5
NV 13	If the use of vibration intensive plant cannot be avoided within the minimum working distance for cosmetic damage the following procedure will occur as a minimum: • Notification of the works to the affected residents and community. • Works will not proceed until attended vibration measurements are undertaken. Vibration monitors are to provide real-time notification of exceedances of levels approaching cosmetic damage criteria. • If ongoing works are required, a temporary relocatable vibration monitoring system will be installed, to warn operators (via flashing light, audible alarm, short message service (SMS) etc) when vibration levels are approaching the cosmetic damage objective.	Section 2.11/ Table 6 Section 4.5/ Table 11 Construction Noise and Vibration Management Plan
NV 16	The Contractor must conduct a detailed construction noise and vibration assessment and implement reasonable and feasible mitigation measures in accordance with the Roads and Maritime Services Construction Noise and Vibration Guideline (2016b). Mitigation measure that may be implemented include the following: • Traffic diversions limited in duration as noted above • Notification (letterbox drop or equivalent) • Specific notifications • Individual briefings and/or community consultations	Section 2.11 Section 2.12 Section 5 Construction Noise and Vibration Management Plan
Air quality		
AQ 1	A communications plan will be displayed at each construction zone, including a duty phone number so stakeholders and community members can get in contact regarding the construction activities. All complaints will be recorded and investigated, and measures taken in response.	Section 2.11/ Table 6 Construction Air Quality

Compliance table M7 UMM		
Condition Number	Description	Section
		Management Plan
Hydrology and flooding		
FL 8	The proposed modification is to be designed and further refinements made (as required) to avoid adverse impacts on: • Residential, commercial, and/or industrial development during a 1% AEP event, or • Critical infrastructure, vulnerable development or increases in risk to life due to a significant increase in flood hazard for floods up to the PMF. Where the above cannot be achieved, alternative flood levels or mitigation measures may be agreed to with the affected landowner.	Section 2.11/ Table 6
Aboriginal heritage		
AH6	Stakeholder consultation will occur prior to construction in order to: • Identify key cultural values or features within the study area • Document stories that belong to the Deerubbin and Gandangara community and with permission, may be used educate Transport's personnel and contractors.	Section 4.5/ Table 11
Land use and property		
LUP 3	Terms and conditions of private land use for construction access will be determined in consultation and agreement with relevant landowners.	Section 2.11/ Table 6
Landscape character, visual amenity and urban design		
LV 5	The original intent surrounding the Light Horse Sculpture Parade will be safeguarded, with the design development process for the reinstatement of the artwork to be carried out in consultation with stakeholders including the Office of Veterans Affairs, the Returned & Services League (RSL) and the original artists (where appropriate). Potential hardening of the landscape and the memorial character of the fig planting should be mitigated by replacing trees to be removed, for example, in consultation with stakeholders, as above.	Section 2.11/ Table 6 Design and Landscape Plan
Social		
SE 1	A Community and Stakeholder Engagement Plan will be implemented for the proposed modification. The plan will describe where information of the proposed modification is available, and contain a complaints management procedure, contact details for the person responsible for managing and resolving complaints, and non-English options.	This plan
Waste		
W 4	Where the construction of the M12 Motorway interchange coincides with the proposed modification, consultation will occur with the relevant M12 project team during detailed design, construction planning and during construction, to identify opportunities for waste avoidance and re-use, and other efficiencies. This may include for example coordinated construction planning, co-management of relevant construction areas, sharing of resources, and spoil management/re-using spoil from excavations as fill material.	Section 2.11/ Table 6 Section 2.15 Section 4.5/ Table 11
W 5	Remaining vegetation that is not re-used onsite will be discussed with relevant council(s), Western Sydney Parklands Trust and Landcare groups and other relevant government agencies to determine if hollows, tree trunks, mulch, bush rock and root	Section 2.11/ Table 6

Compliance table M7 UMM		
Condition Number	Description	Section
	balls salvaged from native vegetation could be used by others in habitat enhancement, beneficial re-use and rehabilitation work, before pursuing other disposal options.	Section 4.5/ Table 11
Hazard and risk		
HR 7	Consultation with relevant utility providers will be undertaken to confirm the presence of utilities and refine potential utility adjustments and utility protection measures (with a view to avoiding impacts if possible and protecting or adjusting if required) during detailed design. The final construction methodology will consider any special measures required to avoid impacts on these services during construction, where possible.	Section 2.11/ Table 6 Section 4.5/ Table 11
Cumulative impacts		
Cu 1	Consultation with other project owners, operators, and/or contractors to understand construction programmes and ensure that conflicting requirements for access, traffic lane closures, high noise and vibration generating activities, and nightworks are avoided or minimised as much as reasonably practical, in order to prevent construction fatigue for local sensitive receptors. Communication with other project owners, operators, and/or contractors should be an iterative process and continue throughout the construction phase. These management measures to prevent construction fatigue should be captured in the Construction Environment Management Plan (CEMP). They should also be presented in the topic-specific environmental management plans, such as Construction Traffic and Access Management Plan (see Mitigation Measure T1) and Construction Noise and Vibration Management Plan (CNVMP) (see Mitigation Measure NV1).	Section 2.15
Cu 2	Clear communication will be undertaken with the community when required, which is coordinated with other projects so that similar projects retain consistent messaging and complaint mechanisms.	Section 2.15

Appendix I. Incident and Crisis Communication Plan

Requirement
SWTC - Appendix D.2 Communications, Stakeholder and Community Engagement Requirements 9.1 (e) The companies must immediately notify Transport of any issues, incidents or activities that may result in media or social media attention or attention from the elected representatives within fifteen (15) minutes of becoming aware. Such issues or incidents may include but are not limited to: (i) loss of life or injury, or a major near miss; (ii) risk to the environment such as contamination; (iii) impact to project start or completion; (iv) community unrest or altercations involving the community; (v) union activity; (vi) alleged criminal activity involving staff or contractors; or (vii) incidents or announcements that may have a negative impact on the M7-M12 Integration Project.

Role	Responsibility
Incident and crisis communication plan to align with SWTC D.2 9.1 (e) and the M7-M12 Integration Projects Incident Response Management Plan. • Notify WSO Co/TfNSW of any incident or issue that may have an impact on the community, environment, personnel, subcontractors or other stakeholders or may attract the attention of the media, the Minister for Transport, Elected Representatives, Council or the broader community within fifteen (15) minutes of becoming aware. • JH CRT to obtain approval from WSO Co/TfNSW before contacting or providing information to any person, other than that which is required to directly manage the incident or to comply with Law, including stakeholders, the media or the public. • JH to make available suitably qualified and experienced personnel to support the JH CRT in responding to the community, the media and other stakeholders, where required. • JH CRT to provide all necessary communications materials that may need to be disseminated as a result of such incidents. • In response to an emergency situation, the JH Project Team will utilise their Emergency Response Team. These teams will consist of persons who have been trained in specific emergency competencies, details of these teams will be displayed on site notice boards and are documented in the Project's Incident Response Plan. • All relevant JH personnel, subcontractors and visitors will receive training to ensure that they are fully aware of their roles and responsibilities in the event of an emergency situation arising.	JH CRT JH Project Team
Advise TfNSW and relevant WSO Co representatives of incidents as required.	WSO Co
Advise the media and or government representatives of incidents as required.	TfNSW