

CONSTRUCTION COMMUNITY COMMUNICATION STRATEGY

ST MARYS INTERMODAL SSD-7803

PACIFIC NATIONAL PTY LTD

***ST MARYS***  
***freight hub***

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## **1. Background**

Pacific National received development consent on 7 May 2020 to build the St Marys Freight Hub under State Significant Development proposal 'St Marys Intermodal SSD-7308'. The St Marys Freight Hub will be constructed on 10 hectares of a 43 hectare site owned by Pacific National with the main terminal on approximately 7 hectares and an empty container park on approximately 3 hectares. The St Marys Freight Hub will be delivered in two stages including the main terminal in Stage 1 and empty container park in Stage 2.

### **1.1. Purpose of the Community Communication Strategy**

This Community Communication Strategy (CCS) has been developed by Pacific National to provide a framework to demonstrate the facilitation of communication with key stakeholders including Penrith City Council, the local community, land owners and businesses during the construction stage and 12 months following the completion of construction.

During the approvals stage of the St Marys Freight Hub, Pacific National Communications team and the St Marys Project team took a proactive approach to a range of stakeholder engagement activities regarding the project. To date all sections of the community have responded positively to St Marys Freight Hub and to the engagement activities undertaken. The Project team and Pacific National Communications team aims to continue these positive relationships during the design and construction stage and at least 12 months into the operation of the St Marys Freight Hub.

Within this plan, a strategy has been established to demonstrate the approach to the management of community engagement and additionally builds on the community engagement undertaken during the EIS. This CCS addresses the relevant requirements of the Project Approvals, including the Environment Impact Statement (EIS), Minister's Conditions of Consent (CoC), and all applicable guidelines and standards specific to the management of community engagement during construction.

### **1.2. Project Scope**

The St Marys Freight Hub is located approximately 43 kilometres (km) north-west of the Sydney Central Business District (CBD) and approximately 48 km north-west of Port Botany.

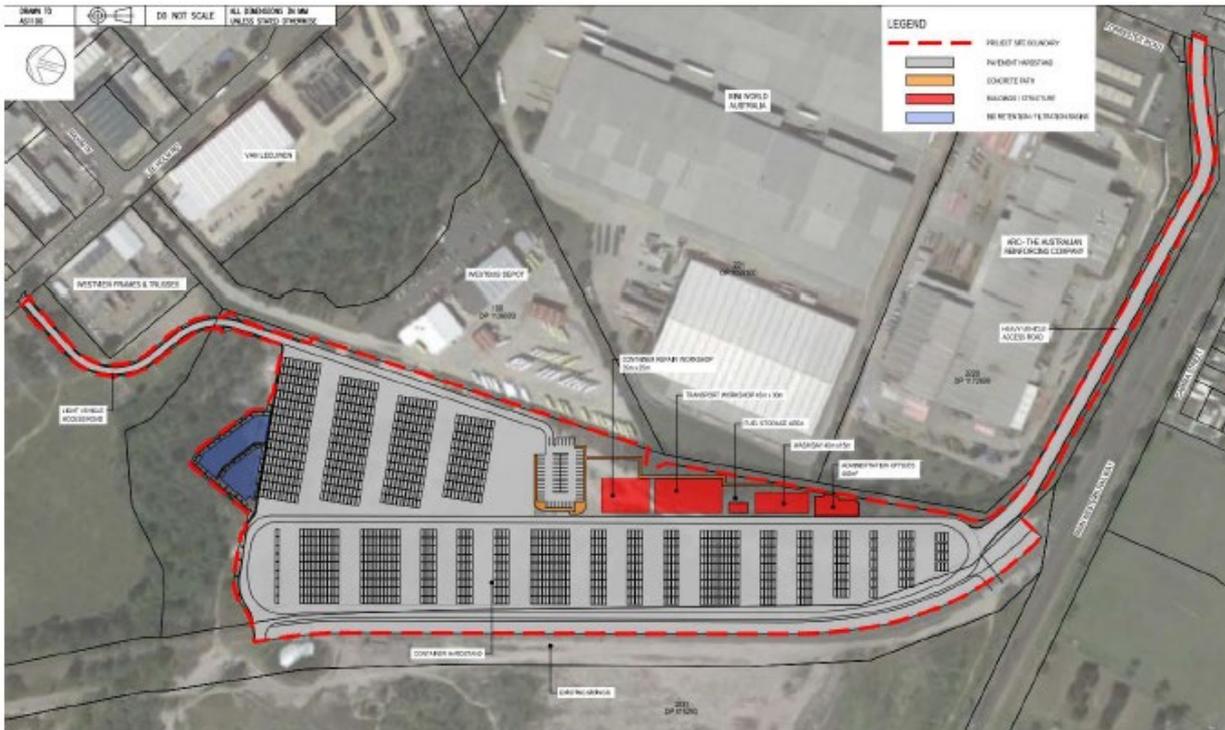


Figure 1: General Site Plan

The St Marys Freight Intermodal Project is a major infrastructure development for Pacific National. The works entail approximately 9.9ha of intermodal (road and rail) terminal and container park with ultimate operation capacity of 301,000 Twenty-foot equivalent units (TEUS) annually. The works will enable container rail shuttle to and from Port Botany hence reducing heavy vehicle truck movements from greater Western Sydney's road network.

The project generally includes:

- Construction of hardstand areas for container storage and laydown, rail and vehicle loading and unloading areas;
- Construction of new internal access roads providing separate ingress and egress for light and heavy vehicles as follows:
  - to/from Lee Holm Road for light vehicles; and
  - to/from Forrester Road for heavy vehicles;
- Construction of:
  - Wash bay area;
  - Office building pad site;
  - Fuel storage area;
  - Container workshop (repair bay) pad site;
  - Transport workshop pad site;
  - Staff and visitor light vehicle parking bays (parallel to the internal light vehicle access road connecting to Forrester Road); and
  - Heavy vehicle parking bays;
- Ancillary works includes:

- Signage and landscaping;
- Utility services to support the proposed development including drainage, potable water, water (for firefighting purposes), power, data, security and sewerage;
- Minor realignment of a section of the Sydney Trains high voltage overhead power line at the southern end of the subject site;
- Minor clearing of areas of vegetation regrowth, remediation (if required) and minor earthworks; and
- Electrical transformer.

### 1.3. Development Consent

The St Marys Freight Hub has been assessed by the Department of Planning and Environment (DPIE) under Section 4.38 of the Environmental Planning and Assessment Act 1979 as a State Significant Development (SSD). The Minister for Planning and Public Spaces granted development consent for the St Marys Freight Hub and is subject to the Minister's CoCs (ref SSD 7308).

The Project, including its potential impacts, consultation and proposed mitigation and management, is documented in the following suite of documents:

- Development Consent (SSD 7308) approved 7 May 2020;
- St Marys Freight Hub Environmental Impact Statement (SITE Planning+Design & Urbanco, May 2019)
- St Marys Freight Hub – Response to Submissions (SITE Planning+Design & Urbanco, October 2019)

### 1.4. Project Phases

#### 1.4.1. Pre-site Early Works

- Consult with;
  - Penrith Council
  - TfNSW
  - Planning Secretary
  - DPIE Fisheries
- Development of Construction Environmental Management Plan.
- Retire Biodiversity Credits
- Secure Construction Certificate
- Review and completion of 100% Design and development of IFC drawings for;
  - Civil Design
  - Pavement Design
  - Services Design
  - Truck Warning System
- Development and approval of Project Management Plans

- Procurement
- Mobilise plant and personnel to site

#### 1.4.2. On-site Early Works

- Setup temporary fencing (Rail Corridor)
- Construct Temporary Creek Crossing
- Install sedimentation control measures
- Install permanent site fencing
- Construction of retaining wall
- Protection of existing services

#### 1.4.3. Bulk Earthworks

- Clear and grub to site
- Strip topsoil and stockpile
- Bulk cut to stockpile
- Prepare and compact subgrade

#### 1.4.4. Pavements

- Place and compact select fill to required levels
- Place and compact granular subbase to required levels
- Place and compact crushed rock upper basecourse to required levels
- Place and compact wearing course

#### 1.4.5. Sedimentation Basin

- Clear, grub and strip
- Earthworks to required levels
- Place and compact drainage base layer
- Place HDPE liner
- Install precast stormwater pits and pipes
- Place transition layer
- Place filter media
- Landscaping

#### 1.4.6. Wash Bay

- Prepare building pad
- Construction of concrete slab
- Install plumbing

- Install Fire Water and Portable Water pipework
- Erect framework, cladding and roofing
- Install mechanical, electrical and communication services
- Commissioning

#### 1.4.7. Fuel Storage Facility

- Prepare building pad
- Construction of concrete slab and bund
- Install tanks, pipework and pumps
- Commissioning

#### 1.4.8. Services Installation

- Power, Communications and sewer
- Stormwater pits and pipes
- Portable water and Fire water
- Electrical services

#### 1.4.9. Finishing Works

- Pathways
- Lighting
- Fencing, gates and signage
- Heavy vehicle access road wearing course (Forrester Road)
- Light vehicle access road wearing course (Lee Holm Road)
- Light vehicle carpark wearing course
- Line Marking

#### 1.4.10. Testing & Commissioning

- Security System
- Truck Warning System
- Final Systems

#### 1.4.11. Noise Attenuation & Monitoring

- Install Noise Monitoring System for rail link
- Set-up public online noise monitoring platform
- Install 'off-site' noise barrier

### 1.4.12. Operation

The proposed St Marys Freight Hub will be supported by a dedicated port shuttle service from Port Botany, with the road transport leg commencing at the St Marys Freight Hub. Refer to Figure 2 – Container Freight Flow Chart.

The St Marys Freight Hub is proposed to operate up to 24 hours per day, 7 days per week with up to five trains per day.

Each train is stripped of full containers and transported to customers in Western Sydney by an onsite fleet of around 15 trucks.

The St Marys Freight Hub is an important part of a new port shuttle service to move containers to and from Port Botany. The port rail shuttle service and the Freight Hub will significantly increase the volume of freight being moved by rail, relieving the regional and state road network, including primary freight routes servicing Port Botany, of heavy vehicle and container freight traffic.

#### Port Botany to St Marys Freight Hub Container Freight Process Flow

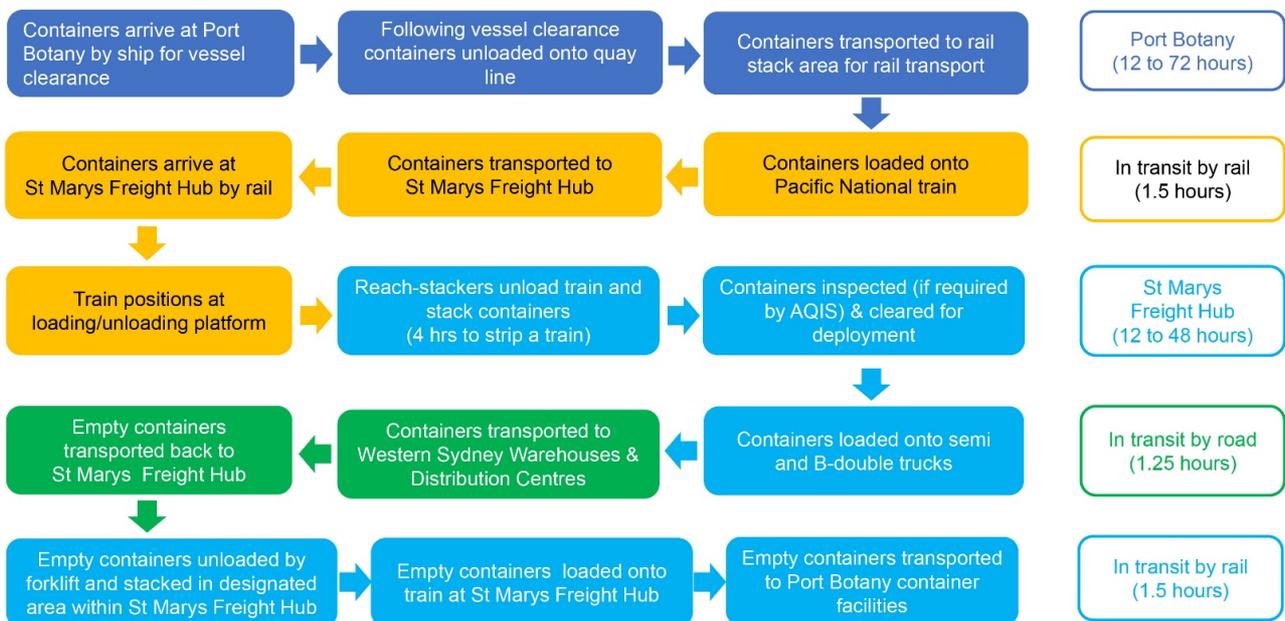


Figure 2: Container Freight Flow Chart

### 1.5. Purpose and Application

#### Objectives:

The objectives of the Community Communication Strategy are to communicate and engage with stakeholders proactively and effectively to:

- Build and maintain positive relationships with stakeholders and the community;
- Build support with key decision makers and influencers;
- Reduce the impacts to sensitive receivers;
- Identify and resolve issues and risks before they impact the community;

The CCS describes how these objectives will be achieved during the design and construction phase of the project and for 12 months following the completion of the construction.

**Approach:**

Pacific National will work with the community and stakeholders to:

- Ensure all people who are potentially impacted have good access to information
- Inform the community and stakeholders about the construction, benefits and proposed timelines
- Deliver timely, relevant updates and collect feedback throughout design, construction and early operation
- Provide multiple, easy and accessible avenues for stakeholders to engage with Pacific National and provide feedback.

**1.6. Objectives and Targets**

To achieve the objectives of the CCS, the targets outlined in Table 1 have been set as a measure of the performance of the Project for the communication and engagement with key stakeholders and the community. These targets have been set for the construction period and the 12 months after the completion of the construction.

*Table 1: Objectives and Targets*

Objectives	Targets	Timeframe	Accountability
<b>DESIGN AND CONSTRUCTION PHASE</b>			
<b>Minimise project related complaints through consultation and awareness</b>	< 3 substantiated complaints per month	Throughout construction	Pacific National
<b>Provide accurate, timely and reliable information about Construction activities and impacts</b>	100% of complaints to be responded to within agreed timeframes	Throughout construction	Contractor's Project Manager
<b>Respond in a timely manner to complaints raised by community stakeholders</b>	100% of complaints to be responded to within agreed timeframes	Throughout construction	Pacific National
<b>OPERATIONAL PHASE (UP TO 12 MONTHS POST CONSTRUCTION)</b>			
<b>Minimise project related complaints through consultation and awareness</b>	< 2 substantiated complaints per month	Throughout operation	Pacific National
<b>Provide accurate, timely and reliable information about</b>	100% of complaints to be	Throughout operation	Operator ACFS Port Logistics

Objectives	Targets	Timeframe	Accountability
<b>Operation activities and impacts</b>	responded to within agreed timeframes		
<b>Respond in a timely manner to complaints raised by community stakeholders</b>	100% of complaints to be responded to within agreed timeframes	Throughout operation	Pacific National

## 2. Environmental Management

### 2.1. Legal and Other Obligations

Table 2 below details the legislation, planning instruments and guidelines considered during development of this strategy.

Table 2: Legislation, Planning Instruments and Guidelines

Legislation	Description	Relevance to this CCS
<b>Environmental Planning and Assessment Act 1979</b>	This Act establishes a system of environmental planning and assessment of the development proposals of the State.	The CoC are incorporated into this strategy
<b>International Association of Public Participation (IAPP) Core Values and Principals</b>	This international member association provides values and principles that guide the practice of community engagement incorporating governments and individuals that impact the public interest	The values and principles of the IAPP are incorporated into this strategy

#### 2.1.1. Compliance Matrices

The Project is being delivered under Part 4, Division 4.1 (now Division 4.7 as of 1 march 2018) of the EP&A Act. The CoCs include requirements to be addressed in this plan and delivered during the Project. These requirements and how they are addressed along with the division or responsibilities is provided within Table 3 below.

Table 3: Conditions of Consent (CoC)

CoC	Requirement	Plan Section	How/Where addressed
<b>A1</b>	In addition to meeting the specific performance measures and criteria in this consent, all reasonable and feasible measures must be implemented to prevent, and, if prevention is not reasonable and feasible, minimise any material harm to the environment that may result from the construction and operation of the development.	Section 1.6 and Section 3.3	Section 3.2 of this CCS identifies the management measures to be implemented to prevent and minimise environmental harm to the community.  Section 4 sets out the processes for monitoring and reviewing the effectiveness of these management measures.
<b>B7</b>	No later than two weeks before the commencement of construction, or within another timeframe agreed with the Planning Secretary, a Community Communication	This plan, specifically Sections 2.5, 3.2 & 3.3	This plan has been developed to address this condition

CoC	Requirement	Plan Section	How/Where addressed
	<p>Strategy must be submitted to the Planning Secretary for approval. The Community Communication Strategy must provide mechanisms to facilitate communication between the Applicant, the relevant Council and the community (including adjoining affected landowners and businesses, and others directly impacted by the development), during the design and construction of the development and for a minimum of 12 months following the completion of construction.</p> <p>The Community Communication Strategy must:</p> <p>(a) identify people to be consulted during the design and construction phases;</p> <p>(b) set out procedures and mechanisms for the regular distribution of accessible information about or relevant to the development;</p> <p>(c) provide for the formation of community-based forums, if required, that focus on key environmental management issues for the development;</p> <p>(d) set out procedures and mechanisms:</p> <p style="padding-left: 20px;">(i) through which the community can discuss or provide feedback to the Applicant;</p> <p style="padding-left: 20px;">(ii) through which the Applicant will respond to enquiries or feedback from the community; and</p> <p style="padding-left: 20px;">(iii) to resolve any issues and mediate any disputes that may arise in relation to construction and operation of the development, including disputes regarding rectification or compensation.</p> <p>(e) include any specific requirements around traffic, noise and vibration, visual impacts, amenity, flora and fauna, soil and water, contamination, heritage.</p>	<p>Section 3.2</p> <p>Section 3.3</p> <p>Section 3.3</p> <p>Section 3.3</p>	
<b>B11</b>	<p>Prior to the commencement of construction, the Applicant must submit a Construction Environmental Management Plan (CEMP) to the Certifier and to the Planning Secretary for approval. The CEMP must include, but not be limited to, the following:</p>	<p>Appendix 2 – Complaints Handling</p>	<p>Appendix 2 includes a flow chart of how complaints will be handled during the construction and operation of the Project</p>

CoC	Requirement	Plan Section	How/Where addressed
	(viii) community consultation and complaints handling;		
<b>B14</b>	<p>The Construction Noise and Vibration Management Sub-Plan (CNVMSP) must address, but not be limited to, the following:</p> <p>(d) include strategies that have been developed with the community for managing high noise generating works;</p> <p>(e) describe the community consultation undertaken to develop the strategies in condition B14(d);</p> <p>(f) include a complaints management system that would be implemented for the duration of the construction; and</p>	<p>Section 3</p> <p>Appendix 2 – Complaints Handling</p>	<p>It is not planned the project will be undertaking high noise generating activities however if this changes the community will be consulted in accordance with Section 3.</p> <p>Appendix 2 includes a flow chart of how complaints will be handled during the construction and operation of the Project</p>
<b>C6</b>	Notification of such construction activities as referenced in condition C5 must be given to affected residents before undertaking the activities or as soon as is practical afterwards.	Section 3.3.4	Section 3.3.4 details the process to be undertaken when out of hours works is required.
<b>E2</b>	The Community Communication Strategy, as approved by the Planning Secretary, must be implemented for a minimum of 12 months following the completion of construction.	This plan	This plan has been developed to address this condition

## 2.2. Roles and Responsibilities

Table 4 outlines the key responsibilities associated with this CCS.

Table 4: Roles and Responsibilities

Role	Project Phase	Responsibility
<b>Pacific National Communications team (PN)</b>	All phases	<p>Pacific National will act as the focal point for all public communications; they will be the central contact to keep nearby residential receivers informed of the progress of the development. Their responsibilities are as follows:</p> <ul style="list-style-type: none"> <li>• Preparation and update of this plan;</li> <li>• Preparing and co-ordinating content for newsletters, websites, factsheets etc;</li> <li>• Reviewing Contractor community communication material including letters, notifications, signage etc;</li> <li>• Respond to community and stakeholder calls and emails in compliance with Project Complaints Handling and Enquiry Handling Processes as outlined in Appendices B and C;</li> <li>• Preparing all Project key messages;</li> <li>• Responding to and engaging with the media;</li> <li>• Managing the calendar of community engagements activities</li> </ul>

Role	Project Phase	Responsibility
		<ul style="list-style-type: none"> <li>• Meet with Penrith City Council as required;</li> <li>• Attend various community events;</li> <li>• Develop strategies, policies, principles and standards for stakeholder consultation and community engagement.</li> </ul>
<b>Contractor's Project Manager (Contractor's PM)</b>	Design and Construction	<p>The Contractor's PM will liaise with the PN and all project staff to ensure the Project-specific community stakeholder management and engagement responsibilities are delivered in a professional and timely manner. The Contractor's PM will:</p> <ul style="list-style-type: none"> <li>• Ensure a coordinated approach with PN and inform the Principal's Representative of all material issues raised by stakeholders and the community;</li> <li>• Ensure the Contractor works in accordance with the strategies, policies, principles and standards for stakeholder consultation and community engagement developed by PN;</li> <li>• Prepare community communication material relating to the design or construction works</li> <li>• Providing content for the response to media enquiries;</li> <li>• Attend various community events;</li> <li>• Contribute to Project key messages;</li> <li>• Attend meetings with stakeholders as required;</li> <li>• Day to day communication with the community and stakeholders at project interfaces;</li> <li>• Ensuring Community Awareness Training is undertaken during the site induction for the project team and all subcontractors;</li> <li>• Contact the Principal's Representative immediately in relation to planned or unplanned community protests that may arise during the performance of the Works</li> <li>• Be the central contact person to keep nearby sensitive receivers regularly informed about the development of the Project;</li> <li>• Gain approval from Pacific National before any community/stakeholder engagement is undertaken</li> </ul>
<b>Contractor's Site Supervisors (Contractor's SS)</b>	Design and Construction	<ul style="list-style-type: none"> <li>• Interact with members of the public in a positive and respectful manner;</li> <li>• Consider impacts on stakeholders and the community during planning and implementation of work;</li> <li>• Report any community interaction to the Contractor's PM;</li> <li>• Only communicate with the community and stakeholders in accordance with this plan and approvals granted by PN.</li> <li>• Ensure they and staff reporting to them are familiar with the requirements of this Strategy and receive appropriate induction;</li> <li>• Ensure that consultants and sub-contractors have been inducted and comply with this Strategy</li> <li>• Identify potential impacts from works on the community</li> </ul>
<b>Contractor's Environmental</b>	Design and Construction	Address CoC and other project requirements and attend stakeholder meetings as required.

Role	Project Phase	Responsibility
<b>Manager (Contractor's EM)</b>		
<b>Principal's Representative (PR)</b>	Design and Construction	<ul style="list-style-type: none"> <li>• Ensure a CCS is in place which meets all relevant regulatory and Project requirements;</li> <li>• Issue a stop work direction immediately where an unacceptable environmental or community impact may occur;</li> <li>• Liaise with relevant regulators if an incident occurs;</li> <li>• Review regional environmental performance through the monthly reporting cycle;</li> <li>• To manage all aspects of the contract between PN and the construction contractor;</li> </ul>
<b>Operations Manager</b>	Operations	<p>Once the site is operational ACFS will be responsible for managing the day-to-day operations in accordance with the operational CoC, Operational Environmental Management Plan, and relevant safety.</p> <p>PN will continue to be involved in community engagement through the various programs and channels established prior to operation.</p> <p>ACFS will notify PN if any issues arise and at times when they may need to engage with the local community, businesses or stakeholders.</p> <ul style="list-style-type: none"> <li>• PN and ACFS will ensure a coordinated approach regarding all material issues raised by stakeholders and the community;</li> <li>• PN and ACFS will work together in accordance with the strategies, policies, principles and standards for stakeholder consultation and community engagement as developed by PN.</li> </ul>

## 2.3. Training

### 2.3.1. Design and Construction Phase

All personnel working on the Project shall undergo general environmental awareness training and training about their responsibilities under the CEMP and sub-plans, including Construction Community Communication Strategy in accordance with the CEMP during the project site induction. Records of Project environmental induction and other environmental training will be maintained in the Construction Contractor's site office.

- The environmental induction will include the following stakeholder management requirements:
- Procedure for reporting of complaints and enquiries
- Adequate behaviour when interacting with stakeholders including the local community
- Management of media enquiries

Toolbox meeting will also be undertaken, as and when required reiterating stakeholder management requirements.

### 2.3.2. Operations Phase

Incidents during the operations phase will be managed in accordance with the Operational Environmental Management Plan, which will be prepared prior to the commencement of operations in accordance with the terms of the development consent.

## 2.4. Incident Management

### 2.4.1. Design and Construction Phase

Incidents during the design and construction phase will be managed in accordance with the CEMP. The Construction Contractor will notify the Principals Representative of any incident which can reasonably be expected to attract the attention of the media, the Minister of Planning, Infrastructure and Environment, a local Member of Parliament, local council or the broader community immediately after the incident is made safe or is contained.

In the event of an incident, no information will be provided to any person, other than that which is required to directly manage the incident or to comply with law, without the approval of the Principal's Representative.

Senior and experienced personnel will be made available to support PN in responding to stakeholders, the media or the public as required and assist in the development of communications materials that may need to be disseminated as a result of an incident.

### 2.4.2. Operations Phase

Incidents during the operations phase will be managed in accordance with the Operational Environmental Management Plan, which will be prepared prior to the commencement of operations in accordance with the terms of the development consent.

## 2.5. Communication Tools

Table 5 below sets out the procedures for regular distribution of communication relating to the project.

Where relevant all communication tools will reference access to the information via a community language Information Line in the five most commonly spoken languages in the St Marys region – Tagalog, Arabic, Samoan, Hindi, Punjabi.

Vulnerable members of the community will be accommodated by making available services for hearing & visually impaired and posting flyers for people with no access to internet. Wherever necessary written information will be translated into the five languages most commonly spoken in the St Marys region.

Table 5: Communication Tools

Tool	Purpose/details	Audience	Frequency
<b><u>Project contact details</u></b>			
<b>General note: any incoming corresponded specifically relating to day to day activities will be forwarded to the appropriate person (as per Section 2.2) for actioning.</b>			
<b>Project email address</b>	<a href="mailto:enquiries@stmarysfreight.com.au">enquiries@stmarysfreight.com.au</a> The project email is managed by Pacific National and is the primary contact point for the project. Emails will be responded to within 24 hours.	Any member of the community and interested parties	Available 24 hours per day for the community to contact the PN Communications Team.

Tool	Purpose/details	Audience	Frequency
<b>24-hour project enquiry line</b>	1800 137 929 All calls are logged and responded to within 24 hours.	Any member of the community and interested parties	Available 24 hours per day for the community to contact the PN Communications Team
<b>Postal address</b>	Level 16 15 Blue Street North Sydney 2060	Any member of the community and interested parties	Available 24 hours per day for the community to contact the PN Communications Team
<b><u>Community Information</u></b>			
<b>Project website</b>	<a href="http://www.stmarysfreight.com.au">www.stmarysfreight.com.au</a> This website is managed by Pacific National and is the primary point of information during construction. During operation, the PN website form the principal source of online information.	Any member of the community and interested parties	For project milestones or events including: <ul style="list-style-type: none"> <li>• Commencement and completion of works or operations;</li> <li>• Noisy works;</li> <li>• Out of Hours;</li> <li>• Changes to traffic, parking or access;</li> </ul>
<b>Community notifications</b>	Community notifications will include all flyers, letters, advertising and other materials that will inform the community and key stakeholders of current and forthcoming activities. The notifications will proactively notify the community and key stakeholders of current and forthcoming activities including those that have the potential to impact on the community. All notifications will include the project contact numbers, details of the Project website and an email address to refer any enquiries.	Road users, local residents, community, stakeholder groups and any interested parties.	For project milestones or events including: <ul style="list-style-type: none"> <li>• Commencement and completion of works or operations;</li> <li>• Noisy works;</li> <li>• Out of Hours;</li> <li>• Changes to traffic, parking or access;</li> </ul>
<b>Direct contact</b>	This includes face-to-face meetings, door-knocking, letters and phone calls with any impacted residents or businesses, particularly if the works or operations impacts individuals. This also includes follow up to any community feedback that has been received.	Local residents, community, stakeholder groups and any interested parties	Proactively through the design, construction and operation phases in the event specific stakeholders will be impacted.
<b>Community involvement</b>	St Marys Freight Hub is already involved in a number of community organisations and activities. As an active member of the Penrith Valley Chamber of	Specific stakeholder groups	Regularly through the design, construction and operation

Tool	Purpose/details	Audience	Frequency
	<p>Commerce, PN has presented to this business community on the project, and has attended and will continue to attend and support its events and forums.</p> <p>As an already active member of the local community St Marys Freight Hub has committed to sponsor the building of a new children's playground at the St Mary Magdalene Anglican Church.</p>		
<b>Signage</b>	<p>Signage will be placed a minimum of seven days prior to changes which may impact on pedestrian routes, cycle ways, traffic conditions and access to public transport.</p> <p>Project contact details will be included in on-site signage</p>	Road users, cyclists and pedestrians	Ongoing throughout the Construction period
<b><u>Meetings</u></b>			
<b>Stakeholder Meetings</b>	<p>Where required, key stakeholders will be invited to meetings to resolve issues or be provided with additional information etc. as required. These meetings will be attended by the Contractor's PM, PN and the Principal's Representative.</p> <p>Details of the meeting will be recorded.</p>	Local residents, community, stakeholder groups and any interested parties	Proactively through the design, construction and operation phases in the event specific stakeholders will be impacted.
<b><u>Community feedback</u></b>			
<b>Pacific National website</b>	<p><a href="http://www.pacificnational.com.au">www.pacificnational.com.au</a></p> <p>This website is managed by Pacific National and includes a community feedback page. All comments, questions and complaints logged via the website are logged and registered in the system then dispersed to the appropriate area for action. Pacific National operates a comprehensive and responsive community feedback system that includes all sites and operations Australia-wide.</p>	Any member of the community	Available 24 hours per day for the community to contact the PN Communications Team.

### 3. Implementation

#### 3.1. Community Overview

According to 2016 Census data the population of St Marys was 12,195 with almost an equal percentage of males and females. Aboriginal and/or Torres Strait Islander people made up 4.1% of the population.

In terms of diversity within the community according to the 2016 Census data Country of Birth is as shown in table 6 below.

Table 6: Country of Birth, St Marys NSW

Country of Birth	St Marys, NSW	Percentage of Population
<b>Australia</b>	7,319	60.2
<b>New Zealand</b>	498	4.1
<b>Philippines</b>	469	3.9
<b>India</b>	387	3.2
<b>England</b>	214	1.8
<b>Fiji</b>	163	1.3

While the 2016 Census data notes that 63.7% of people living in St Marys spoke English at home the table below shows the diversity of other languages and the percentages spoken by people living in St Marys.

Table 7: Diversity of languages spoken

Language spoken	St Marys, NSW	Percentage of Population
<b>English spoken at home</b>	7,749	63.7
<b>Households where another language is spoken</b>	1,449	31.0
<b>Tagalog</b>	308	2.5
<b>Arabic</b>	286	2.4
<b>Samoan</b>	213	1.8
<b>Hindi</b>	209	1.7
<b>Punjabi</b>	164	1.3

### 3.2. Stakeholder Identification

Community and stakeholder consultation will be undertaken during the design and construction phase of the St Marys Freight Hub and continue when the Hub is operational. Community consultation is an essential component of the design and construction stage and will be conducted to the high standard required by Pacific National and the approval authorities. The St Marys Freight Hub aligns with key NSW and Australian Government policies and plans to create jobs and investment in Western Sydney including:

- NSW Premier’s Priorities;
- Western Sydney City Deal;
- NSW State Infrastructure Strategy 2018-2038;
- NSW Freight and Ports Plan;
- NSW Future Transport Strategy 2056
- A Metropolis of Three Cities – the Greater Sydney Region Plan

Various stakeholder groups will be consulted with at different times throughout the design, construction and operational phases of the project. Table 8 identifies the key groups and the breakdown within each sector of those who will be engaged with during the various phases. These groups have been identified according to the need to either inform or consult with at various stages eg design, early works and construction based on proximity to the site or potential impact.

Table 8: Stakeholder groups

Sector	Stakeholders
<b>Community</b>	i.e. residents, adjacent properties, Indigenous groups, interest groups, schools and places of worship
<b>Government</b>	i.e Minister for Transport, Local elected members, Government departments and agencies, local council, emergency services
<b>Business</b>	i.e. local businesses,
<b>Service providers</b>	i.e Sydney Water, Endeavour energy

Table 9: Stakeholder engagement

Stakeholder	Organisation	Design	Early Works	Construction	Operation
<b><u>Local Council</u></b>					
<b>Cr Ross Fowler</b>	Penrith City Council	Consult	Consult	Consult	Consult
<b>Cr Tricia Hitchen</b>	Penrith City Council	Consult	Consult	Consult	Consult
<b>Mr Warwick Wynn</b>	Penrith City Council	Consult	Consult	Consult	Consult
<b>Cr Stephen Bali</b>	Blacktown City Council	Consult	Consult	Consult	Consult
<b><u>Key Community Leaders</u></b>					

Stakeholder	Organisation	Design	Early Works	Construction	Operation
<b>Mr Rod Desborough</b>	St Marys Leagues Club	Inform	Inform	Inform	Inform
<b>Mr Simon Gould</b>	Penrith Valley Chamber of Commerce	Inform	Inform	Inform	Inform
<b>Ms Sue Fryer</b>	St Marys Town Centre	Inform	Inform	Inform	Inform
<b>Mr David Trist OAM</b>	Very active and well-known member of the local community	Inform	Inform	Inform	Inform
<b><u>Nearby Local Schools</u></b>					
<b>Ms Sally Smithard</b>	St Marys Senior High School	Inform	Inform	Inform	Inform
<b>Mr Robert Linas</b>	St Marys Public School	Inform	Inform	Inform	Inform
<b><u>Nearby Residents</u></b>					
	Kalang Avenue and Camira Street	Inform	Inform	Inform	Inform
<b><u>Neighbouring Infrastructure/ Businesses</u></b>					
	ARC	Consult	Inform	Inform	Inform
	Western Sydney Repair Centre	Consult	Inform	Inform	Inform
	Westview Frames and Trusses	Consult	Inform	Inform	Inform
	Stockland	Consult	Inform	Inform	Inform
	Colonial Golf Course	Consult	Inform	Inform	Inform
	Dunheved Golf Course	Consult	Inform	Inform	Inform
	Holiday Inn St Marys	Consult	Inform	Inform	Inform
	Corinthian Doors	Consult	Inform	Inform	Inform
	St Marys Indoor Sport & Recreation	Consult	Inform	Inform	Inform
	Ripples Leisure Centre	Consult	Inform	Inform	Inform
	Simms Metal Management	Consult	Inform	Inform	Inform

Stakeholder	Organisation	Design	Early Works	Construction	Operation
	St Mary's Indoor Shooting Centre	Consult	Inform	Inform	Inform
	St Marys Village - Mirvac Shopping Centre	Consult	Inform	Inform	Inform
	Kennards Hire	Consult	Inform	Inform	Inform
<b><u>Indigenous groups</u></b>					
<b>Mr Steve Randall</b>	Deerubbin Local Aboriginal Land Council	Consult	Inform	Inform	Inform
<b><u>Government – State members</u></b>					
<b>The Hon. Andrew Constance MP</b>	Minister for Transport & Roads	Consult	Consult	Consult	Inform
<b>Ms Prue Car MP</b>		Consult	Consult	Consult	Inform
<b>Ms Tanya Davies, BAppSc(Phty) MP</b>		Consult	Consult	Consult	Inform
<b>Mr Stuart Ayres MP</b>	Minister for Jobs, Investment, Tourism and Western Sydney	Consult	Consult	Consult	Inform
<b><u>Government</u></b>					
<b>Jim Betts</b>	Department of Planning Industry & Environment	Consult	Consult	Consult	Consult
<b>Suzanne Holden</b>	Sydney Trains	Consult	Consult	Consult	Consult
<b><u>Utilities</u></b>					
<b>Ken Young</b>	Sydney Water	Consult	Consult	Consult	Consult
<b>Kate McCue</b>	Endeavour Energy	Consult	Consult	Consult	Consult
<b>Andy Penn</b>	Telstra	Consult	Consult	Consult	Consult

### 3.3. Aspects and Impacts

Table 7 below outlines the possible impacts to stakeholders from construction and operation activities and provides a list of mitigation measures that will be implemented to address these impacts.

Table 10: Potential Impacts to Stakeholders

Issue	Potential Impact	Management Strategies
<b>Access Changes &amp; Traffic</b>	<ul style="list-style-type: none"> <li>• Temporary, short term traffic delays due to partial closure of roadways.</li> <li>• Safety of the workforce and local community.</li> <li>• Temporary cyclist and/or pedestrian diversions.</li> <li>• Damage to local roads from heavy vehicle movements.</li> <li>• Queuing of delivery trucks.</li> <li>• Heavy plant (haul trucks) mixing with light construction traffic and other road users.</li> <li>• Reduced roadwork speed limits which will potentially increase travel times.</li> <li>• Haulage operations and over-dimension vehicle movements which may create temporary traffic hazards for other vehicles.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement the procedures in the Construction Traffic &amp; Pedestrian Sub-Plan and CEMP</li> <li>• Notify the local business and residential community in advance of construction activity and high volume traffic events.</li> <li>• Provide clear signage for pedestrian diversions and pathway redirections for pedestrians at the Forrester Road and Lee Holm Road entries.</li> <li>• Conduct pre and post construction dilapidation assessments in consultation with relevant roads authorities.</li> <li>• Maintain open communication channels to enable local community members to notify of any impact issues.</li> <li>• Facilitate a community-based meeting(s) on traffic and access issues if community interest/input warrants a forum.</li> </ul>
<b>Noise and Vibration</b>	<ul style="list-style-type: none"> <li>• Noise emissions and vibration from construction activity, operation of machinery and equipment, and deliveries of materials.</li> <li>• Trucks &amp; reversing beepers.</li> <li>• Damage to adjoining property.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement the procedures in the Construction Noise &amp; Vibration Management Sub-Plan and CEMP.</li> <li>• Notify the local business and residential community in advance of construction activity and loud noise generating activities.</li> <li>• Equipment &amp; machinery to be fitted with squawkers.</li> <li>• Any work proposed outside standard work hours to be carried out in accordance with the terms of the development approval, EIS and DPIE COVID-19 Response and Recovery program.</li> <li>• Conduct pre and post construction dilapidation assessments in consultation with adjoining landowners.</li> <li>• Training of the site staff in mitigation measures through toolbox talks and pre-start meetings</li> <li>• Noise monitoring throughout construction cycle.</li> </ul>

Issue	Potential Impact	Management Strategies
		<ul style="list-style-type: none"> <li>• Maintain open communication channels to enable local community members to notify of any impact issues.</li> <li>• Facilitate a community-based meeting(s) on noise and vibration issues if community interest/input warrants a forum.</li> </ul>
<b>Air Quality</b>	<ul style="list-style-type: none"> <li>• Increased dust emissions from construction activity.</li> <li>• Dust settling on adjoining business and residential properties.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement the procedures in the Construction Air Quality Management Plan and CEMP.</li> <li>• Notify the local business and residential community in advance of construction activity.</li> <li>• Undertake air quality monitoring.</li> <li>• Maintain open communication channels to enable local community members to notify of any impact issues.</li> <li>• Facilitate a community-based meeting(s) on air quality issues if community interest/input warrants a forum.</li> </ul>
<b>Heritage</b>	<ul style="list-style-type: none"> <li>• Damage to item of Aboriginal cultural heritage significance.</li> <li>• Damage to item of non-Aboriginal heritage significance.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement the procedures for unexpected finds for Aboriginal and non-Aboriginal heritage discoveries and CEMP.</li> <li>• Notify local Aboriginal groups if any suspected items of cultural heritage significance are discovered.</li> <li>• Facilitate a meeting(s) and site inspection with Aboriginal representatives if a discovery is made.</li> </ul>
<b>Soil and Water</b>	<ul style="list-style-type: none"> <li>• Erosion and sediment loading in Little Creek, South Creek and drainage systems.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement the procedures in the Construction Soil &amp; Water Management Sub-Plan and CEMP.</li> <li>• Notify Penrith Council if a major failure in the soil &amp; water facilities occurs.</li> <li>• Maintain open communication channels to enable local community members to notify of any impact issues.</li> <li>• Facilitate a community-based meeting(s) on air quality issues if community interest/input warrants a forum.</li> </ul>
<b>Flora &amp; Fauna</b>	<ul style="list-style-type: none"> <li>• Damage to areas/habitat that are not approved for removal.</li> <li>• Injury to fauna entering the work site.</li> </ul>	<ul style="list-style-type: none"> <li>• Fence and demarcate areas biodiversity to be retained.</li> <li>• Erect fencing around works site to prevent fauna entering the works area.</li> </ul>

Issue	Potential Impact	Management Strategies
		<ul style="list-style-type: none"> <li>Notify native animal rescue groups if an incident with local native fauna occurs.</li> </ul>
<b>Visual Impacts and Amenity</b>	<ul style="list-style-type: none"> <li>Visual impacts of construction from adjoining roads and residential areas</li> <li>Visual impacts to Sydney Trains corridor.</li> <li>Noise, air quality and traffic impacts on amenity.</li> </ul>	<ul style="list-style-type: none"> <li>Erect a fence with hoarding to obscure views of the works site to local streets, adjoining properties, rail corridor and residential areas.</li> <li>Notify local business and residential community members of upcoming works activity.</li> <li>Monitor community engagement communication channels for any adverse impacts.</li> <li>Refer to relevant sections in this table on noise, traffic and air quality for mitigation strategies for amenity impacts.</li> </ul>
<b>Contamination</b>	<ul style="list-style-type: none"> <li>Cross contamination of asbestos materials.</li> <li>Disturbance of unexpected find of new contamination.</li> </ul>	<ul style="list-style-type: none"> <li>Implement the procedures in the Remediation Action Plan, Interim Environmental Management Plan and CEMP.</li> <li>Undertaken asbestos and dust monitoring.</li> <li>Implement the procedures for unexpected finds for any new contamination discoveries and CEMP.</li> <li>Notify relevant authorities of any new contamination discoveries.</li> </ul>

### 3.4. Community Communication Process

#### 3.4.1. Notification Timeframes

Table 11 below outlines the communication and engagement timeframes to be adhered.

Table 11: Engagement Timeframes

Communication	Timing
<b>Complaints</b>	<ul style="list-style-type: none"> <li>Acknowledge complaint within 4 hours (where contact details are provided), even when an answer has not yet been found. If the complaint has been issued to the Contractor or Operator directly, advise the Principal's Representative (if applicable) and provide information to PN.</li> <li>The Contractor or Operator to provide a written and/or verbal response to PN for formal response to the complainant within 24 hours.</li> <li>Record the complaint received in the database within 48 hours.</li> </ul>
<b>Enquiries</b>	<ul style="list-style-type: none"> <li>Acknowledge the enquiry within 8 hours (where contact details provided), even when an answer has not been found. If the complaint has been issued to the Contractor or Operator directly, advise the Principal's Representative (if applicable) and provide information to PN.</li> </ul>

Communication	Timing
	<ul style="list-style-type: none"> <li>• The Contractor or Operator to provide verbal response (where immediate response cannot be given) to PN for formal response within 24 hours from the time of the enquiry being received unless the enquirer agrees otherwise</li> <li>• Provide a written response to letter and emails within 48 hours</li> <li>• Record all enquiries received in the database within 48 hours</li> </ul>
<b>Community Notification</b>	<p>Community notifications are required in the following circumstances where works may impact on the community</p> <ul style="list-style-type: none"> <li>• Changes to traffic conditions</li> <li>• Modification to pedestrian routes, cycleways and bus stops</li> <li>• Works during periods under the <i>Environmental Planning and Assessment (COVID-19 Development – Construction Work Days) Order 2020</i></li> <li>• High noise activities</li> <li>• Disruption to residential or business access, and</li> <li>• Changing or disruption of utility services</li> <li>• Extended hours of work (subject to approval from Planning Secretary)</li> </ul>
<b>Project Signage</b>	<ul style="list-style-type: none"> <li>• Installed at least 7 days before any change that impact on pedestrian routes, cycle ways, traffic conditions or access to public transport</li> </ul>

### 3.4.2. Approvals Process

The contractor or operator must provide a minimum of 15 business days' notice to the Principal's Representative and PN prior to the commencement of any activity where a community notification is required. The following information must be provided:

- Works to be undertaken
- Location of work
- Hours of work
- Duration of activity
- Likely impacts (including noise, vibration, traffic, access and dust).

PN will compile and distribute all mass-public communication materials, this includes newsletters, website updates, community notifications, letters, advertisements, signs and proactive project emails.

A minimum of 20 business days' notice will be provided to Principal's Representative and PN of significant development milestones to enable the Principal to develop its media response.

For urgent communications where it is not feasible to submit the material for approval in advance, written advice will be provided to PN explaining why the approval needs to be expedited and the requested deadline for approval. This situation would apply in the case of emergency works.

### 3.4.3. Extended Hours Works Plans and Out of Hours Work Protocol

No extended hours works are approved. However, works may occur during work days as provided in the *Environmental Planning and Assessment (COVID-19 Development – Construction Work Days) Order 2020*.

Any proposal for extended work hours will be submitted to the Planning Secretary for approval under Condition C5(d) in the Development Consent.

#### 3.4.4. High Noise Activates and Traffic Disruptions

Traffic disruptions are likely to occur during construction but unlikely during operations. High noise activities are unlikely to occur during construction or operation activities.

The following procedure will be followed to inform nearby sensitive receivers (residential and business) of traffic disruptions and high noise activities during construction:

1. Contractor's Project Manager to identify types and durations of works which may generate high-impact noise or disrupt traffic flows during works scheduling and notify PN.
2. PN will notify potentially affected sensitive receivers of proposed high-impact noise or traffic disruption works scheduling by letter 2 weeks prior to commencement, with sensitive receivers given the opportunity to raise concerns around timing of works, such as school holidays or local events, etc.
3. If PN receives any feedback from sensitive receivers, the Contractor's Project Manager will review the works schedule and amend where possible and provide PN details of works being undertaken. If no feedback is received, then proposed high-impact noise or traffic disruption works will proceed from 21 days from the last notification being distributed.
4. PN will further notify sensitive receivers of any amended works schedule with a minimum of 7 days prior to the works commencing. PN will also update the Project website with the relevant information. Appendix 1 identifies sensitive receivers that would be notified prior to the commencement of the works that cause traffic disruptions.

The notification will also be included on the Project website.

#### 3.4.5. Complaints and Enquires

Complaints and enquiries may be received directly from stakeholders to members of the Project team, or indirectly via the 24-Hour Project information line, email address or postal address. The procedure for recording, responding to, and managing complaints is included within Appendix B.

##### 3.4.5.1. 24-hour Contact

PN will be the first responder to all calls on the 24-hour Project Information Line and will respond directly to all calls relating to the overarching project.

During construction the contractor will nominate two 24-hour contacts such as the Project Manager and Site supervisor who are available to answer and respond to calls relating to the Project.

During operation the operator will nominate two 24-hour contacts to answer and respond to calls relating to the Project. This will be detailed in the Operational Environmental Management Plan.

Community members are also able to use the project email address for project questions, and access the project website for additional project information.

##### 3.4.5.2. Complaints Register

All complaints and enquiries will be logged in PN's Community Communications Database and will also be recorded in the Compliance Report maintained by PN. The following information will be recorded in the complaints register:

- Name of enquirer/complainant
- Address of enquirer/complainant

- Form of enquirer/complainant
- Time and date of enquiry and/or complaint
- Nature of enquiry and/or complaint
- Allocation of enquiry to relevant Contractor
- Details of the investigation into the complaint
- Response provided to address the complaint
- Confirmation of response with Community Engagement Consultant
- Verification of the closeout of the complaint
- Any follow up with the complainant

Upon the request from the Planning Secretary, PN will provide the complaints register to the Planning Secretary within 7 days of request.

#### 3.4.5.3. Dispute Resolution

Should a complaint not be able to be resolved between the complainant and the Project team including Pacific National, a third-party independent mediator may be used to help resolve the dispute.

## **4. Monitoring and Review**

### **4.1. Monitoring during the Design and Construction Phase**

Monitoring of the day to day implementation of this strategy will be undertaken by the Contractor's Environmental Manager during inspections of Construction activities to monitor compliance with the requirements of the CoC and this strategy. To minimise impact on the community and to rectify any issues to avoid potential complaints, weekly inspections will focus on the following key construction issues:

- Noise and vibration;
- Traffic management;
- Air quality;

An Environmental Inspection Checklist will be used to maintain compliance and effectiveness of controls.

Items that require action will be documented during environmental inspection and notified to the site supervisor. The site supervisor will be responsible for providing appropriate resources in terms of labour, plant and equipment to enable the items to be rectified in the nominated timeframes.

Daily inspections and maintenance of controls will be made by the Site Supervisor and maintenance will be recorded in site diaries during active site works.

### **4.2. Monitoring during the Operations Phase**

Monitoring during the operations phase will be implemented and managed in accordance with the Operational Environmental Management Plan, which will be prepared prior to the commencement of operations in accordance with the terms of the development consent.

### **4.3. Environmental Auditing and Reporting during the Design and Construction Phase**

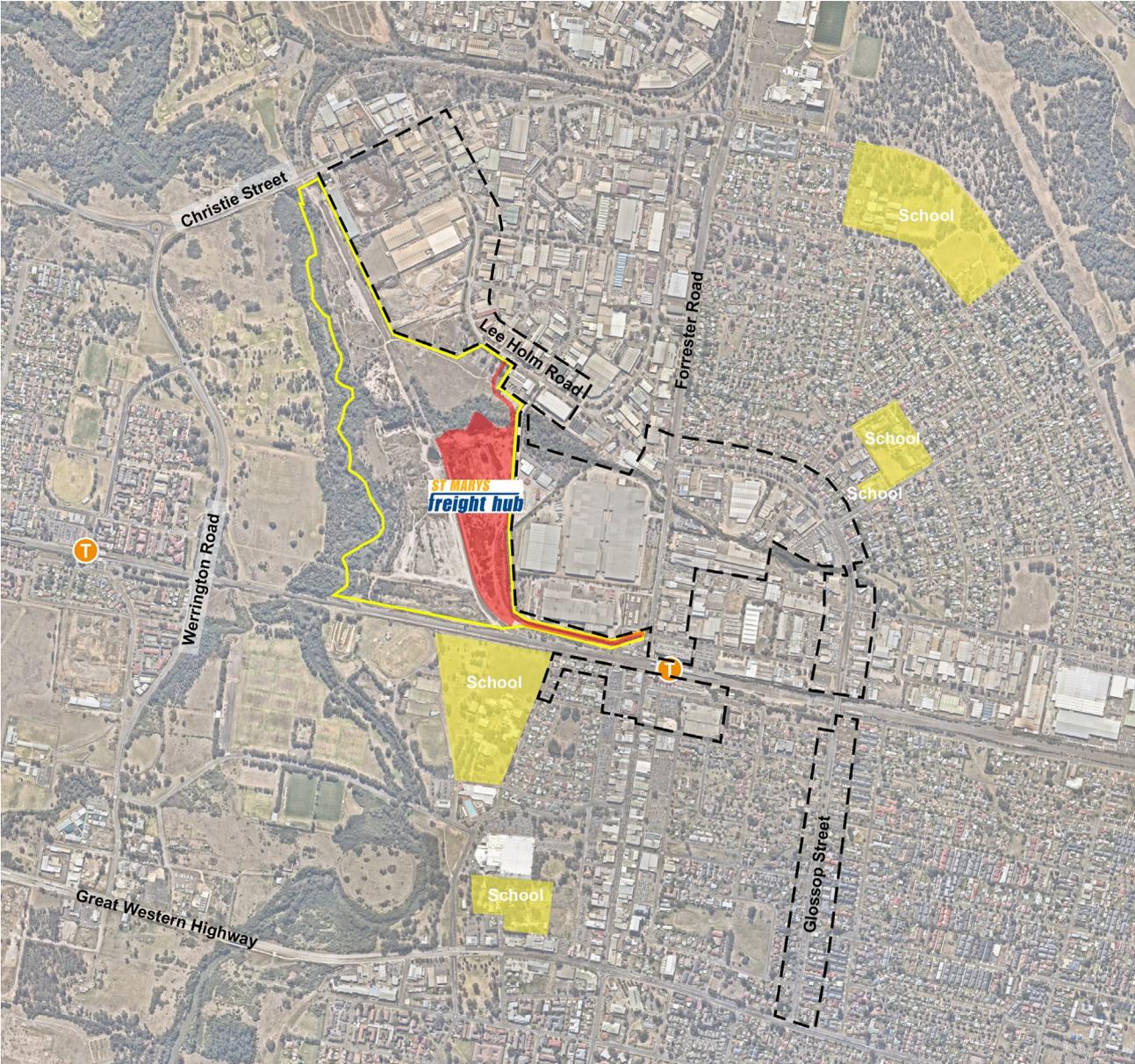
The Community Communications Database will be used to record all Project Community and Stakeholder interactions. This database will be populated by PN for complaints and enquiries received through the 24-Hour Project information line, email address or postal address with the Contractor or Operator responsible for providing information to PN in how the complaint or enquiry can be addressed. The Construction Contractor or Operator will provide PN with details of any direct enquiries and complaints made to them.

### **4.4. Review and Improvement**

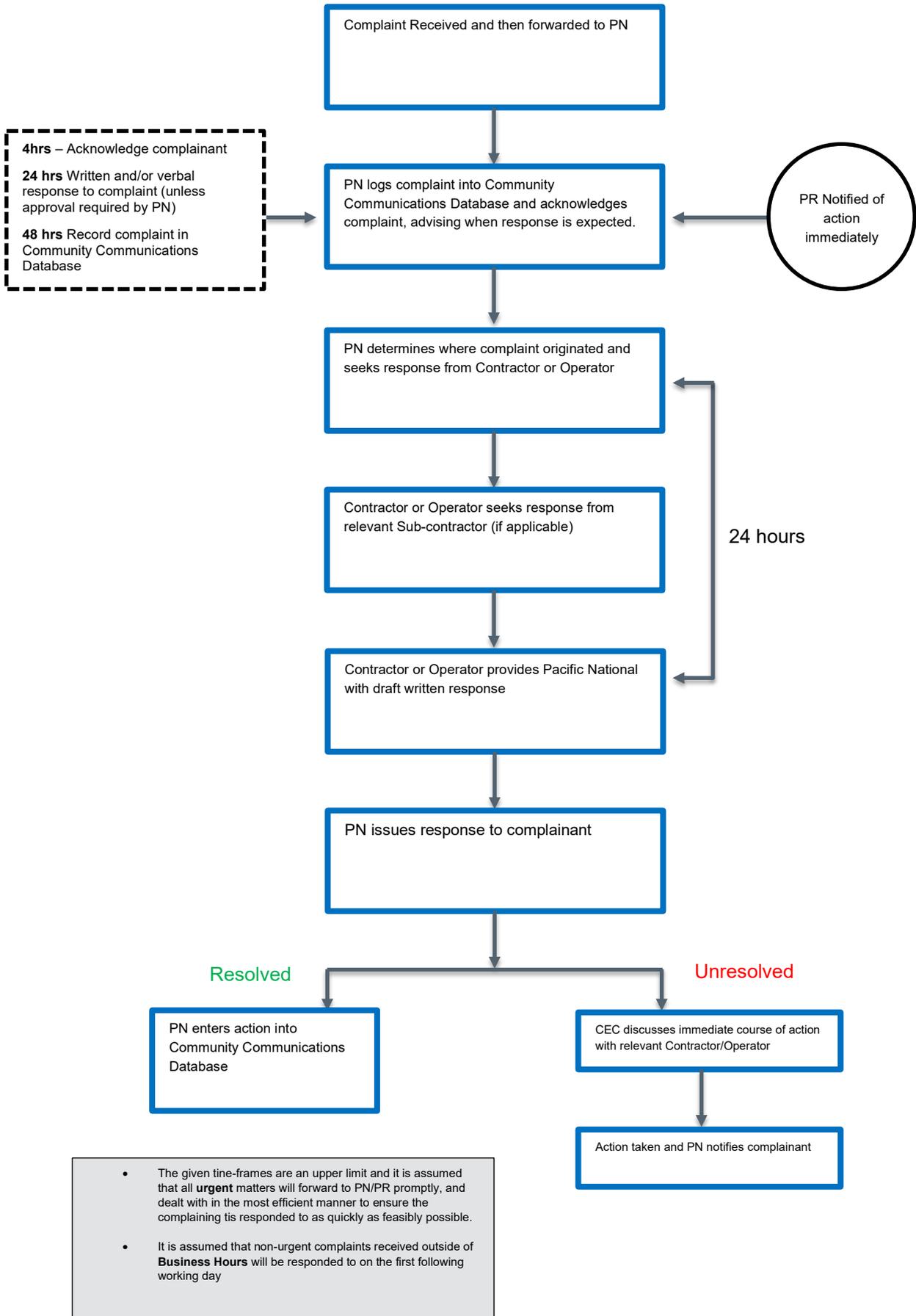
Review and improvement of this strategy will be undertaken in accordance with the CEMP. Continuous improvement will be achieved by the ongoing evaluation of environmental management performance and effectiveness of this strategy against environmental policies, objectives and targets.

A copy of the updated strategy and changes will be distributed to all relevant stakeholders in accordance with the approved document control procedure.

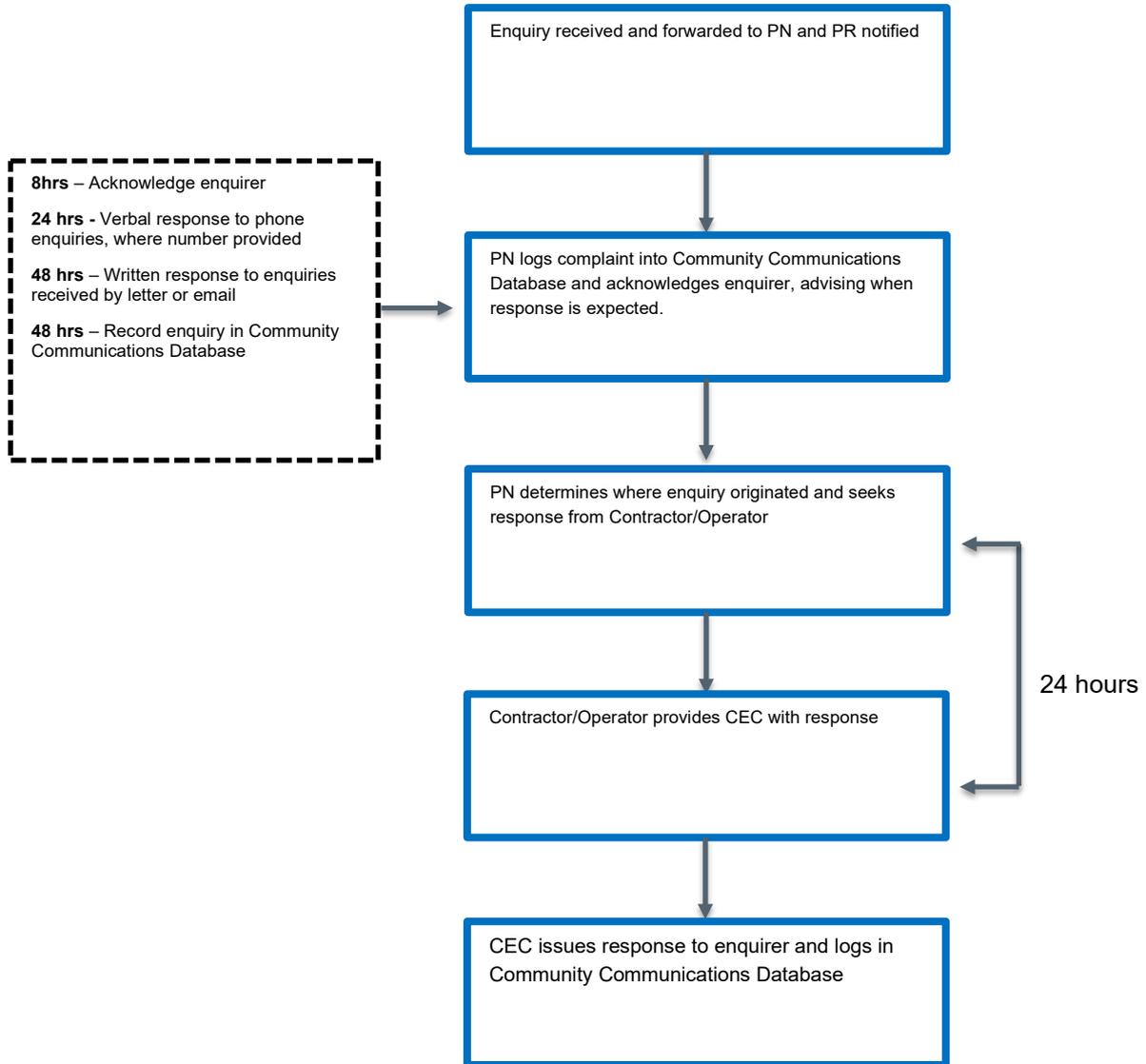
Appendix 1 – Notification Distribution Area



**Appendix 2 – Complaints Handling**

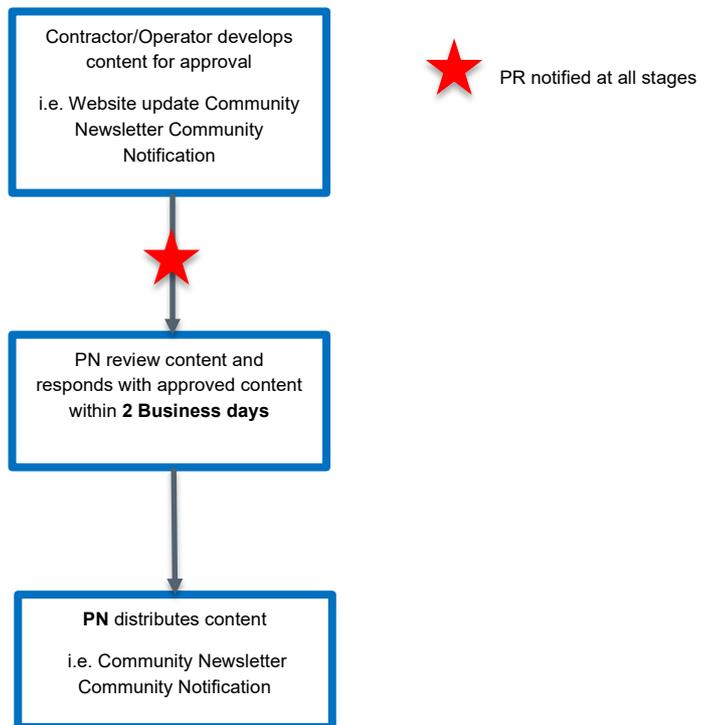


### Appendix 3 - Enquires Handling



- The given time-frames are an **upper limit** and it is assumed that all **urgent** matters will forward to PN/PR promptly, and dealt with in the most efficient manner to ensure the complaining tis responded to as quickly as feasibly possible.
- It is assumed that non-urgent complaints received outside of **Business Hours** will be responded to on the first following working day

## Appendix 4 – General Content Approval Process



- The given time-frames are an **upper limit** and it is assumed that all **urgent** matters will forward to PN promptly, and dealt with in the most efficient manner to ensure the complaining tis responded to as quickly as feasibly possible.
- It is assumed that non-urgent complaints received outside of **Business Hours** will be responded to on the first following working day