

Community Communications Strategy

M4-M5 Link Mainline Tunnels

SSI 7485

LSBJV

July 2020



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Common Abbreviations

Abbreviation	
AA	Acoustic Advisor
AQCCC	Air Quality Community Consultative Committee
CoA	Conditions of Approval
CCM	Community Complaints Mediator
CCS	Community Communications Strategy (this document)
CEMP	Construction Environment Management Plan
CNVIS	Construction Noise and Vibration Impact Statement(s)
CSSI	The Critical State Significant Infrastructure, as described in Schedule 1, the carrying out of which is approved under the terms of the SSI 7485 approval
CoA	Conditions of Approval
DPIE	Department of Planning Industry and Environment
D&C	Design and Construction
EIS	Environmental Impact Statement
EPA	Environment Protection Authority
EPL	Environment Protection Licence
ER	Environmental Representative
IPIAP	Independent Property Impact Assessment Panel
ISCA	Infrastructure Sustainability Council of Australia
LSBJV	Lendlease Samsung Bouygues Joint Venture
OEH	Office of Environment and Heritage
OOHW	Out of Hours Works
PLM	Public Liaison Manager
PLPM	Public Liaison Place Manager
PLO	Public Liaison Officer
Project, the	M4-M5 Link Mainline Tunnels
Proponent, the	Roads and Maritime Services (yet delegated to LSBJV as the Project's construction contractor)
PV	Project Verifier
PLM	Public Liaison Manager
PLO	Public Liaison Officer
REMMs	Revised Environmental Management Measures
RMS	Roads and Maritime Services
SEMP	Site Establishment Management Plan

Abbreviation	
SPIR	Submission and Preferred Infrastructure Report
UDLP	Urban Design and Landscape Plan
VMS	Variable Message Signs
WAAL	WestConnex Acquisition Assistance Line

Document control


Approval and authorisation

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Version Control

Revision	Date	Description
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02	16 August 2018	For SMC and DPIE review
03	27 August 2018	For DPIE review
04	18 September 2018	For SMC review
05	21 September 2018	For SMC and DPIE review
06	9 October 2018	For DPIE approval
07	17 April 2019	Revision for WCX review
08	3 June 2019	Revision for WCX and RMS review
09	26 June 2019	Revision for DPIE approval
10	4 November 2019	Address DPIE comments
11	12 November 2019	Address WCX comments
12	14 November 2019	Address WCX comments
13	20 January 2020	Address DPIE comments
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Internal review

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1.1 Context

This Community Communication Strategy (CCS or Strategy) describes how Lendlease Samsung Bouygues Joint Venture (LSBJV) will manage communication and engagement with the community through the design and construction (D&C) of the M4-M5 Link Mainline Tunnels (the Project). The Strategy describes LSBJV's approach to interaction with the community and all other relevant stakeholder groups with respect to the Project Works.

This CCS has been prepared to address the requirements of the Minister's Conditions of Approval (CoA), the WestConnex X M4-M5 Link Environmental Impact Statement (EIS), the revised environmental management measures (REMM) listed in the WestConnex M4-M5 Link Submissions and Preferred Infrastructure Report (SPIR) and all applicable guidance and legislation.

This CCS has been developed to respond primarily to the Conditions of Approval (CoA) B1 & B2 and was submitted for approval on 9 October 2018. This is a revision to the approved document. The CCS will be implemented for the duration of the works and for 12 months following the completion of Stage 1 M4-M5 Link Mainline Tunnels construction.

1.2 Purpose and Scope of the Community Communications Strategy

LSBJV is committed to actively communicating and engaging with stakeholders throughout the design and construction of the Project. LSBJV's approach to consultation on community issues on the M4-M5 Link Mainline Tunnels Project will:

- Make the most of opportunities to involve stakeholders and the community in the Project
- Ensure engagement activities are appropriate and organised at times and places convenient for stakeholders
- Provide online options for engagement where possible
- Consider and respond to reasonable requests from the community and stakeholders for additional engagement activities and information
- Acknowledge and understand diverse views on the Project
- Use feedback to positively influence the Project design and delivery.

This Strategy will also consider key communication elements of the following documents:

- The Business Management Plan – how LSBJV will work with businesses to enable them to continue with the minimal disruption during construction
- Community forums – protocols and procedures
- Community complaints – management and resolution
- Dispute resolution and facilitated meeting process
- Community Complaints Mediator protocols.

The overarching objectives of the CCS include:

- Providing a coordinated and consistent approach to stakeholder and community relations management for all Project activities

- Developing a credible, two-way conversation, using proven systems, with directly affected community and other stakeholders and build relationships based on trust
- Maximising stakeholder and community understanding of Project activities, the objectives and benefits and the timing, potential impacts and expected outcomes
- Identifying stakeholders, anticipating and addressing their specific issues
- Providing timely, accurate and relevant information to the community
- Ensuring complex detail is presented in plain English, and in other languages as required and in a transparent, jargon-free manner
- Communicating clearly how the Project's impacts on local residents, businesses and the broader community, including road users, have been managed, mitigated or avoided
- Aligning engagement and communication to the Design and Construct (D&C) program
- Enhancing and protecting the reputation of the Project, the NSW Government, RMS and WestConnex
- Complying with the community relations obligations and Project approval conditions (CoA).

This Strategy aims to:

- Meet the reasonable expectations of the community for engagement, involvement, communication and information
- Detail communication and engagement activities to be undertaken to ensure stakeholders, local residents and the broader community are provided with the opportunity for involvement in decision making,
- Ensure members of the community have access to appropriate Project information
- Identify processes and procedures required to fulfil the community involvement obligations of LSBJV
- Ensure team members are aware of and follow procedures and processes.

1.3 Project Benefits

For the wider community to understand the Project, Project benefits need to be explained and form part of key messages to the community including:

- Largest transport infrastructure project in Australia
- Easing congestion on Parramatta Road and City West Link
- More reliable trips for local business
- Time savings
- Returning local streets to local communities
- Connecting communities
- More community spaces.

1.4 Documents Referenced

Documents referenced for this Strategy include:

- Infrastructure approval issued for M4-M5 Link Mainline Tunnels
- Environmental Impact Statement (EIS)
- Submissions and Preferred Infrastructure Report (SPIR)
- Environment Protection Licence (EPL)
- *Privacy and Personal Information Protection Act 1998 (NSW)*
- *Government Information (Public Access) Act 2009 (NSW)*
- NSW Government Advertising Handbook
- WestConnex Brand Guidelines
- WestConnex Advertising Guidelines
- WestConnex Community and Stakeholder Partnerships Policy
- WestConnex Social Media Policy (2019)
- WestConnex Communication and Engagement Policy
- Transport for NSW - Unreasonable Conduct by Complainants Policy 2015
- NSW Ombudsman - Managing Unreasonable Complainant Conduct Practice Manual 2012
- Roads and Maritime - Exceptional Hardship Land Purchase Guideline 16.407
- Ports Authority of NSW and Roads and Maritime Licence Deed of Use (White Bay Civil Site).

2 Project Requirements

Table 2-1 Project Approval Requirements

Refer to Appendix A for all other CoA and REMMs relevant to the development of this Strategy.

Reference	Community and Stakeholder Engagement Obligations	CCS Reference	How Addressed
Conditions of Approval (CoA)			
B1	A Communication Strategy must be prepared to facilitate communication between the Proponent, and the community (including relevant councils, government authorities, adjoining affected landowners and businesses, and others directly impacted by the CSSI).	This document.	This document has been prepared in a response to this condition and explains throughout the different ways in which communication between the community and stakeholders will be undertaken.
B2	The Communication Strategy must: (a) identify people and organisations to be consulted during the design and work phases;	Section 4.1	This document outlines the wide range of community members and stakeholders to be consulted with including local residents, commuters, schools, aged-care facilities, places of worship, businesses, government agencies, local government and others.
	(b) set out procedures and mechanisms for the regular distribution of accessible information about or relevant to the CSSI;	Section 4 Section 7 Section 9	This document outlines a wide range of communication materials which will be used to provide regular and accessible information about the Project.

Reference	Community and Stakeholder Engagement Obligations	CCS Reference	How Addressed
	(c) identify opportunities to provide accessible information regarding regularly updated site construction activities, schedules and milestones at each construction site including use of construction hoardings to provide information regarding construction specific to the location;	Section 3 Section 4 Section 5	This document outlines how construction site hoardings and communication materials such as newsletters, notifications, website, emails etc will be used to provide accessible information about the Project including construction activities, milestones and schedules.
	(d) identify opportunities for the community to visit construction sites (taking into consideration on-site activities and workplace, health and safety requirements);	Table 7-1	This document outlines community site open days will be used where possible and practical to inform the community and stakeholders about works underway.
	(e) detail the measures for advising the community in advance of upcoming utility works;	Table 7-1	This document outlines the communication materials used throughout the Project including regular and routine newsletters, works notifications and emails which would include information about upcoming utility works.
	(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(s) for the CSSI;	Table 7-1	This document outlines the community forums and displays that will be used during Project construction to discuss environmental management issues of concern, as required.
	(g) set out procedures and mechanisms for consulting with relevant council(s) and government authorities/agencies, as required under the terms of this approval, including procedures for repeated requests and nil responses;	Table 7-1 Section 9	This document outlines the procedures and mechanisms for consulting with local and state government authorities and/or agencies, including repeated requests and nil responses. This is in addition to interface agreements made with key local and state government stakeholders.

Reference	Community and Stakeholder Engagement Obligations	CCS Reference	How Addressed
	(h) detail the roles and responsibilities of the Public Liaison Officer(s) engaged under Condition B6;	Section 6	This document outlines the roles and responsibilities for all Public Liaison team members including Public Liaison Officers.
	(l) set out procedures and mechanisms: (i) through which the community can discuss or provide feedback to the Proponent, (ii) through which the Proponent will respond to enquiries or feedback from the community, and (iii) to resolve any issues and mediate any disputes that may arise in relation to environmental management and delivery of the CSSI.	Section 7 Section 8	This document outlines the procedures and mechanisms made available for community members and stakeholders to provide feedback and make enquiries as well as how the Proponent will respond, resolve issues or mediate any disputes which may arise.
B3	The Communication Strategy must be submitted to the Secretary for approval no later than one (1) month prior to the commencement of any work.	Section 1	This document was submitted within the required timeframes.
B4	Work for the purposes of the CSSI must not commence until the Communication Strategy has been approved by the Secretary.	Section 1	The Project scheduling reflects compliance with this requirement
B5	The Communication Strategy, as approved by the Secretary, must be implemented for the duration of the works and for 12 months following the completion of construction.	Section 1	This document will be implemented for the duration of the Project works and 12 months following.

3 Key Issues for the Delivery of the Project

Some of the impacts and issues which have been identified prior to the release of the Concept Design and highlighted in the M4-M5 Link EIS are included in the Table 3-1 below.

Table 3-1 Key issues

Key issue	Response
Air Quality	<ul style="list-style-type: none"> • Air quality is a source of concern for communities in the Sydney basin, especially for communities close to major roads and tunnel ventilation outlets. • LSBJV will work with WestConnex and RMS to provide information to the community regarding the location and operation of the ventilation outlets and impacts associated with their operation. • An Air Quality Community Consultative Committee (AQCCC) will be established to provide community input into the location of air quality monitoring stations.
Noise	<ul style="list-style-type: none"> • Noise from construction is a source of concern for residents, businesses and community institutions close to construction sites. • While the Construction Environmental Management Plan (CEMP) will identify areas of maximum impact and measures to manage these impacts, regular and robust communication will be provided to these communities. • Noise impacts are expected during the site establishment phase while existing buildings are demolished and tunnelling and civil sites are being set up. Site establishment work expected to be finished in Q3 of 2019. At the Campbell Road civil site, some noise impacts will continue past the site establishment phase continuing beyond 2020. • Ground borne noise impacts are expected from tunnel excavation work across the project, particularly at the shallower sections. • Noise impacts will be managed in line with commitments and requirements outlined in Noise and Vibration Management Plan, Out of Hours Work Protocol and the Environment Protection Licence.

Key issue	Response
Traffic	<ul style="list-style-type: none"> • The Traffic Management and Safety Plan for construction identifies road closures, diversions and other temporary arrangements required during the delivery of the Project. These are mostly going to be required during the site establishment phase of the project – Parramatta Road East and West, Wattle Street, Pyrmont Bridge Road and the Campbell Road tunnelling and civil sites. • Traffic and Transport and Access Management Plan describes how the Project proposes to manage traffic impacts, traffic staging, vulnerable user groups and operation of the project traffic team including continuous improvement and auditing and reporting structure during construction of the project. Communication about traffic will be managed sensitively, in a robust, clear and timely manner.
Vibration	<ul style="list-style-type: none"> • Tunnelling conducted 24 hours a day, seven days of the week, means vibration at properties may be a source of concern among community members. • The management of this issue will need to contain an element of education and flexibility with the community. • Controlled blasting may be considered for areas of hard rock. Communications and engagement would focus on education about the impact of controlled blasting. Need for extending property condition survey boundaries would be determined based on expected vibration impacts.
Property impacts (including property damage)	<ul style="list-style-type: none"> • LSBJV is aware of the sensitivity the local community has about perceived risk to properties being damaged by the project based on experience from the previous WestConnex stages. • To manage this issue, comprehensive property condition surveys and clear explanation of processes about surveys, monitoring and claim management will be provided. • Project will also focus on educating the wider community about existing geology under their properties, expected settlement as well as construction and monitoring methodologies that will be used on the project. • If property adjustments are required, work will be carried out in consultation with WestConnex, RMS and in agreement with property owners.
Health	<ul style="list-style-type: none"> • Concern regarding air quality, ventilation and health relating to construction activities and operation will be addressed by tailoring information in accordance with community needs and concerns. • Additionally, LSBJV will support the establishment an Air Quality Community Consultative Committee (AQCCC) that will engage residents and relevant councils. • Some health impacts such as fatigue from lack of sleep could eventuate as a result of noise and/or vibration from construction work

Key issue	Response
Cumulative impacts	<ul style="list-style-type: none"> LSBJV will support WestConnex in its communications concerning other projects and align on key messages, working as one team for the WestConnex Scheme. Interfacing projects include other WestConnex projects, Sydney Metro City & Southwest and the proposed Western Harbour Tunnel and Beaches Link. A cumulative impact strategy has been prepared and is included in section 3.2.

The above and other issues, which will be managed by LSBJV, will be different at progressive phases of the Project. Some of the issues which have been identified, and the phases in which these could occur, are detailed below. Each phase will have an impact on different parts of the community.

3.1 Project Delivery Phases

3.1.1 Early Work

Activities completed during this phase were those that needed to be completed in advance of site establishment work and the main construction activities in order to inform the planning, design and delivery of the Project.

Activities undertaken in this stage included:

- Survey work
- Investigations (including investigative drilling and excavation)
- Installation of mitigation measures (noise, erosion and sediment controls, temporary exclusion fencing).

These activities complied with the requirements of the CoA, in accordance with the 'Works' and 'Construction' definitions contained within the CoA. Work during this phase was generally considered to be of low impact, but of critical importance to the successful delivery of the Project. A number of documents, such as this CCS, had to be approved prior to the commencement of a range of activities. This CCS covers all phases of the Project delivery cycle.

3.1.2 Site Establishment Work

Following early work activities and the approval of the relevant Site Establishment Management Plan (SEMP) further work can be undertaken that allows establishment of ancillary facilities that support the civil and tunnelling work. This work will involve activities that result in a higher impact than that completed during the early work phase. Such activities include (but not limited to):

- Demolition of existing structures including management of existing contaminated materials
- Clearing of some vegetation (around the Parramatta Road East and West site only)
- Disconnection of existing and connection of new services including HV power required to power the tunnelling activities
- Further investigative work
- Earthworks to level the sites and install temporary drainage

- Concreting work
- Structural work including the acoustic sheds at Pyrmont Bridge Road and Campbell Road tunnelling and civil sites
- Delivery and pick up of equipment outside of standard working hours
- Installation of environmental management measures such as temporary noise walls and hoardings
- Erection and installation of site sheds
- Installation of temporary pedestrian, traffic and safety management measures within and around the work sites
- Property adjustment work including installation of property fencing
- Utility adjustments on local streets.
Note: utility adjustments on local streets cannot be undertaken until approval of the Utilities Management Strategy.

3.1.3 Construction Work

Construction commenced following the development, review and approval of a range of documents, plans and protocols required by the CoA. Work during this phase involves heavy engineering activities such as above ground civil and underground work involving (but not limited to):

- Tunnel excavation (roadheaders, rock breakers/hammers or controlled blasting) and lining
- Spoil handling and removal
- Deliveries of equipment, concrete and materials
- Drainage and utilities work
- Earthworks and installation of retaining structures
- Pavement construction
- Tunnel civil, mechanical and electrical fit out
- Construction of the Operational Ventilation Facility and the Operational Water Treatment Plant within the Campbell Road tunnelling and civil site
- Demobilisation of the tunnelling and civil sites at the end of the project including demolition of acoustic sheds and minor landscaping
- Commissioning.

Note: Underground tunnelling activities will occur up to 24 hours, 7 days a week in line with the Environment Protection Licensing requirements.

3.2 Cumulative Impact Strategy

As identified in the EIS (Chapter 26 Appendix C), the current congested infrastructure sector in Sydney creates cumulative impact and has the potential to confuse stakeholders about who is responsible for what work and who they can approach regarding their specific enquiries and concerns. As part of the WestConnex program of work, some stakeholders will have an interest in multiple projects and therefore collaboration and coordination between contractors and WestConnex is paramount. Within the M4-M5 Link Mainline Tunnels project area, stakeholders

could experience cumulative impact from a number of current construction projects, including but not limited to:

- M4 East project (WestConnex Stage 1B) which opened in July 2019 and has required construction activities to occur in the communities of Ashfield and Haberfield
- New M5 project (WestConnex Stage 2) which is due for completion in 2020 and has cumulative impact on properties within the St Peters area
- Sydney Metro City and Southwest projects between Sydenham and St Peters.

The cumulative impact risks also extend to future planned and possible major infrastructure projects such as:

- Rozelle Interchange and Iron Cove Link project (WestConnex Stage 3B) due to start construction in 2019
- Western Harbour Tunnel and Beaches Link.

LSBJV will proactively collaborate with Transport for NSW, RMS, WestConnex, other WestConnex contractors, utility providers, local Council as well as Sydney Metro with an aim to coordinate work, mitigate impacts and where possible seek opportunities that benefit the community. LSBJV has developed an Interface Management Plan which identifies the various interfaces and potential cumulative impact of adjoining projects. The aim of this plan is to coordinate a program of interface meetings that will assist with identification, coordination and mitigation of work that has potential to cause cumulative impact with other projects, utility providers and Councils. These meetings will be used to discuss project scope and timing/program of work as well as to identify conflicts that require further coordination.

Subject matter experts from the design and construction team as well as members of the public liaison team will be part of this process. LSBJV also has employed a dedicated Interface Manager to focus on the broader impact of the project on direct stakeholders and the wider community.

Potential collaboration will involve but not be limited to:

- Setting up formal interface meetings where technical and program conflicts can be identified
- Attending each other's community information sessions
- Monthly meetings with Public Liaison Teams from adjacent contractors and projects
- Coordinating management of complaint responses that span multiple projects – e.g. M4-M5 Link Tunnels Property Condition Survey rollout overlapping with the post construction surveys from WestConnex M4 East and New M5 projects
- Where possible, agreeing communications protocols with adjoining projects so that newsletters reference each other's major packages of work and contact details
- Where possible, coordinating the timing and distribution extents of communication materials
- Promoting the key benefits messaging of the overall WestConnex program of work within the M4-M5 Link Tunnels collateral as outlined in section 2.1 of the Business Management Plan.

Where cumulative impact risks are identified through program conflicts, in particular around St Peters for the New M5 Project and Haberfield/Ashfield for the M4 East project, targeted cumulative impact plans may need to be developed. This could be on specific issues such as noise, conflict in construction program or the need to address confusing messaging from multiple projects, should it occur.

4 Stakeholders, Issues, Consultation Level and Tools

4.1 Key Stakeholders

LSBJV recognises the diverse information needs of the community and commits to a robust plan of engagement, which will be inclusive and participative in nature.

The following table identifies key stakeholders, potential issues/areas of interest and the range of communication tools that will be used to interact with them. The stakeholder list builds on information contained in the environmental assessment and submissions process. LSBJV will continue stakeholder identification through the life of the Project and refine this list as appropriate.

The level of consultation is based on the IAP2 public participation spectrum and best practice, building on the knowledge from all WestConnex projects to date and key stakeholders outlined in Table 4-1.

The level of consultation selected in the table below is based on the potential level of impact (of the Project work) and degree of complexity of the issue to be communicated or consulted on. Most communication tools for non-negotiable issues, such as technical and safety items, will use the 'inform' level of engagement (shown in Table 4-1 below).

For negotiable project issues, such as urban design, LSBJV will utilise:

- 'consult' level communication tools to work closely with the community including local residents and businesses
- 'involve' level communication tools to work closely with local government and utilities providers
- 'empower' and 'collaborate' level communication tools to work closely with state government departments, authorities and agencies (in partnership with WestConnex/RMS).

Most other negotiable project issues will be identified and addressed as they arise and stakeholders will be made aware when issues are non-negotiable.

The tools used in each circumstance with differing key stakeholders/requirements as prescribed in Table 4-1 have also been designed based on the reach, timing, complexity of message/issue, use of technical information, use of imagery to support message/issue and the time/resources available.

The tools utilised are prepared in partnership with WestConnex/RMS and LSBJV will ensure compliance with all relevant CoAs.

Table 4-1: Stakeholder analysis and communication tools

Key Stakeholders	Details	Issues/interest	Level of Consultation	Communication Tools
Elected representatives – Federal	<ul style="list-style-type: none"> Grayndler: Anthony Albanese (LAB) Sydney: Tanya Plibersek (LAB) Reid: Craig Laundry (LIB) 	<ul style="list-style-type: none"> Impact on constituents during construction and operation 	<ul style="list-style-type: none"> Inform Consult 	<ul style="list-style-type: none"> Briefing as required via WestConnex/RMS
Elected representatives – State	<ul style="list-style-type: none"> Sydney: Alex Greenwich (IND) Balmain: Jamie Parker (GRN) Newtown: Jenny Leong (GRN) Heffron: Ron Hoenig (LAB) Summer Hill: Jo Haylen (LAB) 	<ul style="list-style-type: none"> Impact on constituents during construction and operation 	<ul style="list-style-type: none"> Inform Consult 	<ul style="list-style-type: none"> Briefing as required via WestConnex/RMS
Government agencies/entities	<ul style="list-style-type: none"> Transport for NSW RMS Environment Protection Authority (EPA) NSW Health Office of Environment and Heritage (OEH) (including Heritage Division) Port Authority of NSW NSW Office of Water 	<ul style="list-style-type: none"> Approval authorities Impact on assets Potential for cumulative impact Regulatory role 	<ul style="list-style-type: none"> Inform Consult Collaborate Involve Empower 	<ul style="list-style-type: none"> Regular briefings and meetings Formal approvals Formal correspondence

Key Stakeholders	Details	Issues/interest	Level of Consultation	Communication Tools
	<ul style="list-style-type: none"> • Department of Primary Industries (DPI) • UrbanGrowth Development Corporation NSW/Landcom • NSW Fire and Rescue • NSW State Emergency Services 			
Local government	<ul style="list-style-type: none"> • Local government elected representatives and officials • City of Sydney Council • Inner West Council 	<ul style="list-style-type: none"> • Impact on local roads (including parking), facilities and infrastructure • Impact on flora and fauna • Impact on local residences and businesses • Managing interface between council infrastructure and Project construction • Urban design and residual land opportunities 	<ul style="list-style-type: none"> • Inform • Consult • Involve 	<ul style="list-style-type: none"> • Briefings • One-on-one meetings • Formal correspondence • Local traffic groups • Forums

Key Stakeholders	Details	Issues/interest	Level of Consultation	Communication Tools
Residents and commuters	<ul style="list-style-type: none"> Sydney, Inner West and Western Sydney 	<ul style="list-style-type: none"> Interested in infrastructure Traffic impacts Users of Parramatta Road, City West Link, Pyrmont Bridge Road, Princes Highway, King Street, Euston Road, Canal Road 	<ul style="list-style-type: none"> Inform 	<ul style="list-style-type: none"> Advertisements Media releases Website Social media Emails Traffic Management Centre
Residents of suburbs which Mainline Tunnels works will impact	<ul style="list-style-type: none"> St Peters Alexandria Erskineville Enmore Newtown Petersham Stanmore Camperdown Annandale Leichhardt Lilyfield Haberfield 	<ul style="list-style-type: none"> Early investigations and visibility From site set up Traffic impacts on roads by haulage, diversions and closures Spoil removal Noise impacts Vibration impacts Dust impacts Property impacts Impacts on street parking 	<ul style="list-style-type: none"> Inform Consult Involve 	<ul style="list-style-type: none"> Door knocks One-on-one meetings Street meetings Letters Emails Advertisements Media Website Social media Community Information Centre Community Information Sessions

Key Stakeholders	Details	Issues/interest	Level of Consultation	Communication Tools
	<ul style="list-style-type: none"> Ashfield 			<ul style="list-style-type: none"> 1800 number Traffic Management Centre Briefings to local traffic groups Forums Translation services and materials in local community languages
Directly affected residents and businesses adjoining construction areas	<ul style="list-style-type: none"> Identified in sub-plans (as they are prepared) Identified in Business Management Plan; sensitive receivers as noted in CEMP Chambers of Commerce: Leichhardt and Annandale Business Chamber; Newtown Precinct Business Association; Marrickville Chamber of Commerce; NSW Business Chamber; Glebe Chamber of Commerce 	<ul style="list-style-type: none"> Significant disruption Property impacts Noise Dust Vibration Traffic impacts and disruption Access impacts Parking impacts Vegetation removal Visual amenity 	<ul style="list-style-type: none"> Inform Consult Involve 	<ul style="list-style-type: none"> Dedicated Public Liaison Place Manager for area Door knocks One-on-one meetings Street meetings Advertisements Notifications Emails Website 1800 number Community Information Centre

Key Stakeholders	Details	Issues/interest	Level of Consultation	Communication Tools
		<ul style="list-style-type: none"> • Rehabilitation of sites on completion • Urban Design and Landscaping 		<ul style="list-style-type: none"> • Translation services and materials in local community languages • Property condition surveys • Site visits
Directly and indirectly impacted schools in the area	<ul style="list-style-type: none"> • Annandale Public School • Bridge Road School • Camdenville Public School • De La Salle Ashfield • Haberfield Public School • Newtown High School of the Performing Arts • Newtown Public School • St Brendans Primary School • St Joan of Arc Catholic Primary School • St Peters Public School • St Vincents Primary Ashfield • Sydney Secondary College Leichhardt 	<ul style="list-style-type: none"> • Traffic impacts and potential disruption • Potential for parking impacts • Noise • Disturbance during exams and tests • Air quality 	<ul style="list-style-type: none"> • Inform • Consult • Involve 	<ul style="list-style-type: none"> • One-on-one meetings • Emails • Notifications • Phone calls • A • Website • Property condition surveys for directly impacted • School engagement programs

Key Stakeholders	Details	Issues/interest	Level of Consultation	Communication Tools
	<ul style="list-style-type: none"> Toxteth Kindy 			
Other educational institutions	<ul style="list-style-type: none"> Juvenile Justice – Yasmar Training Facility Billy Kids (Kindergarten) Helping Hands St Peters Little Learning School Sydney Nursing School The Infants Home 	<ul style="list-style-type: none"> Traffic including changes to parking Noise Vibration Dust Disturbance to schedules e.g. exams 	<ul style="list-style-type: none"> Inform Consult 	<ul style="list-style-type: none"> One-on-one meetings Phone calls Letters Website
Aboriginal Land Councils	<ul style="list-style-type: none"> Metropolitan Local Aboriginal Land Council 	<ul style="list-style-type: none"> Impact on land holdings 	<ul style="list-style-type: none"> Consult Involve 	<ul style="list-style-type: none"> One-on-one meetings Phone calls Letters
Road users	<ul style="list-style-type: none"> Travelling public and local residents including pedestrians, commuters, business people and service providers (government and non-government) Public transport, including school and general bus/coach operators Freight and transport unions 	<ul style="list-style-type: none"> Disruptions to traffic Services disrupted Changes to parking General confusion and traffic queues Shared use paths including cycle access Pedestrian access 	<ul style="list-style-type: none"> Inform 	<ul style="list-style-type: none"> Variable message signs (VMS) Notifications Emails Advertisements Transport Management Centre Website Fly throughs

Key Stakeholders	Details	Issues/interest	Level of Consultation	Communication Tools
	<ul style="list-style-type: none"> • Transport and heavy vehicle operators • Cyclists • Taxi companies • Motorist groups 			<ul style="list-style-type: none"> • Translation services
Peak industry groups	<ul style="list-style-type: none"> • Infrastructure Partnerships Australia • Road Freight Industry Council • Australian Logistics Council • Bicycle NSW • Pedestrian Council of Australia • NSW Taxi Council • Uber • NatRoads Ltd • NRMA • Planning Institute of Australia • Urban Taskforce • National Trust • Warren Centre 	<ul style="list-style-type: none"> • Traffic, pedestrian and cyclist changes • Construction activities • Project benefits • Jobs 	<ul style="list-style-type: none"> • Inform • Consult 	<ul style="list-style-type: none"> • Briefings and meetings as required • Notifications • Emails • Website • Traffic Management Centre

Key Stakeholders	Details	Issues/interest	Level of Consultation	Communication Tools
Community organisations and special interest groups	Chambers of Commerce: <ul style="list-style-type: none"> Leichhardt and Annandale Business Chamber Haberfield Association Balmain and Rozelle Chamber of Commerce Newtown Precinct Business Association Marrickville Chamber of Commerce NSW Business Chamber; Glebe Chamber of Commerce The Glebe Society 	<ul style="list-style-type: none"> Impacts on neighbourhood Seeking information Construction activities Traffic impacts Access impacts Parking impacts 	<ul style="list-style-type: none"> Inform Consult wherever possible 	<ul style="list-style-type: none"> One-on-one meetings Phone calls Letters Briefings Website Notifications
Emergency services	<ul style="list-style-type: none"> State Emergency Service Police (Local Area Command) Ambulance NSW NSW Fire Service 	<ul style="list-style-type: none"> Access in emergency Diversions and blockages 	<ul style="list-style-type: none"> Inform Consult 	<ul style="list-style-type: none"> Part of local traffic group Email
Media	Metropolitan and suburban newspapers, radio and television including: <ul style="list-style-type: none"> Sydney Morning Herald 	<ul style="list-style-type: none"> Want to provide information and local stories 	<ul style="list-style-type: none"> Inform 	<ul style="list-style-type: none"> Media releases Responses to media Media events

Key Stakeholders	Details	Issues/interest	Level of Consultation	Communication Tools
	<ul style="list-style-type: none"> • The Daily Telegraph • Inner West Courier • Village Voice • Relevant local language newspapers including La Fiamma, Epoch Times, Sing Tao • Travel, trade and motorist publications 			<ul style="list-style-type: none"> • Advertisements • Website
Community language media	Media in languages such as: <ul style="list-style-type: none"> • Italian • Chinese • Greek • Arabic • Filipino • Vietnamese 	<ul style="list-style-type: none"> • Want to provide information to particular language readers 	<ul style="list-style-type: none"> • Inform 	<ul style="list-style-type: none"> • Media releases • Advertisements

Key Stakeholders	Details	Issues/interest	Level of Consultation	Communication Tools
Utilities/services	<ul style="list-style-type: none"> • Telstra • Ausgrid • Sydney Water • Jemena • Optus • NBN 	<ul style="list-style-type: none"> • Impacts on infrastructure • Disruptions 	<ul style="list-style-type: none"> • Consult • Involve 	<ul style="list-style-type: none"> • Regular meetings • Utilities Coordination Group • Interface management plans

4.2 Management of Stakeholder Details

The stakeholder list will be overseen by the Public Liaison Manager (PLM) and maintained by all Public Liaison Place Managers (PLPMs) and Public Liaison Officers (PLOs).

Stakeholder details and interactions will be recorded in the WestConnex stakeholder database, Consultation Manager.

4.3 Stakeholder Mapping

The Public Liaison Team will continuously map stakeholders to ensure the appropriate people are notified of work activities and their associated impacts including notification zones (as outlined in Section 4.4).

4.4 Notification Process

Generally, community and stakeholders within approximately 200 metres of a construction activity (including site establishment) will be notified five business days in advance (see Figure 4-1) of work starting.

However, the specific stakeholder notification area is variable from activity to activity. Should a notification zone be larger or smaller than 200 metres, it will be determined by a number of factors (and is outlined in Figure 4-1) including:

- The location of the activity in relation to residences, sensitive receivers or businesses. This will include underground tunnelling or surface construction activities
- The potential impact the work may have such as noise, vibration, dust, access, traffic changes or other work activity
- The type and frequency of the activity being carried out. This will include any impulsive noise activities
- The time of day or night the activity is being carried out. This will include any out of hours works proposed
- The duration of the activity
- The type of equipment that is being used
- The direct or indirect impact that is predicted or level of interest in a particular activity, such as utility works on local streets or traffic delays to the wider network
- Previous enquiries or complaints about a specific work activity.

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

During tunnelling construction work, properties within 50 metres of the tunnel alignment will be notified of the commencement of tunnelling in the area, a minimum of five business days in advance.

Notifications are a key tool for informing the community of Project activities. The process below (Figure 4-1) will help ensure notifications are provided for all necessary work. The process reflects RMS and WestConnex timeframes.

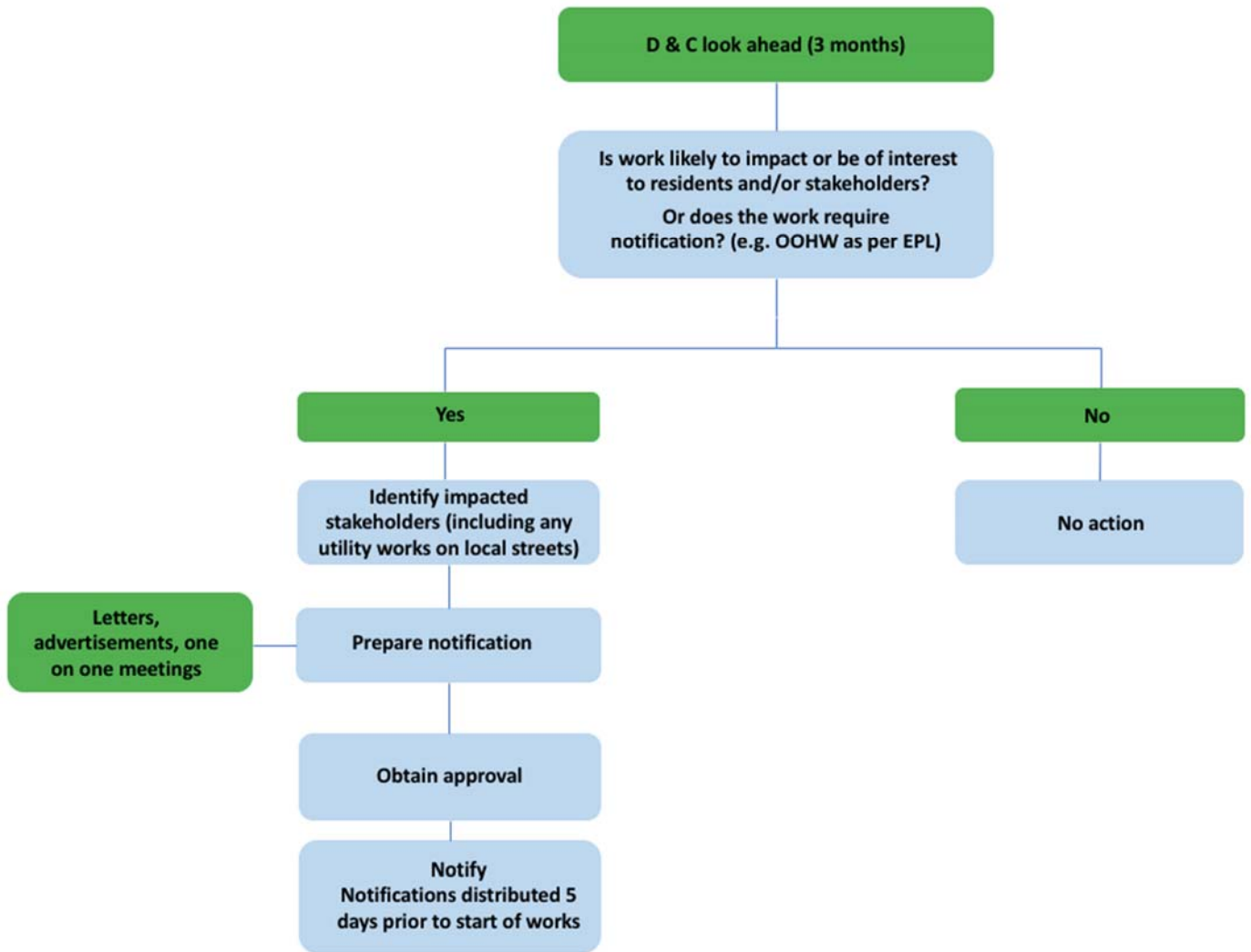


Figure 4-1 Process for notification

5 Site Specific Issues

Detailed below is the community engagement program based on the anticipated site-specific issues. These site-specific issues, stakeholder and associated communication strategies are not exhaustive and the process of identifying stakeholders, issues and developing communication strategies will continue to be developed and refined during the life of the Project.

5.1 Haberfield/Ashfield

Table 5-1: Haberfield/Ashfield Communication

Location	Issues	Stakeholders	Streets (300m)	Communication Strategy
<p>Northcote Street tunnel and the Haberfield civil site</p> <p>Communication area: As tunnelling progresses, suburbs include:</p> <ul style="list-style-type: none"> Ashfield Haberfield Leichhardt 	<ul style="list-style-type: none"> Long term construction fatigue Dust, Noise Vibration Construction vehicles using local streets Property impact / damage Parking, noise, litter, smoking by workers Pedestrian access and safety Traffic haulage route 	<p>Elected representatives:</p> <ul style="list-style-type: none"> State: includes electorates of Summer Hill Jo Haylen (ALP); and Strathfield Jodi McKay (ALP) Federal: includes electorates of Grayndler Anthony Albanese (ALP); and Reid Craig Laundry (LIB). <p>Other stakeholders:</p> <ul style="list-style-type: none"> Inner West Council Bunnings 	<ul style="list-style-type: none"> Alt Street Ash Lane Cove Street Earle Avenue Frederick Street Parramatta Rd Henry Street Northcote Street Page Avenue Walker Avenue Wattle Street Wolseley Street 	<ul style="list-style-type: none"> Adhere to EIS commitments and REMMs in SPIR Property condition surveys Noise and vibration monitoring Work notifications and newsletters Project website updated Email updates on construction to distribution list Email to directly impacted stakeholders for specific work Door knocks Meetings targeting specific areas and issues of interest

Location	Issues	Stakeholders	Streets (300m)	Communication Strategy
	<ul style="list-style-type: none"> Overlapping construction with the New M4 project Ventilation outlet (perceived air quality and visual impacts) Visual impacts Air quality 	<ul style="list-style-type: none"> Jims Car Cleaning and Detailing Ken Carroll Motors Kingdom Hall of Jehovah's Witnesses Midway Dental Clinic Photo Shop Studio Little VIPs Child Care Sarks Paul A. & Son The Infants Home Retail – 552 to 586 Parramatta Rd Retail - 271 to 317 Parramatta Rd Residential properties in listed streets. 		<ul style="list-style-type: none"> Community Information Sessions <p>Available to community:</p> <ul style="list-style-type: none"> Via the 1800 hotline at all times Via the info@m4-m5linktunnels.com.au email address In person at the Community Information Centre, Monday to Friday between 9am and 5pm. <p>Other measures:</p> <ul style="list-style-type: none"> Toolbox talks with workforce Site contact information on signage Haulage routes displayed at site and provided to drivers Measures in place to manage impacts early – temporary noise barriers, dust suppression measures
Wattle Street civil and tunnel site	<ul style="list-style-type: none"> Long term construction fatigue 	<p>Elected representatives:</p> <ul style="list-style-type: none"> State: includes electorates of Summer 	<ul style="list-style-type: none"> Allum Street Alt Street 	<ul style="list-style-type: none"> Adhere to EIS commitments and REMMs in SPIR

Location	Issues	Stakeholders	Streets (300m)	Communication Strategy
<p>Communication area: As tunnelling progresses, suburbs include:</p> <ul style="list-style-type: none"> Haberfield 	<ul style="list-style-type: none"> Dust Noise Vibration Tunnelling impacts Construction fatigue Property impact/damage Parking, noise, litter, smoking by workers Pedestrian access and safety Traffic haulage route Ventilation outlet (perceived air quality and visual impacts) Visual impacts Air quality 	<p>Hill Jo Haylen (ALP); and Strathfield Jodi McKay (ALP)</p> <ul style="list-style-type: none"> Federal: includes electorates of Grayndler Anthony Albanese (ALP); and Reid Craig Laundry (LIB). <p>Other stakeholders:</p> <ul style="list-style-type: none"> Inner West Council Bunnings Kingdom Hall of Jehovah's Witnesses Residential properties in listed streets. 	<ul style="list-style-type: none"> Ash Lane City West Link Dobroyd Parade Martin Street Northcote Street Ramsay Street Walker Avenue Waratah Street Wattle Street 	<ul style="list-style-type: none"> Property condition surveys Noise and vibration monitoring Work notifications, factsheets and newsletters Project website updated Email updates on construction to distribution list Email to directly impacted stakeholders for specific work Door knocks Meetings targeting specific areas and issues of interest Community Information Sessions <p>Available to community:</p> <ul style="list-style-type: none"> Via the 1800 hotline at all times Via the info@m4-m5linktunnels.com.au email address In person at the Community Information Centre, Monday to Friday between 9am and 5pm. <p>Other measures:</p>

Location	Issues	Stakeholders	Streets (300m)	Communication Strategy
				<ul style="list-style-type: none"> • Toolbox talks with workforce • Site contact information on signage • Haulage routes displayed at site and provided to drivers • Measures in place to manage impacts early – temporary noise barriers, dust suppression measures.
<p>Parramatta Road East and West civil sites</p> <p>Communication area: Haberfield and Ashfield</p>	<ul style="list-style-type: none"> • Long term construction fatigue • Dust and noise during site establishment work, ongoing use of the site and when the site is being demobilised at the end of the project • Construction vehicles using local streets • Vegetation removal • Property impact/damage • Worker behaviour 	<p>Elected representatives:</p> <ul style="list-style-type: none"> • State: includes electorates of Summer Hill Jo Haylen (ALP); and Strathfield Jodi McKay (ALP) • Federal: includes electorates of Grayndler Anthony Albanese (ALP); and Reid Craig Laundry (LIB). <p>Other stakeholders:</p> <ul style="list-style-type: none"> • Inner West Council • Aboriginal groups 	<ul style="list-style-type: none"> • Alt Street • Bland Street • Chandos Street • Rogers Avenue • Parramatta Road • Walker Avenue • Alt Street • Bland Street • Chandos Street • Curt Street • Henry Street • Illford Avenue 	<ul style="list-style-type: none"> • Adhere to EIS commitments and REMMs in SPIR • Property condition surveys • Work notifications, factsheets and newsletters • Project website updated • Email updates on construction to distribution list • Email to directly impacted stakeholders for specific work • Door knocks • Meetings targeting specific areas and issues of interest

Location	Issues	Stakeholders	Streets (300m)	Communication Strategy
	<ul style="list-style-type: none"> • Pedestrian access and safety • Public transport • Traffic haulage route • Visual impact 	<ul style="list-style-type: none"> • Interests Groups • Utilities (Water/Electricity) • Bunnings Ashfield • Good Start Early Learning • Guardian Early Learning • Haberfield Baptist Church Preschool • Haberfield Public School • Blind Perfection • Photo Shop Studio • Prestige Smash Repairs (Muir) • Paul Sarks & Sons • St Joan of Arc Catholic Parish • Sydney GPS Motors. • Residential properties in listed streets. <p>Elected representatives:</p>	<ul style="list-style-type: none"> • Loftus Street • Parramatta Road • Wattle Street 	<ul style="list-style-type: none"> • Community Information Sessions <p>Available to community:</p> <ul style="list-style-type: none"> • Via the 1800 hotline at all times • Via the info@m4-m5linktunnels.com.au email address • In person at the Community Information Centre, Monday to Friday between 9am and 5pm. <p>Other measures:</p> <ul style="list-style-type: none"> • Toolbox talks with workforce • Site contact information on signage • Haulage routes displayed at site and provided to drivers • Community outreach such as partnering with Haberfield Public School • Measures in place to manage impacts early – temporary noise barriers, dust suppression measures.

Location	Issues	Stakeholders	Streets (300m)	Communication Strategy
		<ul style="list-style-type: none"> • State: includes electorates of Summer Hill Jo Haylen (ALP); and Strathfield Jodi McKay (ALP) • Federal: includes electorates of Grayndler Anthony Albanese (ALP); and Reid Craig Laundy (LIB). <p>Other stakeholders:</p> <ul style="list-style-type: none"> • Inner West Council • Utilities (water/electricity) • Bunnings Ashfield • Dobroyd Point Public School • Juvenile Justice – Yasmar Training Facility • St John’s Anglican Church • St John’s Preschool Ashfield 		

Location	Issues	Stakeholders	Streets (300m)	Communication Strategy
		<ul style="list-style-type: none"> St Vincent's Parish Centre St Vincent's Primary School Ashfield Sydney GPS Motors The Infants' Home The Willows Nursing Home. 		

5.2 St Peters

Table 5-2 St Peters Communication

Location	Issues	Stakeholders	Streets (300m)	Communication Strategy
<p>Campbell Road civil and tunnel site</p> <p>Communication area: As tunnelling progresses, suburbs include:</p> <ul style="list-style-type: none"> St Peters Newtown. 	<ul style="list-style-type: none"> Construction fatigue Dust Noise Vibration Parking Worker behaviour Pedestrian access and safety 	<ul style="list-style-type: none"> Elected representatives: State: Jenny Leong (GRN) Federal: Anthony Albanese (ALP). <p>Other stakeholders:</p> <ul style="list-style-type: none"> Inner West Council City of Sydney Aboriginal groups 	<ul style="list-style-type: none"> Applebee Street Barwon Park Road Burrows Road Campbell Road Campbell Street Canal Road Church Street 	<ul style="list-style-type: none"> Adhere to EIS commitments and REMMs in SPIR Property condition surveys Noise and vibration monitoring Work notifications, factsheets and newsletters Project website updated Regular email updates on construction to distribution list

Location	Issues	Stakeholders	Streets (300m)	Communication Strategy
	<ul style="list-style-type: none"> • Spoil haulage route • Property impact/damage • Ventilation outlet (perceived air quality and visual impacts) • Visual impacts. 	<ul style="list-style-type: none"> • Interest Groups • Utilities (water/electricity) • City of Sydney Park Nursery and Depot • Helping Hands – St Peters (preschool) • Hillsong Church Alexandria • Little Learning School Alexandria • St Peters Community Preschool • St Peters Public School • Local businesses • Veterinary Clinic • Residential properties in listed streets. 	<ul style="list-style-type: none"> • Crown Street • Euston Road • Lackey Street • Princes Highway • Short Street • St Peters Street • Victoria Street 	<ul style="list-style-type: none"> • Email to directly impacted stakeholders for specific work • Door knocks • Meetings targeting specific areas and issues of interest • Community Information Sessions <p>Available to community:</p> <ul style="list-style-type: none"> • Via the 1800 hotline at all times • Via the info@m4-m5linktunnels.com.au email address • In person at the Community Information Centre, Monday to Friday between 9am and 5pm. <p>Other measures:</p> <ul style="list-style-type: none"> • Toolbox talks with workforce • Haulage routes displayed at site and provided to drivers • Community outreach such as partnering with St Peter’s Public School • Measures in place to manage impacts early – temporary noise

Location	Issues	Stakeholders	Streets (300m)	Communication Strategy
				barriers, dust suppression measures.

5.3 Camperdown/Annandale

Table 5-3 Camperdown/Annandale Communication

Location	Potential Issues	Stakeholders	Streets (300m)	Communication Strategy
<p>Pymont Bridge Road tunnel site</p> <p>Communication area As tunnelling progresses, suburbs include:</p> <ul style="list-style-type: none"> Annandale Camperdown Stanmore Leichhardt. 	<ul style="list-style-type: none"> Dust Noise Vibration Impact to local parking Pedestrian access and safety Public transport impact Spoil haulage route Visual impacts Air quality Visual amenity 	<p>Elected representatives:</p> <ul style="list-style-type: none"> State: Electorates of Balmain: Jamie Parker (GRN) and Newtown, Jenny Leong (GRN) Federal: Anthony Albanese (ALP). <p>Other stakeholders:</p> <ul style="list-style-type: none"> Inner West Council/City of Sydney Council Transit Authority National Storage Grumpy Donuts 	<ul style="list-style-type: none"> Albion Street Australia Street Booth Street Brodrick Street Cahill Street Cardigan Street Church Street Collins Street Denison Street Gordon Street Guihen Street Isabella Street 	<ul style="list-style-type: none"> Adhere to EIS commitments and REMMs in SPIR Property condition surveys Noise and vibration monitoring Implementation of the Business Management Plan Work notifications, factsheets and newsletters Project website updated Regular email updates on construction to distribution list Email to directly impacted stakeholders for specific work Door knocks

Location	Potential Issues	Stakeholders	Streets (300m)	Communication Strategy
	<ul style="list-style-type: none"> • Worker parking • Worker behaviour • Disturbance to sense of community • Public perception • Property impact/damage • Perceived impact on operation of businesses directly adjacent to work site 	<ul style="list-style-type: none"> • Baby Bunting • Repco • Pole Sydney • Matty and John's Coffee • Buildcorp Construction • Chim Cham's Café • Mac Pac • Toy Store • Mansours • James Squire Brewery • 7/11 • Frankie's Pizza • Camperdown Fitness • Mechanics • Small businesses • Utilities (water/electricity) • Bridge Road School • Annandale Public School 	<ul style="list-style-type: none"> • Lambert Street • Layton Street • Mallet Street • Marsden Street • Parramatta Road • Purkis Street • Pyrmont Bridge Road • Susan Street • Taylor Street • Water Street • Mason Street • Chester Street. 	<ul style="list-style-type: none"> • Meetings targeting specific areas and issues of interest • Community Information Sessions <p>Available to community:</p> <ul style="list-style-type: none"> • Via the 1800 hotline at all times • Via the info@m4-m5linktunnels.com.au email address • In person at the Community Information Centre, Monday to Friday between 9am and 5pm. <p>Other measures:</p> <ul style="list-style-type: none"> • Toolbox talks with workforce • Site contact information on signage • Haulage routes displayed at site and provided to drivers • Community outreach such as fundraising for local primary school

Location	Potential Issues	Stakeholders	Streets (300m)	Communication Strategy
		<ul style="list-style-type: none"> Residential properties in listed streets. 		<ul style="list-style-type: none"> Visual amenity such as potential public art on site hoarding Measures in place to manage impacts early – temporary noise barriers, dust suppression measures.

6 Public Liaison Team

6.1 Public Liaison Approach

LSBJV recognises the importance of an experienced and skilled Public Liaison team that is integrated into the wider Project team. The Project will work in partnership with WestConnex's Communication and Engagement team to achieve the Project outcomes and leave a positive legacy for the host community and future customers.

Consultation will be in accordance with the IAP2 Public Participation Spectrum as outlined and be of best practice to support the Project's commitment to achieving an 'Excellent' rating under the Infrastructure Sustainability Council of Australia (ISCA) rating scheme.

The CCS outlines the stakeholder engagement commitments for this programme.

6.2 Public Liaison Protocols

LSBJV is responsible for overall management and coordination of community information, engagement and involvement, which will be managed by the LSBJV Public Liaison team. The Public Liaison Manager (PLM) is the designated complaints handling and community contact management representative for the Project.

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

The training will also include information about the structure of the Public Liaison team and how to refer community contact to the team including a minimum commitment for contact to be reported within one (1) hour.

6.2.1 Upcoming Opportunities for Media Events

The PLM will provide the following information to WestConnex and RMS at regular and relevant scheduled coordination meetings to aid in the planning for media events:

- A look ahead of upcoming activities, including site visits, milestones, night work
- Any other information considered relevant including advertisements, notices and other community contact.

6.3 Public Liaison Team

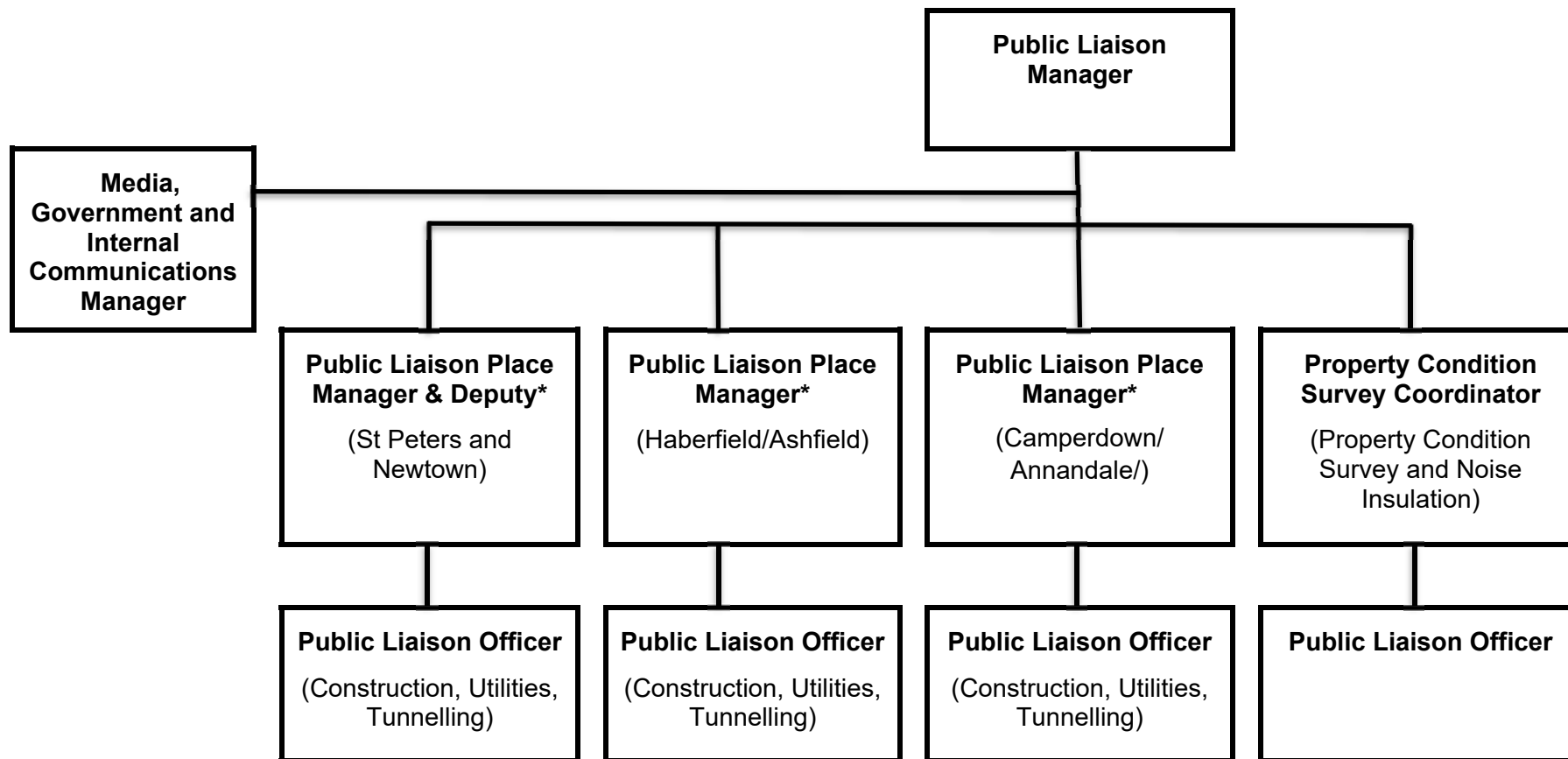
6.3.1 Resourcing Approach

LSBJV has established a Public Liaison team responsible for the overall management and coordination of community information, engagement and involvement.

The PLM for LSBJV ensures that WestConnex is informed of all community issues, consulted regarding all decisions affecting the local and wider community and invited to all community information sessions and site visits.

The PLM is supported by a number of Place Managers, one of which is nominated as the deputy PLM. The Place Managers are supported by a team of Public Liaison Officers (PLOs). The team works in partnership with LSBJV staff including the Utilities Coordination Manager (as per CoA E141).

See Figure 6-1 Public Liaison Team Structure of ten team members.



* Place Managers coordinate place-based Project issues including ancillary facilities point of contact and coordination regarding communications for utilities works (in partnership with the LSBJV Utilities Coordination Manager) as required.

Figure 6-1 Public Liaison Team Structure

6.3.2 Team Roles and Responsibilities

The Public Liaison team is responsible for implementation and coordination of community information and involvement. Our nominated PLM, Place Managers and PLOs manage and deliver community engagement plans, proactively communicate construction impacts, construction methods and working hours with affected communities.

The three place managers are appointed to undertake public liaison duties for construction ancillary facilities (place-based site roles) including utility works and eventually tunneling to assist the public with questions and complaints which they may have at any time during construction. The Public Liaison team (via a rotating roster) is available at all times that work is occurring.

Table 6-1 outlines allocation of team responsibilities.

Table 6-1 Public Liaison Team responsibilities

Role	Responsibility
Public Liaison Manager (PLM)	<p>The Public Liaison Manager is responsible for the overall development, management and delivery of project’s contractual and regulatory requirements for community and stakeholder engagement, media and government relations. This includes managing a team of community engagement and communications professionals to adequately inform the public of planned project work and progress, identify and resolve emerging issues. Responsibilities include:</p> <ul style="list-style-type: none"> • Overall management and development of the Public Liaison Team • Implementation of a strategic Communications and Community Engagement approach for the project through the Community Communications Strategy (CCS) and other plans • Establishing multiple points of contact for the community including a permanent display centre with appropriate community display material, information panels, information leaflets, access to technical reports, complaints handling, website access • Providing high level strategic advice to LSBJV senior leadership, WestConnex and RMS on matters relating to community engagement and communications • Responsible for project’s overall compliance with the Minister’s Conditions of Approval relating to communications, community engagement • Ensuring appropriate personnel are available to receive and respond to calls relating to the M4-M5 Link Mainline Tunnels on a 24/7 basis from the WestConnex 1800 telephone number for the construction period • Managing approval of all project communication materials • Managing productive and effective relationships with key stakeholders, WestConnex, RMS and regulatory authorities • Ensuring the project has a systematic and user-friendly complaints management system, which effectively addresses complaints • Identifying opportunities for community participation in a range of areas that have the potential to strengthen relationships with key project stakeholders • Managing the Project’s responses to media and Government enquiries relating to the M4-M5 Link Mainline Tunnels through WestConnex/RMS • Ensuring stakeholder interactions are recorded in the WestConnex stakeholder database, Consultation Manager

Role	Responsibility
	<ul style="list-style-type: none"> • Consider feedback provided by the community and disseminating to the wider Project team about opportunities to implement • Promoting potential educational/training opportunities to tertiary and secondary students to learn about the Project • Delivering on promises when made and negotiate if circumstances change • Monitoring, evaluating and recommending changes to community engagement and communications strategies and processes including the complaints management system.
Public Liaison Place Managers	
<p>Public Liaison Place Managers are responsible for delivery of project's contractual and regulatory requirements for engagement and communications for a set geographic area. This includes developing and implementing targeted community engagement and communication strategies and materials for upcoming work, responding to enquiries and complaints as well as building positive and productive working relationships with community members. One of the Public Liaison Place Managers will be nominated as the deputy for the PLM. Key responsibilities include:</p> <ul style="list-style-type: none"> • Managing drop in community information sessions, mobile events, street meetings, one on one meetings etc. • Proactively facilitating liaison with key stakeholders and community groups about upcoming work and work progress • Implementing the project's Community Communications Strategy (CCS) and other involvement and communication strategies • Being available (on a roster basis) to receive and respond to calls relating to the M4-M5 Link Tunnels on a 24/7 basis from the WestConnex1800 telephone number for the construction period • Staffing the Community Information Centre at Haberfield on a roster basis • Developing communication and engagement materials such as notifications, letters, newsletters, advertisements, website content etc to provide timely and adequate notification of upcoming work and work progress • Developing and maintaining productive and effective relationships with key stakeholders • Implementing the Project's complaints management system to effectively address complaints • Facilitating effective communication about the Project benefits • Identifying and initiating opportunities for community participation in a range of areas that have the potential to strengthen relationships with key project stakeholders and enhance the project's reputation • Encouraging community participation • Maintaining accurate records on Public Liaison issues • Providing advice to the wider project team on matters relating to timely provision on information, engagement requirements, proactively identifying issues and promptly responding to concerns raised • Contributing to the weekly, monthly and other reporting requirements. 	

Role	Responsibility
Public Liaison Officers (LSBJV)	
<p>Assisting the Public Liaison Place Managers with implementation of community engagement obligations including:</p> <ul style="list-style-type: none"> • Developing communication and engagement materials such as notifications, letters, newsletters, advertisements, website content etc to provide timely and adequate notification of upcoming work and work progress • Organising and attending community information sessions, mobile events, street meetings and other meetings • Being available (on a roster basis) to receive and respond to calls relating to the M4-M5 Link Tunnels on a 24/7 basis from the WestConnex 1800 telephone number • Responding to telephone calls and written complaints and enquiries including undertaking investigations of complaints/enquiries • Staffing the Community Information Centre at Haberfield on a roster basis • Identifying opportunities for community participation that has the potential to strengthen and enhance relationships with stakeholders • Maintaining accurate records on raised issues • Working closely with the LSBJV Utilities Coordination Manager to ensure coordination of information to local community and stakeholders • Internally promoting the Project's involvement in community events • Researching opportunities for sponsorship of local interests • Developing materials and participate in a program of internal toolbox meetings • Promote Project's involvement in community events internally and externally. 	
Property Condition Survey Coordinator	
<ul style="list-style-type: none"> • Working alongside the Project's Property team to coordinate the required communication and interaction with property owners re pre and post construction surveys including: <ul style="list-style-type: none"> ○ Sending out offer letters and conducting door knocks ○ Responding to queries and complaints about the property condition survey process ○ Issuing completed surveys to property owners • Coordinate the Project's communication and interaction with eligible property owners regarding the noise insulation program including: <ul style="list-style-type: none"> ○ Sending out offer letters and conducting door knocks ○ Responding to queries and complaints about the noise insulation program process ○ Attending various meetings with property owners and attending the final inspections • Assist the Public Liaison Place Manager as required on other items associated with project delivery 	

Role	Responsibility
	<ul style="list-style-type: none"> Interface between the property owners, the Project Team and the Independent Property Impact Assessment Panel in relation to property damage claims.

6.4 Public Liaison Team Contact Details

The Public Liaison Manager is based in the main construction site office. The Public Liaison Place Managers and Public Liaison Officers are based on site with their respective teams.

A permanent community information centre is opened to the public and staffed by LSBJV Public Liaison team members Monday to Friday between 9am and 5pm. Clearly visible signage has been installed on the community information centre and the community has been advised of its location via the Project website (www.westconnex.com.au) and various community information materials.

A representative from the Public Liaison team is physically available to answer the 24-hour toll-free information line seven days a week. The community has been advised of the Project's 1800 number 1800 660 248 which is available 24 hours per day during the Project delivery phases (callers are guided to ask to speak to a member of the M4-M5 Link Mainline Tunnels Public Liaison Team).

The generic WestConnex email address is info@westconnex.com.au, however the M4-M5 Link Tunnels direct email address is info@m4-m5linktunnels.com.au and it is included on all public materials.

7 Communication Management

7.1 Communication Tools

A range of communication tools are used to inform and engage the community and other stakeholders about the M4-M5 Link Tunnels Project as work progresses. Table 7-1 below provides an overview of the tools to be used, frequency and timing, the audience and specific requirements of each tool.

Table 7-1 Communication tools

Tool	Description	Audience	Frequency/Timing	Tool Specifications
24-hour toll-free information line	<ul style="list-style-type: none"> A 24-hour toll-free information line will be the main point of contact between the community and the Project team Provides a mechanism for which feedback from the community can be provided to the Project Team 	<ul style="list-style-type: none"> All community members and stakeholders identified in this Strategy 	<ul style="list-style-type: none"> Ongoing and to be maintained for the period from four weeks after the date of the Project Deed until eight weeks after the Date of Construction Completion 	<ul style="list-style-type: none"> Project number 1800 660 248 is included on all Project communication material All calls received will be recorded in the Community Contacts database Details of the call will be included against caller names (if provided), including contact details and a description of the nature of the call
Advertisements (commencement of works and operation)	<ul style="list-style-type: none"> 1800 660 248, postal address (PO Box 63 Mascot NSW 1460) and email address. 	<ul style="list-style-type: none"> Local community Directly affected residents and businesses Motorists Cyclists 	<ul style="list-style-type: none"> Prior to the commencement of works and prior to the commencement of operation 	Media may include: <ul style="list-style-type: none"> Sydney Morning Herald Daily Telegraph Inner West Courier

Tool	Description	Audience	Frequency/Timing	Tool Specifications
		<ul style="list-style-type: none"> • Pedestrians 		<ul style="list-style-type: none"> • Village Voice • Relevant local language newspapers such as La Fiamma, Epoch Times, Sing Tao.
Advertisements (construction activity)	Advertisements with details of: <ul style="list-style-type: none"> • Areas of work • Hours of operation • Project contacts. 	<ul style="list-style-type: none"> • Local community • Directly affected residents and businesses • Motorists • Cyclists • Pedestrians 	<ul style="list-style-type: none"> • As required 	Media may include: <ul style="list-style-type: none"> • Sydney Morning Herald • Daily Telegraph • Inner West Courier • Village Voice • Relevant local language newspapers such as La Fiamma, Epoch Times, Sing Tao.
Advertisements (traffic changes)	Advertisements with details of work that will significantly affect the community including work that will result in detours, significant traffic disruptions or work outside the working hours contained in the environmental documents.	<ul style="list-style-type: none"> • All road users including trucking, freight industry, public transport operators, emergency services • Motorists • Cyclists • Pedestrians 	<ul style="list-style-type: none"> • As required to coincide with traffic disruptions 	<ul style="list-style-type: none"> • The advertisement to contain details of disruptions, timing, beginning and end, alternative routes • Graphically presented, if appropriate • 1800 660 248, postal address (PO Box 63 Mascot NSW 1460) and email addressed for the Project team

Tool	Description	Audience	Frequency/Timing	Tool Specifications
Community Complaints Mediator	To resolve referred complaints.	<ul style="list-style-type: none"> All community members and LSBJV 	<ul style="list-style-type: none"> As requested 	<ul style="list-style-type: none"> Details about the role of the Community Complaints Mediator can be found in Section 9
Air Quality Community Consultative Committee (AQCCC)	<p>AQCCC will be established for the Project in accordance with the Community Consultative Committee Guideline – State Significant Projects (NSW Department of Planning and Environment 2019).</p> <p>The committee will provide a forum for discussion between RMS, the construction contractor(s), local community and councils regarding the Project, including cumulative impacts and air quality.</p>	<ul style="list-style-type: none"> AQCCC – members 	<ul style="list-style-type: none"> As required by CoA 	<ul style="list-style-type: none"> Detailed information to be confirmed with formation of AQCCC with RMS liaison and advice including Terms of Reference
Community contacts database	Consultation Manager is the approved community contact database.	<ul style="list-style-type: none"> Project Team 	<ul style="list-style-type: none"> Ongoing for duration of the Project. 	<ul style="list-style-type: none"> Correspondence details will be entered into the database within 24 hours of receipt. Actions resulting from the

Tool	Description	Audience	Frequency/Timing	Tool Specifications
				<p>correspondence will be recorded in this system</p> <ul style="list-style-type: none"> Registers will be provided at the Community Information Centre, any staffed or public display locations and on the Project website to enable the community to be included on the database All known stakeholders close to the Project and key stakeholders will be included on the database The database will be regularly updated from the registers at the Community Information Centre , staffed or public display locations and on the website as well as requests for inclusion made by the community The database will be used to record community requests for inclusion within five business days
Community forums	LSBJV will seek to engage with the community in a	<ul style="list-style-type: none"> As identified through the course of construction 	<ul style="list-style-type: none"> As required 	<ul style="list-style-type: none"> Key issues will be discussed and options explored with

Tool	Description	Audience	Frequency/Timing	Tool Specifications
	<p>range of forums as appropriate throughout the Project.</p> <p>These forums could include street meetings, information sessions or workshops.</p> <p>The forums provide a mechanism by which feedback from the community can be provided to the Project Team.</p>			<p>community representatives who live/work/operate a business or have a direct interest in the Project.</p> <ul style="list-style-type: none"> • Provide results of feedback gathered and considered by the Project (LSBJV/RMS/WestConnex) in a previous consultation.
Community updates	<p>Community updates will be prepared in the form of newsletters to keep the community up-to-date with construction milestones.</p> <p>Stakeholders will be able to register to be included on a distribution list via the website, mail out or feedback form.</p>	<ul style="list-style-type: none"> • All community members on the community contacts database • All relevant authorities • Available at the Community Information Centre • Included on the WCX website • Displayed on any community noticeboards. 	<p>As required, but for each major construction milestone at a minimum including:</p> <ul style="list-style-type: none"> • Commencement of construction • Opening of the Project to traffic (operations) 	<ul style="list-style-type: none"> • The updates (newsletters) include the status of the Project, construction progress, construction schedules/programs, environmental management initiatives and community involvement achievements associated with LSBJV's Work, the Project Works and the Temporary Works • The community updates will include sources of other information associated with LSBJV's Work, the Project

Tool	Description	Audience	Frequency/Timing	Tool Specifications
				<p>Works and the Temporary Works, including Project display locations and website details</p> <ul style="list-style-type: none"> Community update may provide results of feedback gathered and considered by the Project (LSBJV/RMS/WestConnex) in a previous consultation Community updates will contain Project contact details, including the Project 1800 number and email address
Complaints Management System	To record complaints and responses received in relation to the Project.	<ul style="list-style-type: none"> Wider community Project team 	<ul style="list-style-type: none"> As required 	<ul style="list-style-type: none"> Details about the Complaints Management System can be found in Section 9
Construction site hoarding	<ul style="list-style-type: none"> The CSSI name and number, 1800 telephone (1800 660 248), postal address (PO Box 63 Mascot NSW 1460) and email address will be printed on the hoardings of each construction site. 	<ul style="list-style-type: none"> All community members and stakeholders identified in this Strategy. 	<ul style="list-style-type: none"> Throughout the Project works. 	<ul style="list-style-type: none"> Basic Project identification details to be available and visible to those walking or driving by the sites associated with the Project. LSBJV may use construction hoarding to provide information regarding construction specific to the location including display boards with a poster (minimum

Tool	Description	Audience	Frequency/Timing	Tool Specifications
				A3 size for pedestrians to view in detail). The poster will provide information in the form of progress photos and construction schedules/programs or look-ahead schedule.
Engagement survey	<p>A survey that asks specific questions to the community and stakeholders about how they wish to be engaged.</p> <p>Provides a mechanism for which feedback from the community can be provided to the Project Team.</p>	<ul style="list-style-type: none"> Existing contacts in the community contacts database Residents and businesses within 200m of construction sites and within 200m of tunnel alignment (including the portals, Motorway Operations Centre, ventilation points and spoil removal sites.) 	<ul style="list-style-type: none"> Four weeks prior to actual construction (not including any site establishment works undertaken in accordance with the Site Establishment Management Plan). 	<ul style="list-style-type: none"> Survey to ask specific questions to identify the preferred method of communication (including engagement) and identify issues that are of interest to the community. The survey will be online with an option for community members to request a paper copy, complete at the Community Information Centre, or download and print a paper copy to provide to the LSBJV Project team. The community and stakeholders will be advised of the survey through either a doorknock by LSBJV staff (advised of through LSBJV and Project introduction – no face-

Tool	Description	Audience	Frequency/Timing	Tool Specifications
				<p>to-face survey offered), communication collateral (works notifications), a survey notification flyer or an email.</p> <ul style="list-style-type: none"> • Language translation and interpreter services are available for community members who request assistance from LSBJV or use the services directly.
Community Information Centre	<p>Display centre established as per requirements.</p> <p>Provides a mechanism for which feedback from the community can be provided to the Project Team.</p>	<ul style="list-style-type: none"> • Wider community 	<p>Opening times:</p> <ul style="list-style-type: none"> • 9am to 5pm Monday to Friday • Not open on public holidays. 	<p>Typical display centre contents:</p> <ul style="list-style-type: none"> • Visitor's book • Up to date maps • Access information – including temporary traffic arrangements • Urban and landscape treatments • Significant structures • Tunnel and ventilation system including safety features • Water quality treatment • Noise and retaining walls • Headlight screens

Tool	Description	Audience	Frequency/Timing	Tool Specifications
				<ul style="list-style-type: none"> • Community involvement activities • Construction schedules/programs • Environment and cultural features • Video and photographic library • Contact details • Staffing by LSBJV Public Liaison staff.
Doorknocks	<p>The Public Liaison team will doorknock directly affected property owners in close proximity to construction sites and those who are impacted by property adjustment.</p> <p>Provides a mechanism for which feedback from the community can be provided to the Project Team.</p>	<ul style="list-style-type: none"> • Directly affected residents and businesses. 	<ul style="list-style-type: none"> • As required 	<ul style="list-style-type: none"> • Doorknocks and feedback recorded in the Consultation Manager. • Doorknocks may be completed in order to inform affected stakeholders where parking is impacted as a result of construction in accordance with CoA E54. • Doorknocks may be required in the event of the need to complete some emergency works in accordance with CoA E74.

Tool	Description	Audience	Frequency/Timing	Tool Specifications
				<ul style="list-style-type: none"> • Doorknocks may be used in order to consult with affected sensitive receivers in relation to respite periods in accordance with CoA E76. • Prior to works at receiver noise mitigation in the form of at-property treatment must be offered to the land owner for habitable living spaces in accordance with CoA E88.
Email	<p>Email contact details will be established where appropriate and email notifications will be used to inform those directly affected by any changes that may impact on individual properties, residents and businesses, such as traffic disruptions, construction of temporary detours and work required outside normal working hours.</p> <p>Provides a mechanism for which feedback from the community can be</p>	<ul style="list-style-type: none"> • All 	<ul style="list-style-type: none"> • Ongoing for the duration of the Project. 	<ul style="list-style-type: none"> • All email enquiries will be responded to within 5 business days and email complaints received during working hours acknowledge within eight hours, or if received out of hours, on the next business day • All email correspondence will be recorded in the community contacts database • The email address database may be used in order to consult with affected stakeholders where parking stock is impacted as a result of

Tool	Description	Audience	Frequency/Timing	Tool Specifications
	provided to the Project Team.			<p>construction in accordance with CoA E54.</p> <ul style="list-style-type: none"> • The email address database may be used in the event of the need to complete some emergency works in accordance with CoA E74. • The email address database may be used in order to consult with affected sensitive receivers in relation to respite periods in accordance with CoA E76. • Owners and occupiers of properties at risk of exceeding the vibration screening criteria for cosmetic damage will be notified by direct letterbox notification or email in accordance with CoA E83. • Email may be used to return correspondence to community members and stakeholders who provided feedback as the result of consultation. An email will provide results of feedback gathered and considered by the Project

Tool	Description	Audience	Frequency/Timing	Tool Specifications
				(LSBJV/RMS/WestConnex) in a previous consultation.
Feedback	Feedback forms that allows the community to provide online feedback on the Project.	<ul style="list-style-type: none"> All 	<ul style="list-style-type: none"> As required 	<ul style="list-style-type: none"> Feedback forms will be provided at the displays including the community information centre and online.
Letterbox notifications	Letterbox notifications will be used to inform those directly affected by any changes that may impact on individual properties, residents and businesses.	<ul style="list-style-type: none"> Nearby and potentially affected residents within 200m radius of the Project works or described in CNVIS (and expanded as a result of the CNVIS(s)). Community members registered in community contacts database Other community members assessed by as being potentially affected by the activities described in the notification. 	<ul style="list-style-type: none"> As required but will occur five business days prior to the proposed activity described in the leaflets. 	<ul style="list-style-type: none"> Double sided with detail about what is happening and/or changes, in plain English, supported by map, drawings, construction schedules/programs as required. Owners and occupiers of properties at risk of exceeding the vibration screening criteria for cosmetic damage will be notified by direct letterbox notification or email in accordance with CoA E83.
Media release	A media release containing information about relevant milestones including start of construction and road openings.	<ul style="list-style-type: none"> All 	<ul style="list-style-type: none"> At commencement of Project At major milestones. 	<ul style="list-style-type: none"> LSBJV will identify other opportunities for media events, including the achievement of other Project milestones and the opening of local roads to traffic

Tool	Description	Audience	Frequency/Timing	Tool Specifications
Out-of-hours works	<p>LSBJV will adhere to the requirements of the CNVMP and implement the OOHW protocol. These protocols have been developed in compliance with CoA E77 and appropriate levels of consultation will be carried out for all OOHW activities.</p>	<ul style="list-style-type: none"> • Local community • Directly affected residents and businesses • All road users including trucking, freight industry, public transport operators, emergency services 	<ul style="list-style-type: none"> • Throughout the Project works, as needed 	<ul style="list-style-type: none"> • Details of works required outside standard construction hours, including justification of why the activities are required outside standard construction hours • Measures that will be implemented to manage potential impacts associated with works outside standard construction hours • Location and activity specific noise and vibration impact assessment process(es) that will be followed to identify potentially affected receivers, clarify potential impacts and select appropriate management measures • Details of the approval process (internal and external) for works proposed outside standard construction hours. • Three-month schedule of the proposed OOHW. The schedule will also be developed with consideration of utilities relocation/adjustment works to

Tool	Description	Audience	Frequency/Timing	Tool Specifications
				<p>provide appropriate respite in consultation with the community (E76)</p> <ul style="list-style-type: none"> • Consultation with the community at the affected location(s)
Photographic and video material	LSBJV will keep a photographic record of the Project.	<ul style="list-style-type: none"> • Wider community 	<ul style="list-style-type: none"> • Minimum every three months. 	<ul style="list-style-type: none"> • The images will be used both for public information such as community updates and letterbox notifications and the website, as well as a record of the work • LSBJV will take quarterly photographs of the progress of the work. The photographs will be of a professional quality (minimum 300dpi) suitable to use in publications, Project communications and promotions of a broader nature and for enlargement to use in community display materials
Project opening	Media and activities related to the completion of the Project	<ul style="list-style-type: none"> • WestConnex 	<ul style="list-style-type: none"> • Ongoing for duration of Project. 	<ul style="list-style-type: none"> • LSBJV will plan for and provide resources for an event of some form to mark the opening of the Project to traffic.

Tool	Description	Audience	Frequency/Timing	Tool Specifications
Public displays	<p>Public displays that will provide a forum to obtain updated information about the Project.</p> <p>Representatives from the Project team will be available to speak with individuals.</p> <p>Locations will be determined as per the nature of the display and impacts.</p> <p>Provides a mechanism for which feedback from the community can be provided to the Project Team.</p>	<ul style="list-style-type: none"> Local community Residents and businesses. 	<ul style="list-style-type: none"> Upon achievement of significant milestones or significant changes occur in the design or construction. 	<ul style="list-style-type: none"> Clear and easy to understand display material, relevant to the subject matter.
Site tours	<p>The Public Liaison team will organise public site visits, subject to availability of staff and the work that is underway on the Project at the time.</p>	<ul style="list-style-type: none"> Wider community 	<ul style="list-style-type: none"> As requested. 	<ul style="list-style-type: none"> A visitor safety plan will be developed and implemented, including consideration of the requirements for site inductions and protective clothing. LSBJV will provide protective clothing and water refreshment for visitors Tour guides will have knowledge of the location of nearest first aid facilities

Tool	Description	Audience	Frequency/Timing	Tool Specifications
Stakeholder and resident meetings	<p>One-on-one meetings with nearby property owners, landholders and interested stakeholders that are either requested by the stakeholder or the Project team.</p> <p>Provides a mechanism for which feedback from the community can be provided to the Project Team.</p>	<ul style="list-style-type: none"> Nearby property owners and the wider community as requested. 	<ul style="list-style-type: none"> As required 	<ul style="list-style-type: none"> Meetings with residents (street corner if appropriate), businesses and other stakeholders will be held from time to time to discuss current issues or discuss and provide an overview of upcoming Project works e.g. upcoming local street utility works and a construction schedule/program. The PLT will attend meetings with technical staff as required to assist in providing information directly to those who are potentially most impacted Resident and stakeholder meetings will be recorded in the Project's Consultation Manager database Those unable to attend will be provided the opportunity to get in touch with LSBJV (through a phone call or email) to discuss the meeting content and outcomes
Stakeholder briefings	Key stakeholders, including local councils	<ul style="list-style-type: none"> Local, State and Federal Government 	<ul style="list-style-type: none"> Commencement of Project 	<ul style="list-style-type: none"> Regular meetings will be scheduled with

Tool	Description	Audience	Frequency/Timing	Tool Specifications
	<p>and sensitive receivers, would be given the opportunity to receive briefings on the Project and its potential impacts.</p> <p>Provides a mechanism for which feedback from the community can be provided to the Project Team.</p>	<ul style="list-style-type: none"> Regulatory authorities Community Liaison Groups Business groups. 	<ul style="list-style-type: none"> Key milestones As programmed (councils, regulatory authorities). 	<p>WestConnex/RMS and key stakeholders including Councils, Government Agencies to report on current community and stakeholder issues, provide an overview of the Project works including traffic changes, construction schedules/programs and draft documentation for comment.</p> <ul style="list-style-type: none"> Any agendas, meeting minutes and records of meeting attendees will be kept by LSBJV.
Utilities Management	<p>Consultation with directly impacted stakeholders and the wider community regarding route options for utilities services.</p> <p>Utilities providers will generally use their own internal community engagement and the Project Team (including PLOs) will liaise with providers as part of the consultation process.</p>	<ul style="list-style-type: none"> Local community Residents and businesses 	<ul style="list-style-type: none"> At least 5 days prior to utilities works being carried out 	<ul style="list-style-type: none"> Community consultation will be undertaken within areas that are potentially impacted in regards to route options and time permits If no feasible alternative route is available then community notification of the designated route is to be provided Management measures to evaluate duration, noise and vibration level, and time period of works to determine the level

Tool	Description	Audience	Frequency/Timing	Tool Specifications
				of impact to the community and need for notification
Variable Message Sign (VMS)	VMSs will be used as a static communication tool to keep the community informed about construction activities including changes to traffic and construction activities.	<ul style="list-style-type: none"> Road users Wider communities 	<ul style="list-style-type: none"> As required 	<ul style="list-style-type: none"> VMS wording to be agreed to by WestConnex
Vehicle signage	LSBJV spoil haulage vehicles	<ul style="list-style-type: none"> Road users Wider communities 	<ul style="list-style-type: none"> Duration of works 	<ul style="list-style-type: none"> All construction spoil haulage vehicles must be clearly marked as being for WCX M4-M5 Link (including CSSI application number) in such a manner to enable immediate identification within at least 50 metres of the vehicles
Website	The existing Project website (www.westconnex.com.au) will be used to assist in disseminating community information, receiving feedback and provided generic response to common enquiries.	<ul style="list-style-type: none"> Wider community 	<ul style="list-style-type: none"> Prior to works and until 24 months following the Date of Construction Completion 	<ul style="list-style-type: none"> LSBJV will review and provide updated material for the website All Project contact channels will be available on the website. Other information to be available on website:

Tool	Description	Audience	Frequency/Timing	Tool Specifications
				<ul style="list-style-type: none"> - information on the current implementation status of the CSSI; - 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; - 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; and - a copy of each licence or permit required and obtained in relation to the CSSI. • Where a condition(s) requires a document(s) be prepared prior to a work or construction or operational activity being undertaken, a current copy of the relevant document(s) will be published on the website

Tool	Description	Audience	Frequency/Timing	Tool Specifications
				before the work or activity is undertaken.
WestConnex Acquisition Assistance Line (WAAL)	<ul style="list-style-type: none"> RMS has established and maintain the toll-free Acquisition Assistance Line to provide an ongoing dispute resolution, counselling program and contact information to relevant services for all relocated persons. 	<ul style="list-style-type: none"> Land owners that have had land acquired for the purpose of the CSSI. 	<ul style="list-style-type: none"> Prior to the commencement of works and up to six (6) months following completion of the final acquisition required for the CSSI 	<ul style="list-style-type: none"> The WAAL will also provide first language support for relocated persons with English as a second language.

7.2 Government Agency and Council Consultation

In addition to the consultation and communication processes and opportunities described above, LSBJV will consult with identified government agencies and councils during the development of management plans and other required documentation (as per specific CoAs). Government agencies and councils will be given an appropriate opportunity to provide input on documentation and any relevant input will be considered.

As a key Project stakeholder, it is vital that LSBJV nurtures collaborative and proactive relationships between Project teams, government agencies and council. Interface protocols will also be incorporated to enhance collaboration and information sharing between LSBJV and relevant local and state government agencies. This will ensure clear lines of communication are established. It will also facilitate the establishment of a consultative forum for the sharing of information, input and feedback on a range of Project matters and the preparation of plans and strategies, as well as assist with the resolution of any potential concerns before they escalate. The Public Liaison team/Interface Manager will attend regular interface meetings with government agencies and council and provide an update on relevant community and stakeholder matters.

To commence the consultation period, LSBJV will issue a copy of the documentation for comment to the designated email address for each agency and council and offer a presentation summary of the documentation. During the consultation period LSBJV will call the agency or council to enquire if comments will be forthcoming or to confirm a potential nil response.

Specific plans which require relevant government agency and council consultation during their preparation include:

- Urban Design and Landscape Plan
- Construction Parking and Access Strategy
- Heritage matters including any plans and sub-plans
- Construction Environmental Management Plan (CEMP) monitoring plan and sub-plans
- Flood Mitigation Strategy
- Water Quality Plan and Monitoring plans
- Transport and Access, including pedestrian and cycleway network plans and sub-plans

Any 'nil' responses and repeated requests for comments from government agencies and council will be noted in the Project's Consultation Manager database system.

8 Complaints Management System

8.1 Purpose

The purpose of this section is to outline the procedure for managing complaints for the duration of construction and up to twelve months following the completion of construction of the M4-M5 Link Mainline Tunnels. It has been developed to be consistent with the current Australian Standards for Complaints Handling (AS-4269) including:

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

The complaints register will also record the:

- Number of complaints received
- Number of people affected in relation to a complaint
- Means by which the complaint was addressed and whether resolution was reached, with or without mediation.

As per CoA B8 the complaints management system will be maintained for a minimum of 12 months following the completion of construction.

This complaints management system will be reviewed every six months for the duration of construction.

8.2 Responsibilities

Complaints handling is the responsibility of all team members who encounter the community and stakeholders.

The PLM is the designated complaints handling management representative for the Project. Responsibilities of other Project members are set out in Table 8-1.

Table 8-1 Roles and Responsibilities for Complaints

Roles	Responsibility
LSBJV Public Liaison team	<ul style="list-style-type: none">• Manage the 24-hour community information line and answer all phone calls to the community information line.• Provide a message service for calls received outside of construction hours.• Develop and implement procedure for managing and resolving stakeholder and community complaints directed to the Project team.• Investigate and determine the source of a complaint immediately, including an immediate call to the complainant (when received by phone).• Provide an initial response to all complaints within two hours (where a phone number is provided) from the time of the complaint unless the enquirer agrees otherwise.

Roles	Responsibility
	<ul style="list-style-type: none"> • Provide an initial written response to email complaints within eight hours (or during the next business day if received out of hours) and provided within seven business days if the complaint cannot be resolved in the initial contact. • Keep the complainant informed of the process until the complaint is resolved. • Close out complaints within agreed timeframes (with complainant). • Escalate complaints in accordance with the Complaints Management Procedure. • Record all complaints on the community contact database (Consultation Manager) in accordance within 24 hours.
WestConnex Communication and Engagement team	<ul style="list-style-type: none"> • Approval of all public communication materials including presentations, Project briefings, corporate publications, website and media comments and releases. • Ensure a coordinated media response where matter involves WestConnex and RMS. • Work with LSBJV on contentious and cross organisation topics. • Advise the RMS media unit of proposed responses. • Alert the Ministers' Office of any media enquiries. • Coordinate and liaise with the Minister and Members of Parliament as necessary. • Manage media communication regarding protests. • Shareholder and government relations. • Manage all contact with State and Federal representatives.
Community Complaints Mediator	<ul style="list-style-type: none"> • Be independent from the LSBJV team. • Follow up on any complaint when requested by a community member. • Review unresolved disputes. • Make recommendations to address complaints, resolve dispute or mitigate against future complaints or disputes.

8.3 Receiving Complaints

The Project team has established the following tools for receiving complaints from the community. As per CoA B11 the complaints and enquiries communication tools will be available within one (1) month prior to the commencement of works and for 12 months following the completion of construction of the Project and appropriately broadcast to manage community enquiries and complaints (see Table 8-1 below).

Table 8-1 Complaint tools

Tools	Purpose
Community information line	The Project 1800 number, 1800 660 248 allows stakeholders to have access to the Project team 24-hours.
Community email address	The email address allows stakeholders to have access to the Project team.
Community inductions for workforce	Ensure complaints are referred to the community team in a timely manner – whether received on the work site or at any Project location.
Community team Post Box	This postal address (PO Box 63 Mascot NSW 1460) allows stakeholders to have access to the Project team through traditional mail.
Project website	https://www.westconnex.com.au
Community Information and Display Centre	Community Information Centre is used by members of the community to discuss issues with the Public Liaison team and to gain more information on the Project.
Language translation and interpreter service	Community members are advised via print material, online and phone call of the translation and interpreter services available throughout the construction of the project and 12 months following the completion of construction.

8.4 Description of Complaints

Complaints may include any interaction with a community member or stakeholder who expresses dissatisfaction with the Project, policies, contractors’ services, staff members, actions or proposed actions during the Project.

8.5 Dealing with Complaints and Escalating Complaints

All complaints received will be acknowledged in the agreed timeframes according to the form of communication received. For example, complaints received from the 1800 number will be acknowledged within two (2) hours and complaints received by email will be acknowledged within eight (8) business hours.

During construction, day time complaints will be received, acknowledged, managed and closed out by the Public Liaison Team and where possible they will be referred to the relevant PLO. Complaints that are Project wide, or more significant, will be addressed by the relevant Place Manager or the PLM.

The WestConnex Information Line is staffed 24 hours a day. During construction a member of the LSBJV Public Liaison team will be available 24 hours a day to receive and respond to complaints via the WestConnex Information Line. A message will be taken from the stakeholder if a member of

the Public Liaison team is not immediately available to respond to the complaints (for example if they are on another call). The message will be acknowledged or responded to in the timeframes required.

The Construction Complaints Management System will include a process for the provision of a written response to the complainant/enquirer within seven business days, if the complaint or enquiry cannot be resolved by the initial or follow-up verbal response.

Any member of the public who has lodged a complaint which is registered in the Complaints Management System may ask the RMS appointed Community Complaints Mediator to review LSBJV's response.

The complaints register will be updated on a daily basis and provided to the ER in line with CoA requirements and will reflect current status of ongoing complaints, new complaints and methods of closing out previous complaints.

Figure 8-1 outlines the process for dealing with complaints and the escalation of complaints, including both the internal escalation process and complaints escalated to the Community Complaints Mediator (CCM).

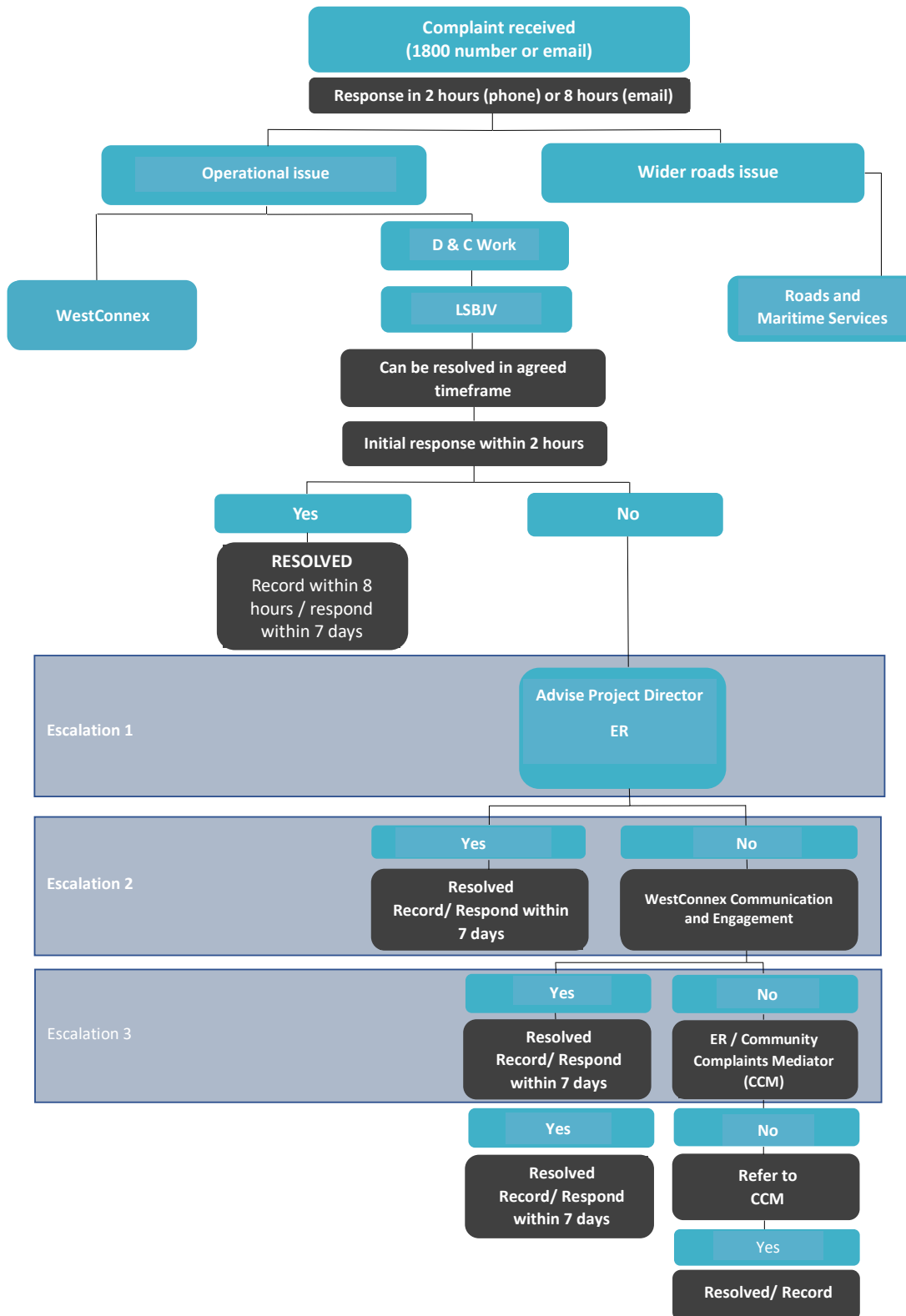


Figure 8-1 Internal Process for Responding to and Resolving Complaints

8.6 Complaint Mediation

As per Figure 8-1, the CCM will become involved as part of the complaints escalation process, by a referral of the issue by the complainant or from LSBJV through the internal escalation process.

RMS will put in place a CCM in accordance with CoA B13 – B16. As per CoA B11(d) this mediation system is available one (1) month prior to the commencement of site establishment and construction works and maintained for 12 months following the completion of construction.

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

The CCM is to address any complaint where a member of the public is not satisfied by the Proponent's response. Any member of the public that has lodged a complaint which is registered in the Complaints Management System identified in Condition B8 may ask the CCM to review the Proponent's response. The application must be submitted in writing and the CCM must respond within 28 days of the request being made or a specified timeframe agreed between the CCM and the member of the public.

The CCM will:

a) Review the Proponent's unresolved disputes between the Project and members of the public if the procedures and mechanisms under CoA B2(l) (iii) do not satisfactorily address complaints; and

(b) Make recommendations to the Proponent to satisfactorily address complaints, resolve disputes or mitigate against the occurrence of future complaints or disputes.

The CCM will not act before the Proponent has provided an initial response to a complaint and will not consider issues such as property acquisition where other dispute processes are provided for in this approval, or clear government policy and resolution processes are available, or matters which are not within the scope of the CSSI.

The CCM's role is to provide recommendations to resolve issues. Through mediation sessions the CCM will aim to:

- Obtain a resolution acceptable to both parties
- Define the timeframe for actions associated with the resolution
- Formalise the resolution by obtaining written agreement regarding the agreed actions (this document will enable LSBJV to complete the complaints register and Consultation Manager database records). The CCM will determine the number of mediation sessions depending on the nature of the issue within the complaint. Should more than three sessions be required, the CCM will liaise with RMS/WestConnex to organise additional sessions as appropriate
- If no agreement is reached through mediation, the complaint will be closed out and the person who submitted the feedback will be advised that reasonable attempts to resolve the matter were unsuccessful. The same outcome will apply if the person who submitted the feedback declines the invitation for mediation sessions.

LSBJV (in partnership with WestConnex/RMS as required or relevant) will review and implement the recommendations provided by the CCM in order to achieve resolution and minimise potential future similar disputes. Where needed, LSBJV processes will be amended to reflect improvements as a result of the recommendations.

8.7 Repetitive Unreasonable Complaints

From time to time repetitive unreasonable complaints may be received by the Project's Public Liaison Team. The following process has been adapted from the NSW Ombudsman's guidelines for managing unreasonable conduct by complainants as outlined in the Managing Unreasonable Complainant Conduct Practice Manual (2012).

When complainants behave in an unreasonable manner their conduct can affect the quality of service provided to other customers. As such, this policy outlines the unacceptable standards of behaviour and the principles for handling unreasonable conduct by complainants.

To provide a workplace free from bullying and harassment, foul or abusive language or other forms of unreasonable behaviour, and minimise inefficient use of Project resources, the following types of conduct will trigger escalation as per the below process.

- Unreasonable persistence – complainants sending excessive amounts of correspondence or persisting with their issues in an incessant manner and refusing to accept final decisions
- Unreasonable demands – any demands, express or implied, that are made by a complainant insisting on outcomes that move the goal posts, are unattainable, or demand their complaint is dealt with in ways that would result in disproportionate impacts or substantial issues
- Unreasonable lack of cooperation – an unwillingness to cooperate with our organisation, staff, or complaints system and processes. This may include providing disorganised, excessive or irrelevant information, being unwilling to consider other valid viewpoints or refusing to define their issues of complaint
- Unreasonable arguments – any arguments that are not based in reason or logic, that are incomprehensible, false, inflammatory, trivial and refuse to accept other more reasonable interpretations
- Unreasonable behaviour – conduct that is unreasonable in all circumstances – regardless of how stressed, angry or frustrated a complainant is – because it harasses, utilises foul or abusive language, or unreasonably compromises the health, safety and security of our staff, other service users or the complainant himself/herself.

8.7.1 Escalation Process of Repetitive Unreasonable Complaints

Staff should aim to keep at least one open line of communication with a complainant unless the conduct jeopardises the health, safety or security of staff, the complainant or a third party. One strategy may not fit all circumstances, so discretion should be used to suit the case and complainant.

The exact actions and steps for handling unreasonable conduct by complainants will be specific to the circumstances but the following steps must be taken where appropriate.

Provide notice of the unreasonable conduct – the complainant must be informed as to why their behaviour is considered unreasonable, the action, or actions, that will be taken as a result and given an opportunity to amend the behaviour.

- Record unreasonable conduct – all instances where a complainant is provided with notice of unreasonable conduct must be recorded. This should include:
 - The details of the complaint
 - The complainant's conduct
 - Any events that gave rise to the unreasonable conduct
 - Any actions taken and the complainant's responsiveness
- Escalate to the next tier – If action is required to be taken, the case must be reviewed by a more senior or specialist staff member first. Actions can include decisions to restrict or terminate contact were justified, and/or whether or not to implement alternative service arrangements to manage the impacts of that complainant's conduct on an ongoing basis
- Review, report and analyse – All unreasonable conduct by complainants must be reviewed, reported and analysed for process improvement opportunities

- Should the complainant's conduct be serious or repeated on an ongoing basis it may be necessary to formalise restricted service arrangements.

See NSW Ombudsman's website www.ombo.nsw.gov.au for more information.

8.8 WCX Acquisitions Assistance Line

RMS maintain and operate a toll-free WestConnex Acquisition Assistance Line for a period of up to six (6) months following completion of the final acquisition required for the CSSI, unless otherwise agreed by the Secretary. The WestConnex Acquisition Assistance Line must provide an ongoing dispute resolution, counselling program and contact information to relevant services for all relocated persons. The WestConnex Acquisition Assistance Line will also provide first language support for relocated persons with English as a second language.

The Assistance Line is maintained and operated by RMS separately from the standard complaints and enquiries procedure.

Property owners who may require access to the WestConnex Acquisitions Assistance Line should call 1800 660 248 and ask to speak to the WestConnex Acquisitions Assistance team. The WestConnex Info Line operators will initially speak to the stakeholder before forwarding the call (using a warm transfer) to the RMS team staffing the WestConnex Acquisitions Assistance Line (WAAL). In instances where a member of the WestConnex Acquisitions Assistance team is not immediately available to take a call, a message will be taken by the call centre and emailed to the WestConnex Acquisitions Assistance team immediately for response.

8.9 Recording Complaints

All complaints will be reported to WestConnex and RMS weekly to ensure compliance with CoA B9-B10 and ensure visibility of current Project issues in relation to the community and stakeholders. The Project Complaints Register will record the following from Consultation Manager in Project management reports (monthly/weekly):

- Number of complaints received
- Number of people affected in relation to a complaint
- Nature of the complaint and means by which the complaint was addressed and whether
- Resolution was reached, with or without mediation.

The complaints register will be provided to the Secretary (Planning) within the timeframe stated as per CoA B10.

8.9.1 Consultation Manager

All complaints received will be recorded in Consultation Manager to enable management of the complaint and monitoring of response times. Consultation Manager will be audited on a weekly and monthly basis by the PLM. The system will be maintained for a minimum of 12 months following the completion of construction of the CSSI.

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

- Date, time and nature of complaint
- Type of communication (telephone, letter, meeting, etc.)
- Name, address and contact number of complainant
- Nature of the complaint
- Action taken in response, including follow up contact with the complainant

- Details of whether resolution was reached
- Details of whether mediation was required or used
- Any monitoring to confirm that the complaint has been satisfactorily resolved.

9 Other Requirements

9.1 Property Surveys and Issues Rectification

LSBJV will offer and undertake pre-construction property surveys (also known as a property dilapidation report) on the current condition of surface and sub-surface structures identified as at risk from settlement or vibration by the geotechnical model described in Condition E101 and WestConnex's requirements. The pre and post construction property surveys and reports will be prepared by a suitably qualified and experienced person(s) and the report will be provided to the owners of the surface and sub-surface structures for review prior to the commencement of potentially impacting works.

Within three months of completion of construction of the Project (M4-M5 Link Mainline Tunnels) and only where a pre-construction property survey has been undertaken (in accordance with Condition E105), subsequent post-construction property surveys will be offered to be undertaken (where accepted by the land owner) to assess damage to the surface and sub-surface structures that may have resulted from the construction.

The results of the surveys will be documented in a Condition Survey Report for each surface and sub-surface structure surveyed. Copies of the Condition Survey Reports will be provided to the owner(s) of the structures surveyed within three (3) weeks of completing the surveys and no later than four (4) months following the completion of construction.

LSBJV will write to each property address identified advising them of the offer and requesting that they call the WestConnex 1800 number to make an appointment for the survey to be undertaken. If there is no response within two (2) weeks of the initial letter outlining the offer, LSBJV will then send a further offer. If there is no response within two (2) weeks of the second letter, a door-knock will be undertaken to establish details about the property including tenant, agent or owner details. If the door-knock and previous attempts are unsuccessful, it will be assumed that the property owner does not wish to accept the offer and Project construction works will progress as programmed. The offer of the survey will remain open until the tunnel excavation has progressed past the property in question, after that point no pre-construction surveys will be conducted.

Where damage has been determined to occur as a result of the Project, rectification would occur at the Project's expense and to the reasonable requirements of the surface and sub-surface structure owner(s) within three (3) months of completion of the post-construction surveys unless another timeframe is agreed with the owner of the affected surface or sub-surface structure will occur.

Typically, the damage rectification process will follow Figure 9-1 below.

Overview of Process:

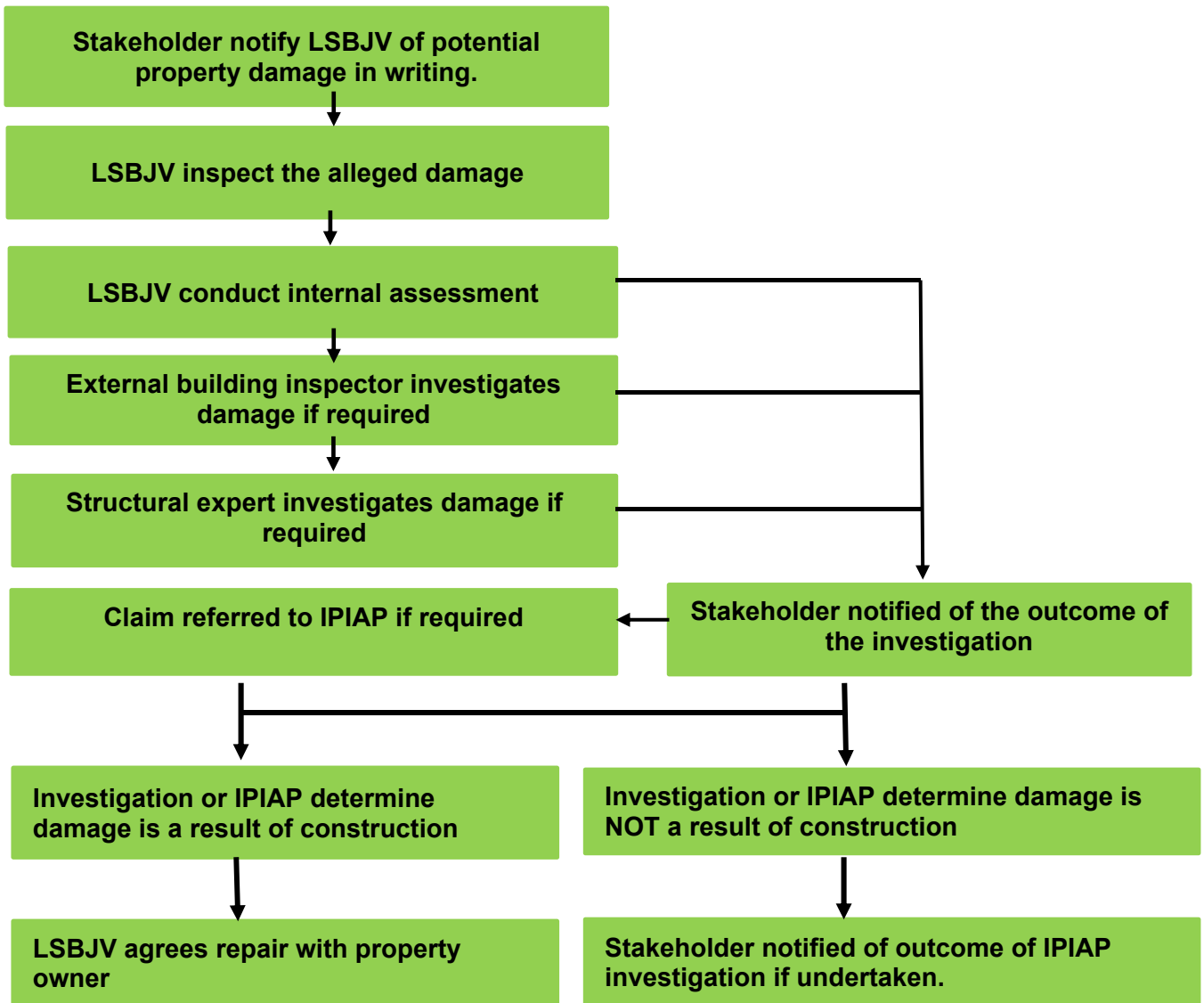


Figure 9-1 Damage Rectification Process

RMS will also establish an Independent Property Impact Assessment Panel (IPIAP).

The Panel comprises geotechnical and engineering experts independent of the design and construction team. The Panel is responsible for independently reviewing Condition Survey Reports undertaken under Conditions E105 and E106, the resolution of property damage disputes, and the establishment of ongoing settlement and vibration monitoring requirements.

Either the affected owner or WestConnex/LSBJV may refer unresolved disputes arising from potential and/or actual property impacts to the Panel for resolution.

9.2 Installation of Acoustic Treatments

In accordance with CoA E89 a **Noise Insulation Program** has been prepared and implemented for receivers at/to which the requirements of CoA E88 (Appendix E) apply. CoA E90 states that

treatment must be implemented within six (6) months following the commencement of construction which would affect the receiver. The implementation of the Noise Insulation Program must be prioritised based on the degree and duration of exceedance with high priority exceedances undertaken within three (3) months of the commencement of construction.

In order to implement those measures in the timeframes detailed above land owners and strata executives must provide LSBJV with:

- Timely responses to all correspondence
- Timely approvals to commence works
- Access to the properties when requested by LSBJV.

An approach for implementing treatment at eligible properties for property owners who initially declined or did not respond within the above timeframes will remain open for the construction period of the Project. However, it is noted that the installation timeframes will be outside the requirements of CoA E90.

Once the treatment design has been finalised, owners of residential properties must either approve or decline the offer within two weeks. If there is no response within two weeks of the design being provided, it will be assumed that the property owner does not wish to accept the offer of treatment and the Project (M4-M5 Link Mainline Tunnels) construction works will progress as programmed. In the case of strata managed properties this timeframe will be extended to one month.

All contacts, inspections and attempts to contact property owners will be documented in the Consultation Management database.

9.3 Business Management Plan

A separate **Business Management Plan** has been compiled for the Project which:

- Details management strategies for the ancillary facilities and construction sites
- Identifies business stakeholders which may be impacted by the Project work and issues relevant to them
- Proposes mitigation and management measures to be implemented to minimise impacts.
- This Plan will be implemented throughout construction of the Project.

9.4 Social Infrastructure Plan

The M4-M5 Link Tunnels' Social Infrastructure Plan aims to:

- Consider the impact of the infrastructure on the social amenity within the community
- Explore ways to maintain and enhance the social amenity of the infrastructure being built
- Integrate best practices into the Project planning and delivery phases from a social sustainability perspective
- Develop meaningful and sustainable outcomes for the Project.

Social infrastructure has been defined as encompassing three main elements:

- New or enhanced community and/or social facilities
- Improving community connectivity (road user connectivity)
- Community initiatives and programs (community outreach).

Due to the unique nature of the Project's scope of work, only two of the above three elements apply to the M4-M5 Link Tunnels project. While no specific community and social infrastructure is being delivered or enhanced as part of this stage of WestConnex, M4-M5 Link Tunnels along with the other stages of WestConnex, provide an overall road user experience for drivers. Further consideration to community and social infrastructure will be given as part of the consultation for the Urban Design and Landscape Plan (UDLP), currently planned for late-2019. It should be noted that around 50 per cent of the vegetation planned for removal as part of the Parramatta Road East and West sites has been retained following engagement with the local community and redesign of the parking facilities at these sites.

Initial plans on this are listed below, however, they will be expanded as construction progresses on the Project.

9.4.1 Improving community connectivity

The M4-M5 Link Tunnels Project makes up part of the third stage of the WestConnex program of works which is part of an integrated transport solution for Sydney. This phase of the project links with other stages of WestConnex to increase connectivity for motorists, commuters, cyclists and pedestrians. Throughout construction, traffic impacts are expected to be relatively minimal with most of the work being carried out underground. The Project's Transport and Traffic and Access Management Sub-plan addresses the management of potential traffic issues. The provision of information through appropriate communication channels in relation to traffic changes is also included in Section 4 of this Plan. Longer term connectivity for the St Peters area will be addressed in the Urban Design and Landscape Plan (UDLP) scheduled for consultation in mid-2019.

Temporary traffic, cyclist and pedestrian impacts are expected as part of the site establishment work at the Parramatta Road east and West sites, Pyrmont Bridge Road civil and tunnel site and the Campbell Road civil and tunnel site. All pedestrian, cyclist and traffic changes will be communicated to affected stakeholders prior to implementation and any reasonable suggestions will be considered. All temporary detours will be designed to first and foremost ensure safety of the users and where possible meet reasonable expectations of the community in terms of convenience.

9.4.2 Community initiatives and programs

As the Project progresses, LSBJV will identify and implement initiatives and programs that benefit the community and involve key stakeholders in the journey of construction, employment opportunities as well as the longer-term legacy being left for the people of Sydney. Programs currently under consideration and development include:

- School engagement programs
- Development of educational resources
- Aboriginal and Torres Strait Islander employment opportunities and per employment programs
- Female participation in the construction workforce
- Fundraising initiatives
- Site/tunnel tours.

Targeted stakeholder groups include schools, teenagers with an interest in engineering subjects and construction, community groups with an interest in the project, unemployed and those who express an interest in learning more from the Project team. The programs will be developed and undertaken on a case-by-case basis as different communities along the alignment will have different preferences. LSBJV will consider other reasonable community initiative opportunities for engagement programs as they arise.

10 Reporting, Monitoring and Evaluation

10.1 Audit and Review

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

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

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

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

- The community is provided with timely information that:
 - Supports community participation
 - Is meaningful and relevant
 - Is accessible; and that
- The community believe their concerns have been considered and addressed.

Appropriate refinements to the final CCS will be made considering any internal review or outcomes of reviews and auditing required by the Compliance Tracking Environmental Audit Program.

10.2 Document and Record Control

The CCS and any other records collected relevant CCS will be controlled in accordance with the information management standards adopted for LSBJV. It will also be a quality assurance document prepared in accordance with AS/NZS ISO 9001-2008 Quality management systems - Requirements.

The CCS is the controlled version of the strategy and is distributed via the document management system. Any hard copies of the strategy will be uncontrolled.

Appendix A

Other Conditions of Approval and Revised Environmental Management Measures relevant to this Strategy.

Table A-1 Other Project Approval Requirements Referenced in CCS

Reference	Other Obligations Referenced in CCS	CCS Reference	How Addressed
Conditions of Approval (CoA)			
A44	All construction spoil haulage vehicles must be clearly marked as being for WestConnex M4-M5 Link (including CSSI application number) in such a manner to enable immediate identification within at least 50 metres of the vehicles.	Table 7-1	This document outlines the use of vehicle identification signage as required.
A45	Signage on hoardings surrounding construction ancillary facilities must include the CSSI name and application number.	Table 7-1	This document outlines the signage and hoarding surrounding construction ancillary facilities as required.
B6	A Public Liaison Officer(s) must be appointed for construction ancillary facility(s) and for utility works to assist the public with questions and complaints they may have at any time during construction. The Public Liaison Officer(s) must be available at all times that works are occurring.	Section 6.3	This document outlines the roles and responsibilities of the Public Liaison Officers, who will coordinate and assist with enquiries and complaints regarding construction ancillary facilities and utility works (place-based roles). The Public Liaison team has been designed to meet this requirement.

Reference	Other Obligations Referenced in CCS	CCS Reference	How Addressed
B7	<p>Prior to the commencement of works, the Proponent must maintain and operate a toll-free WestConnex Acquisition Assistance Line for a period of up to six (6) months following completion of the final acquisition required for the CSSI, unless otherwise agreed by the Secretary. The WestConnex Acquisition Assistance Line must provide an ongoing dispute resolution, counselling program and contact information to relevant services for all relocated persons. The WestConnex Acquisition Assistance Line must also provide first language support for relocated persons with English as a second language.</p> <p>The management of the assistance line is to be outlined within the Communication Strategy as required by Condition B1 and is to be maintained and operated separately from the standard complaints and enquiries procedure.</p>	<p>Section 7 Section 8</p>	<p>RMS (the Proponent) operate, coordinate and manage the assistance line and is outlined in this document. LSBJV will provide support by redirecting enquiries received from the standard complaints and enquiries Project 1800 phone line from the public to the assistance line as needed.</p>
B8	<p>A Complaints Management System must be prepared prior to the commencement of any works in respect of the CSSI and be implemented and maintained for the duration of construction and for a minimum for 12 months following completion of construction of the CSSI.</p>	<p>Section 8</p>	<p>The document outlines the complaints management system required and the timeframes for its operation to continue for a minimum of 12 months following completion of construction.</p>

Reference	Other Obligations Referenced in CCS	CCS Reference	How Addressed
B9	<p>The Complaints Management System must include a Complaints Register to be maintained recording information on all complaints received about the CSSI during the carrying out of any works associated with the CSSI and for a minimum of 12 months following the completion of construction of the CSSI. The Complaints Register must record the:</p> <p>(a) number of complaints received; (b) number of people affected in relation to a complaint; (c) nature of the complaint and means by which the complaint was addressed and whether resolution was reached, with or without mediation.</p>	Section 8	The document outlines the complaints register requirements including timeframes for operating it 12 months following the completion of construction, the details to be recorded including number of complaints, number of people affected in relation to a complaint and the nature of the complaint, as required.
B10	The Complaints Register must be provided to the Secretary upon request, within the timeframe stated in the request.	Section 8	This document outlines the complaints register process where a copy will be provided to the Secretary, Planning and Environment as requested.
B11	The following must be available within one (1) month prior to the commencement of works and for 12 months following the completion of construction of the CSSI and appropriately broadcast to manage community enquiries and complaints:	Section 7 Table 7-1	This document outlines the communications and engagement tools available for community enquiries and complaints as required.
	(a) a 24-hour toll-free telephone number for the registration of complaints and enquiries about the CSSI;	Section 7 Table 7-1	This document outlines the 24-hour telephone line available for community enquiries and complaints as required.
	(b) a postal address to which written complaints and enquires may be sent;	Section 7 Table 7-1	This document outlines the postal address available for community enquiries and complaints as required.

Reference	Other Obligations Referenced in CCS	CCS Reference	How Addressed
	(c) an email address to which electronic complaints and enquiries may be transmitted;	Section 7 Table 7-1	This document outlines the email address available for community enquiries and complaints as required.
	(d) a mediation system for complaints unable to be resolved; and	Section 8	This document outlines the complaint mediation system available, as required.
	(e) a mechanism for community members to make enquiries in common community languages of the area.	Section 7	This document outlines the system available for community enquiries and complaints as required.
B12	The telephone number, postal address and email address required under Condition B11 of this approval must be published in a newspaper circulating in the local area and on-site hoarding at each construction site before commencement of works and published in the same way again prior to the commencement of operation. This information must also be provided on the website required under Condition B17 of this approval.	Section 7 Table 7-1 Section 6.4	This document outlines the methods including website, on site hoarding, newspaper advertisement which will provide the telephone number, email and postal addresses available for community enquiries and complaints as required.
B13	A Community Complaints Mediator that is independent of the design and construction personnel must be nominated by the Proponent, approved by the Secretary and engaged during all works associated with the CSSI. The request nominating the Community Complaints Mediator must be submitted to the Secretary for approval within one (1) month of the date of this approval.	Section 8.6	This document outlines the mediation role managed by Roads and Maritime and will be engaged during all works and submitted to the Secretary, Planning and Environment for prior approval, which has been approved, as required.

Reference	Other Obligations Referenced in CCS	CCS Reference	How Addressed
B14	The role of the Community Complaints Mediator is to address any complaint where a member of the public is not satisfied by the Proponent's response. Any member of the public that has lodged a complaint which is registered in the Complaints Management System identified in Condition B8 may ask the Community Complaints Mediator to review the Proponent's response. The application must be submitted in writing and the Community Complaints Mediator must respond within 28 days of the request being made or other specified timeframe agreed between the Community Complaints Mediator and the member of the public.	Section 8	This document outlines the role of the mediator and mediation process as part of the complaints management system as required.
B15	<p>The Community Complaints Mediator will:</p> <p>(a) review the Proponent's unresolved disputes between the project and members of the public if the procedures and mechanisms under Condition B2(I)(iii) do not satisfactorily address complaints; and</p> <p>(b) make recommendations to the Proponent to satisfactorily address complaints, resolve disputes or mitigate against the occurrence of future complaints or disputes.</p>	Section 8.6	This document outlines the mediation process as part of the complaints management system as required.
		Section 8.6	This document outlines the mediation process to make recommendations on how to address current and potential future complaints and resolve disputes as part of the complaints management system as required.
B16	The Community Complaints Mediator will not act before the Proponent has provided an initial response to a complaint and will not consider issues such as property acquisition where other dispute processes are provided for in this approval, or clear government policy and resolution processes are available, or matters which are not within the scope of the CSSI.	Section 8.6	This document outlines the mediation process as part of the complaints management system as required.

Reference	Other Obligations Referenced in CCS	CCS Reference	How Addressed
B17	A website providing information in relation to the CSSI must be established before commencement of works and maintained for the duration of works, and for a minimum of 24 months following the completion of construction of the CSSI. The following up-to-date information (excluding confidential, private and commercial information) must be published prior to works commencing and maintained on the website or dedicated pages: (a) information on the current implementation status of the CSSI;	Section 4 Section 5 Section 7	This document outlines the website www.westconnex.com.au (managed by RMS and WestConnex) and information provided on the website as required.
	b) a copy of the documents listed in Condition A1 of this approval, and any documentation relating to any modifications made to the CSSI or the terms of this approval;	Section 4 Section 5 Section 7	This document outlines the website www.westconnex.com.au (managed by RMS and WestConnex) and information provided on the website as required.
	(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; and	Section 4 Section 5 Section 7	This document outlines the website www.westconnex.com.au (managed by RMS and WestConnex) and information provided on the website as required.
	(d) a copy of each licence or permit required and obtained in relation to the CSSI. Where a condition(s) of this approval requires a document(s) be prepared prior to a work or construction or operational activity being undertaken, a current copy of the relevant document(s) must also be published on the website before the work/activity is undertaken.	Section 4 Section 5 Section 7	This document outlines the website www.westconnex.com.au (managed by RMS and WestConnex) and information which is provided on the website as required.
C25	Boundary fencing that incorporates screening must be erected around all construction ancillary facilities that are adjacent to sensitive receivers for the duration of site establishment and	Table 7-1	This document outlines the use of signage and hoarding adjacent to sensitive receivers, as required.

Reference	Other Obligations Referenced in CCS	CCS Reference	How Addressed
	construction unless otherwise agreed with relevant council(s), and affected residents, business operators or landowners.		
E2	<p>Prior to finalising the detailed design of the CSSI and establishing the ambient air quality monitoring stations required under Condition E24, the Proponent must establish an Air Quality Community Consultative Committee (AQCCC) to provide advice prior to and during the operation of the CSSI.</p> <p>The AQCCC must:</p> <p>(a) be comprised of -</p> <p>(i) two representatives from the Proponent and tunnel operator,</p> <p>(ii) one representative from each of the relevant councils, whose attendance is only required when considering matters relevant to their respective local government area,</p> <p>(iii) three representatives from each local community adjacent to each ventilation facility whose attendance is only required when considering matters relevant to their respective local area, and whose appointment has been approved by an expression of interest process conducted by the Proponent in consultation with the Secretary, and</p> <p>(iv) a Chair who is an independent from the design and construction of the CSSI put forward by the Proponent and approved by the Secretary;</p> <p>(b) meet at least four (4) times a year, or as otherwise agreed by the Chair and the Secretary;</p>	Section 3 Table 7-1	This document references the AQCCC (which is operated by RMS) membership, roles and responsibilities, frequency of meetings and timeframe for operation to continue for up to two years following the commencement of operation as required.

Reference	Other Obligations Referenced in CCS	CCS Reference	How Addressed
	<p>(c) review and provide advice on the location of the air quality monitoring stations required under Condition E24, operation environmental management plans and other operation stage documents, compliance tracking reporting, audit reports, or complaints as they relate to air quality; and</p> <p>(d) provide advice on the dissemination of monitoring results and other information on air quality issues.</p> <p>The AQCCC may comprise the same members of the AQCCC established under CSSI approvals for the WestConnex M4 East and New M5 projects (SSI 6307 and SSI 6788) in relation to the ventilation outlets located in Haberfield and St Peters. The AQCCC must operate for up to two (2) years after commencement of operation.</p>		
E29	The availability of monitoring data must be conveyed to the local community by way of newsletter (including translation into common community languages in the area) and newspaper advertisement at least one month prior to the commencement of operation.	Table 4-1 Table 7-1	This document references the communication methods and materials to be produced to inform, consult and engage with community and stakeholders including monitoring data and translation services as required.
E54	<p>A Construction Parking and Access Strategy must be prepared and implemented to identify and mitigate impacts resulting from on- and off-street parking changes during construction of the CSSI. The Strategy must include, but not necessarily be limited to:</p> <p>(a) confirmation and timing of the removal of on- and off-street parking associated with construction of the CSSI;</p> <p>(b) parking surveys of all parking spaces to be removed to determine current demand during peak, off-peak, school drop off and pickup, and weekend periods</p>	Table 4-1 Section 5 Table 7-1 Section 9.3	This document references the consultation and communication activities undertaken to support the preparation and implementation of a Construction Parking and Access Strategy as required.

Reference	Other Obligations Referenced in CCS	CCS Reference	How Addressed
	(c) consultation with affected stakeholders utilising existing on- and off-street parking stock which will be impacted as a result of construction;		
	(d) assessment of the impacts of changes to on- and off-street parking stock taking into consideration outcomes of consultation with affected stakeholders;		
	(e) identification of mitigation measures to manage impacts to stakeholders as a result of on- and off-street parking changes including, but not necessarily limited to, staged removal and replacement of parking, provision of alternative parking arrangements, managed staff parking arrangements and working with relevant council(s) to introduce parking restrictions adjacent to work sites and compounds;		
	(f) provision of a shuttle bus service(s) to transport workers to site(s) and details of the shuttle bus service(s), including service timing and frequency;		
	(g) mechanisms for monitoring, over appropriate intervals, to determine the effectiveness of implemented mitigation measures;		
	(h) provision of contingency measures should the results of mitigation monitoring indicate implemented measures are ineffective; and		

Reference	Other Obligations Referenced in CCS	CCS Reference	How Addressed
	(l) provision of reporting of monitoring results to the Secretary and relevant council(s) at three (3) monthly intervals.	Table 4-1 Section 7.2	This document references how the Project will continue to inform, consult and involve key stakeholders including the Secretary, Planning and Environment and local relevant council(s) on Project issues including parking and access and reporting monitoring results as required.
E76	<p>In order to undertake out-of-hours work described in Condition E75, the Proponent must identify appropriate respite periods for the out-of-hours works in consultation with the community at each affected location. This consultation must include (but not be limited to) providing the community with:</p> <p>(a) a schedule of likely out-of-hours work for a period no less than three (3) months;</p> <p>(b) the potential works, location and duration;</p> <p>(c) the noise characteristics and likely noise levels of the works; and</p> <p>(d) likely mitigation and management measures.</p> <p>The outcomes of the community consultation, the identified respite periods and the scheduling of the likely out-of-hour works must be provided to the AA, EPA and the Secretary.</p>	Section 7 Table 7-1	This document references the consultation and communication methods to discuss potential out-of-hours works including a schedule, the location, duration and predicted noise levels of works and mitigation measures (including respite) with identified community and stakeholders, as required.
E83	Owners and occupiers of properties at risk of exceeding the screening criteria for cosmetic damage must be notified before works that generate 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, owner and	Section 4.4 Section 5 Table 7-1	This document references a range of communications tools to provide information about potential vibration expected including schedule of potential exceedances on a monthly basis to identified community owners and occupiers), as required.

Reference	Other Obligations Referenced in CCS	CCS Reference	How Addressed
	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 Construction Noise and Vibration Management Sub-plan(s).		
E88	<p>At receiver noise mitigation in the form of at-property treatment must be offered to the land owner for habitable living spaces, or other mitigation or management measures as agreed by the occupier, to residential properties identified in Appendix E. Mitigation must be offered prior to works commencing.</p> <p>This requirement does not apply if the sensitive receiver has been provided with noise mitigation under the RMS Noise Abatement Program or the State Environment Planning Policy (Infrastructure) 2007 (clause 102(3)). The adequacy of at-property treatments will be reviewed where previous treatments have been installed as part of other SSI or CSSI projects.</p>	Table 7-1 Section 9.2	This document references the Project specific noise insulation program/plan which details the form of at-home acoustic treatments for identified properties as required.
E90	Receivers which are eligible for receiving treatment under the Noise Insulation Program required under Condition E89 must have treatment implemented within six (6) months following the commencement of construction which would affect the receiver. The implementation of the Noise Insulation Program must be prioritised based on the degree and duration of exceedance with high priority exceedances undertaken within three (3) months of the commencement of construction.	Table 7-1 Section 9.2	This document references the Project specific noise insulation program/plan which details the form of at-home acoustic treatments for identified properties and timeframes as required.
E96	If blasting is proposed a Blast Management Strategy must be prepared and must include:	Section 3 and 3.1.3	Refer to Blast Management Strategy

Reference	Other Obligations Referenced in CCS	CCS Reference	How Addressed
	<p>(a) sequencing and review of trial blasting to inform blasting; (b) regularity of blasting; (c) intensity of blasting; (d) impact mitigation measures including periods of relief; and (e) blasting program.</p>		
E105	<p>The Proponent must offer pre-dilapidation surveys and must undertake and prepare pre-dilapidation reports where the offer is accepted, on the current condition of surface and sub-surface structures identified as at risk from settlement or vibration by the geotechnical model described in Condition E101. The pre-dilapidation surveys and reports must be prepared by a suitably qualified and experienced person(s) and must be provided to the owners of the surface and sub-surface structures for review prior to the commencement of potentially impacting works.</p>	Section 9.1	<p>This document references the Project specific property condition survey program/plan which details the process including communication with property owners and occupiers for identified properties and timeframes as required.</p>
E106	<p>Where pre-dilapidation surveys have been undertaken in accordance with Condition E105, subsequent post-dilapidation surveys must be undertaken to assess damage to the surface and sub-surface structures that may have resulted from the construction of the CSSI within three (3) months of the completion of construction.</p>	Section 9.1	<p>This document references the Project specific property condition survey program/plan which details the process including communication with property owners and occupiers for identified properties and timeframes as required.</p>
E107	<p>The results of the surveys must be documented in a Condition Survey Report for each surface and sub-surface structure surveyed. Copies of the Condition Survey Reports must be provided to the owner(s) of the structures surveyed within three (3) weeks of completing the surveys and no later than four (4) months following the completion of construction.</p>	Section 9.1	<p>This document references the Project specific property condition survey program/plan which details the process including communication with property owners and occupiers for identified properties and timeframes as required.</p>

Reference	Other Obligations Referenced in CCS	CCS Reference	How Addressed
E108	Where damage has been determined to occur as a result of the project, the Proponent must carry out rectification at its expense and to the reasonable requirements of the surface and sub-surface structure owner(s) within three (3) months of completion of the post-dilapidation surveys unless another timeframe is agreed with the owner of the affected surface or sub-surface structure.	Section 9.1	This document references the Project specific property condition survey program/plan which details the process including rectification works for identified properties and timeframes as required.
E109	<p>The Proponent must establish an Independent Property Impact Assessment Panel before works that have the potential to result in property impacts commence. The Panel must comprise geotechnical and engineering experts independent of the design and construction team. The Panel will be responsible for independently reviewing Condition Survey Reports undertaken under Conditions E105 and E106, the resolution of property damage disputes, and the establishment of ongoing settlement and vibration monitoring requirements. The Secretary must be informed of the Panel Members prior to property impact.</p> <p>Either the affected owner or the Proponent may refer unresolved disputes arising from potential and/or actual property impacts to the Panel for resolution. All costs incurred in establishing and implementing the Panel must be borne by the Proponent regardless of which party makes a referral to the Panel.</p>	Section 9.1	This document references the Project specific property condition survey program/plan which details the Property Impact Assessment Panel roles, responsibilities and timeframes as required.
REMMs			

Reference	Other Obligations Referenced in CCS	CCS Reference	How Addressed
TT11	Develop and adopt robust community and stakeholder communication protocols regarding altered traffic conditions.	Section 3 Section 4 Section 5	The document outlines the requirements for traffic alert information to be communicated with community and stakeholders as required.
SE1	A Business Management Plan will be prepared and will include: - Identification of businesses that have the potential to be adversely affected by construction activities that will occur as part of the project	Section 9.3	The document referenced the requirements for Business Management Plan including consultation with owners of identified businesses regarding access and potential impacts from construction activities as required.
	- Management measures that will be implemented to maintain appropriate vehicular and pedestrian access to businesses and business clusters during business hours and to maintain visibility of the businesses and communicate access arrangements to potential customers during construction, including alternative arrangements for times when access and visibility cannot be maintained. These will be determined in consultation with the owners of the identified businesses.		
SE2	A Community Communication Strategy will be prepared that details: - Procedures and mechanisms that will be implemented in response to the key social impacts identified for the project;	This document Section 3 Table 7-1	This document contains information about the procedures and mechanisms implemented in response to key social impacts identified, as required.

Reference	Other Obligations Referenced in CCS	CCS Reference	How Addressed
	- Property acquisition support services that will be provided;	Section 8.8	This document references the property acquisition support services provided (by RMS) and how to access them, as required.
	- Procedures and mechanisms to communicate to project stakeholders (including affected communities), the access and connectivity enhancements and new community and social facilities that will be delivered as part of the project through the Social Infrastructure Plan and to update stakeholders on delivery progress;	Section 9.4	This document references the requirements for Social Infrastructure Plan as required.
	- Procedures and mechanisms that will be used to engage with affected business owners to identify potential access, parking, business visibility and other impacts to develop measures to address potential impacts on a case by case basis.	Section 9.3	This document references the requirements for Business Management Plan including engagement with affected business owners as required.
SE4	Affected households will continue to have access to a counselling service that assists people through the property acquisition process.	Section 8.8	This document references the property acquisition assistance line service (managed by RMS) as required.
SE5	An independent service will continue to be provided to vulnerable households (e.g. elderly, those suffering an illness) to assist with relocation. Assistance could include finding a suitable house for relocation, arranging	Section 8.8 Section 6.4	This document references the property acquisition assistance line and additional services available to vulnerable community members to assist with relocation (services are operated and managed by RMS) as required.

Reference	Other Obligations Referenced in CCS	CCS Reference	How Addressed
	removalists, disconnecting services and attending appointments with solicitors or other representatives.		
SE6	A Public Liaison support toll-free telephone line will be operated to respond to any community concerns or requests for translation services.	Section 7.1 Section 8.8 Section 6.4	This document references the toll-free telephone line service (managed by RMS) as required.
C2	A Community Consultative Committee will be established for the project in accordance with Community Consultative Committee Guidelines (NSW Department of Planning and Environment 2016). The committee will provide a forum for discussion between Roads and Maritime, the construction contractor(s), local community and councils regarding the project, including cumulative impacts.	Section 7 Table 7-1	The document references the requirements for a Community Consultative Committee Guidelines (Air Quality) managed by Roads and Maritime as required.
OSE8	A Social Infrastructure Plan will be prepared that details: - Measures that will be delivered as part of the project to improve community connectivity in areas affected by the project, including pedestrian and cyclist access - Community and social facilities, for example open space, that will be delivered or enhanced as part of the project	Section 9.4	The document references the requirements for Social Infrastructure Plan as required.

Reference	Other Obligations Referenced in CCS	CCS Reference	How Addressed
	<ul style="list-style-type: none"> - Community initiatives and programs that will receive support as part of the project, including the manner in which support will be provided. <p>The Social Infrastructure Plan will be prepared by a suitably qualified and experienced person in consultation with the community and relevant councils and implemented as part of the project.</p>		