

# Appendix C

## COMMUNITY CONSULTATION FRAMEWORK



# Potts Hill to Alexandria transmission cable project

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## Community Consultation Framework

Client: TransGrid

ACN: 609 169 959

### Prepared by

**AECOM Australia Pty Ltd**

Level 21, 420 George Street, Sydney NSW 2000, PO Box Q410, QVB Post Office NSW 1230, Australia  
T +61 2 8934 0000 F +61 2 8934 0001 www.aecom.com  
ABN 20 093 846 925

Job No.: 60558835

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## Abbreviations and initialisms

<b>Abbreviation/ Acronym</b>	<b>Definition</b>
CCF	Community and Stakeholder Consultation Framework
CEMP	Construction Environmental Management Plan
CEMS	Complaints and Enquiries Management System
CPP	Community Partnerships Program
CSRG	Community and Stakeholder Reference Group
DPIE	NSW Department of Planning, Industry and Environment
EIS	Environmental Impact Statement
MP	Member of Parliament
NSW EPA	NSW Environment Protection Authority
SEARs	Secretary's Environmental Assessment Requirements

## 1.0 Introduction

### 1.1 Overview

This Community and Stakeholder Consultation Framework (CCF) has been prepared to address the NSW Department of Planning, Industry and Environment (DPIE) Secretary's Environmental Assessment Requirements (SEARs) for the Potts Hill to Alexandria transmission cable project (the project), as outlined in **Table 1-1**. A summary of the consultation carried out since project inception and during preparation of the Environmental Impact Statement (EIS) can be found in **Chapter 6 Consultation** of the EIS.

**Table 1-1 SEARs for consultation**

SEARs		Section addressed
Consultation	<p>The EIS must include a Community Consultation Framework which identifies relevant stakeholders, procedures for distributing information and receiving/responding to feedback and procedures for resolving stakeholder and community complaints during construction and operation.</p> <p>Key issues that must be addressed in the Framework include, but are not limited to, traffic management (including property access, pedestrian and bicycle access), construction activities (including out of hours work), and noise and vibration mitigation and management.</p> <p>During the preparation of the EIS, you should consult with relevant local, State or Commonwealth government authorities, infrastructure and service providers, special interest groups (including Local Aboriginal Land Councils, Aboriginal stakeholders, and pedestrian and bicycle user groups), affected landowners, businesses and the local community.</p> <p>The EIS must describe the consultation that was carried out, identify the issues raised during this consultation, and explain how these issues have been addressed in the EIS.</p>	<p>Stakeholder identification is discussed in <b>Section 3.0</b> while procedures for providing information and responding to feedback is discussed in <b>Section 4.0</b>. Communication around project impacts is outlined in <b>Section 5.0</b>. Consultation that has been carried out during and prior to preparation of the EIS is discussed in <b>Chapter 6 Consultation</b> of the EIS.</p>
Social and economic	<ul style="list-style-type: none"> <li>identification of opportunities for community initiatives to deliver benefits for the local community, in consultation with relevant stakeholders, and including consideration of street improvements and community facilities in areas impacted by the project.</li> </ul>	<p>TransGrid's Community Partnerships Program is outlined in <b>Section 4.2</b>.</p>
References	<p>The following attachment contains a list of some of the guidelines, policies, and plans that may be relevant to the environmental assessment of this proposal:</p> <ul style="list-style-type: none"> <li>Community Consultative Committee Guidelines for State Significant Projects.</li> </ul>	<p>The establishment of a Community and Stakeholder Reference Group is outlined in <b>Section 4.2</b>.</p>

This CCF outlines the approach to consulting with key stakeholders and the community about construction activities and potential impacts during the construction and operation of the project. The CCF contains a list of stakeholders relevant to the project which has been informed by ongoing stakeholder and community consultation during the preparation of the EIS. The CCF will be updated based on feedback received during exhibition of the EIS.

Should the project be approved, a Community and Stakeholder Engagement Plan would be developed by TransGrid, based on this CCF. This plan would describe in detail TransGrid's approach to community consultation activities, including communication around project impacts and mitigation, during the construction of the project. Community and stakeholder consultation during operation of the project would be guided by TransGrid's existing Environmental Management System.

## 1.2 Structure

This CCF is structured as follows:

- consultation objectives;
- stakeholder identification;
- communication procedures, including:
  - ongoing communication channels;
  - communication tools;
  - procedures for resolving enquiries and complaints during construction and operation;
  - receiving and using feedback.
- key issue communication and management strategies for:
  - traffic management including property access, pedestrian and bicycle access;
  - construction activities including work outside of standard construction hours; and
  - noise and vibration mitigation and management.

## 2.0 Consultation overview

### 2.1 Consultation objectives

This CCF is aligned with TransGrid's guiding principles for engagement and a set of commitments TransGrid upholds in all consultation activities. TransGrid's guiding principles are shown in **Figure 2-1**.

Based on the needs of the project, the objectives for consultation include:

- providing consistent engagement and communication with key stakeholders and the community to ensure they are aware of activities associated with the project;
- ensuring information is dispersed to key stakeholders and the community in a timely manner;
- ensuring key stakeholders and the community have opportunities to provide feedback to the project team;
- providing responses to enquiries and complaints in a timely manner; and
- resolving enquiries and complaints in a timely manner.

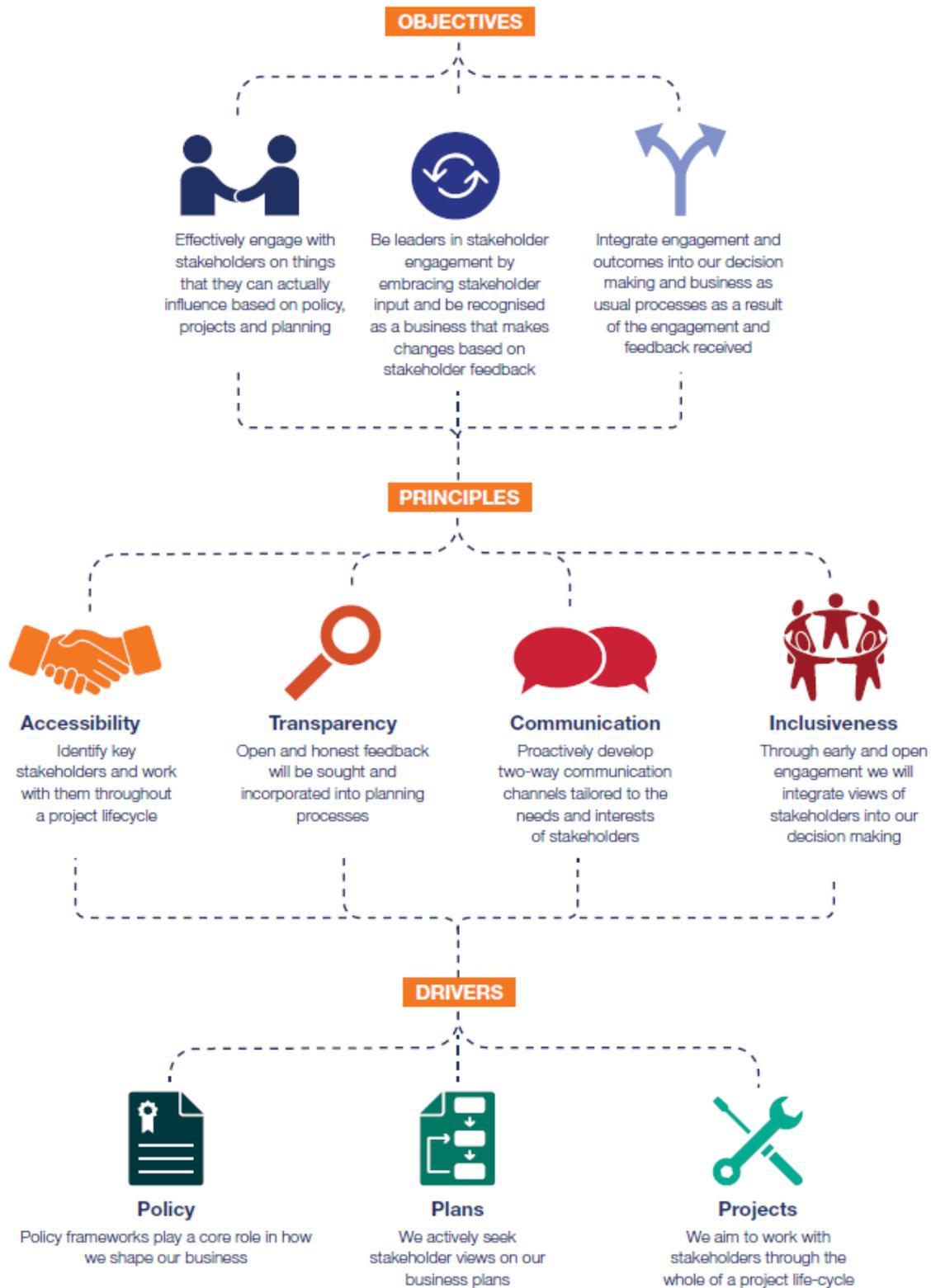


Figure 2-1 TransGrid’s guiding principles for engagement

## 2.2 Consultation approach

### 2.2.1 IAP2 Spectrum

TransGrid will primarily use the **Inform** level of the International Association of Public Participation (IAP2) *Spectrum of Public Participation* (2014) with elements of '**Consult**' to guide how the community and stakeholders will be engaged during the project planning and delivery phases. The table below illustrates these levels.

Table 2-1 IAP2 Spectrum project summary

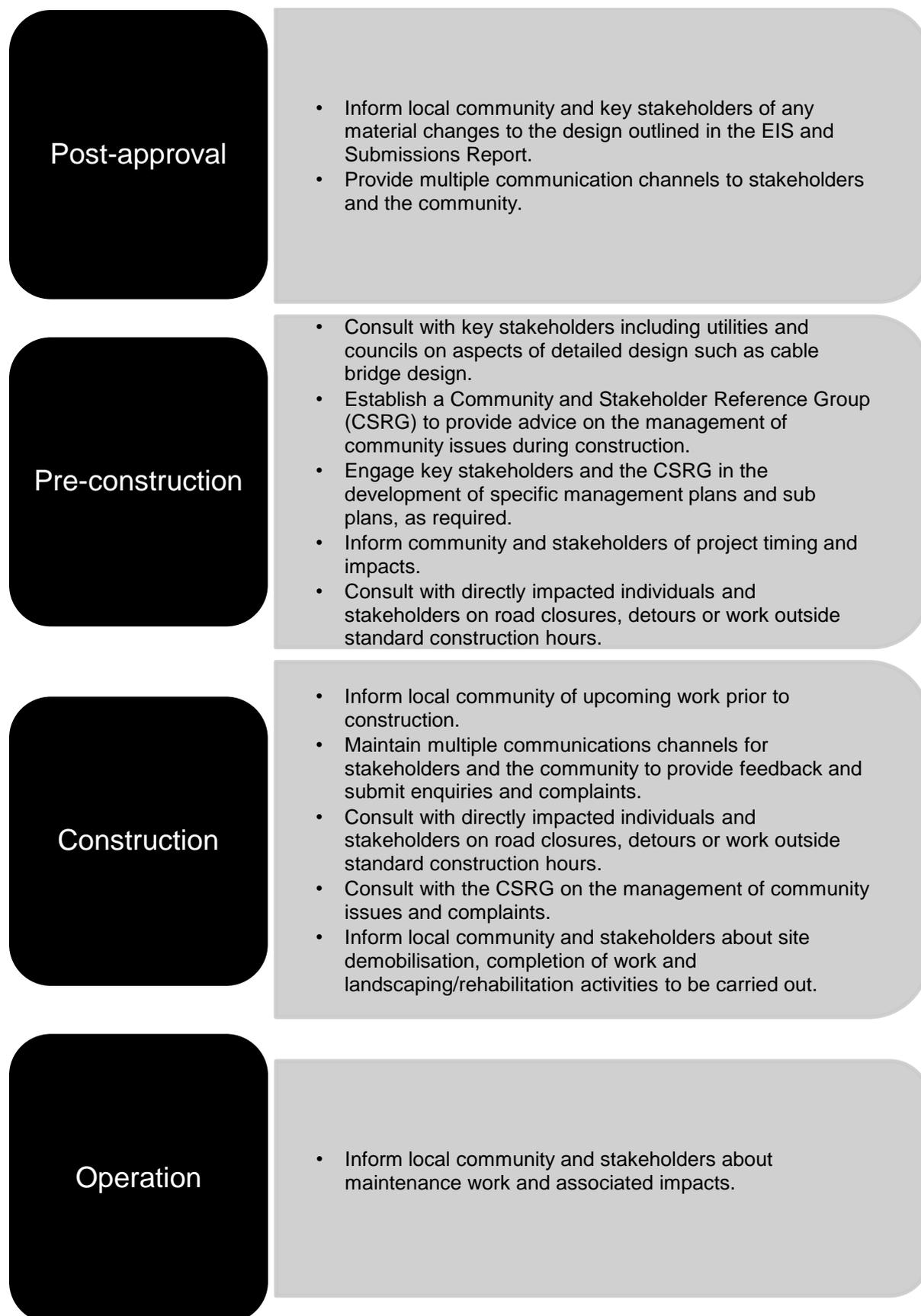
	<b>Inform</b>	<b>Consult</b>
<b>Engagement goal</b>	Provide balanced and objective information to assist in understanding the project	Obtain feedback on the project

### 2.2.2 Stakeholder and community consultation approach

Should the project be approved, consultation would take place throughout the different phases of the project, as identified in **Figure 2-2**.

Each phase would focus on key issues of interest to stakeholders and the community and impacts likely to be experienced including, but not limited to:

- traffic management, including property access and pedestrian and bicycle access;
- construction activities including work outside of standard construction hours; and
- noise and vibration mitigation and management.



**Figure 2-2 Stakeholder and community consultation approach**

### 3.0 Stakeholder identification

**Table 3-1** provides a high level list of stakeholders based on community consultation during EIS development and analysis of their relevance to the project. More detailed stakeholder lists are contained in the Complaints and Enquiries Management System (CEMS) for the project. Stakeholder lists would be reviewed and updated throughout the project to ensure the consultation approach is targeted and relevant.

**Table 3-1 Stakeholder identification**

Stakeholder group	Stakeholders	Relevance
Internal stakeholders	TransGrid staff	Responsible for overseeing project delivery.
	TransGrid project team	
	TransGrid Advisory Council	
Elected government officials	Members of Parliament (MPs)	Construction in electorate.
	Mayors	
	Councillors	
Local government	City of Sydney Council	Construction in local government area.
	Inner West Council	
	Canterbury-Bankstown Council	
	Strathfield Council	
Government departments/agencies	DPIE	Responsible for planning approvals and statutory requirements.
	NSW Environment Protection Authority (NSW EPA)	
	Office of Environment and Heritage	
	Greater Sydney Commission	
	Department of Education	
Transport cluster	Transport for NSW (including the former Roads and Maritime Services)	Transport providers and major developments may experience disruption from construction activities.
	Sydney Coordination Office/Traffic Management Centre	
	Transurban (Westconnex)	
	RailCorp	
	Sydney Trains	
	State Transit	
	Australian Rail Track Corporation	
	Sydney Metro	
TransDev		
Utilities	Sydney Water	Utilities located in close proximity to construction may need to be relocated or protected.
	Telstra	
	Optus	
	Jemena	
	Viva Energy/Caltex	
	Sydney Metropolitan Pipeline	
	Ausgrid	
	Uecomm	
	Vocus Communications	
NBN Co		

Stakeholder group	Stakeholders	Relevance
Directly impacted communities (within 100 metres of the project area <sup>1</sup> )	Businesses	May experience a high or moderate level of disruption from construction activities.
	Property owners/landowners	
	Residents	
	Hospitals and healthcare providers	
	Schools, education and childcare centres	
	Religious institutions	
Wider community	Local environment groups	May be affected by construction activities, provide advice or shape broader public discussion about the project.
	Energy consumer advocacy groups	
	Resident action groups	
	Bicycle safety groups	
	Pedestrian safety groups	
	Precinct committees	
	Chambers of commerce	
	Consultation groups	
Emergency services	Fire and Rescue NSW NSW Police NSW Ambulance	May be affected by construction activities, provide advice or shape broader public discussion about the project.
Aboriginal stakeholders	Local Aboriginal Land Councils	May experience disruption from construction activities, responsible for approvals.
Media	Print, radio and digital	Important channel for communicating project messages to broader community and shaping public discussion about project.

Note:

- The project area comprises the overall potential area of direct disturbance by the project, which may be temporary (for construction) or permanent (for operational infrastructure) and extends below the ground surface. The project area includes the location of operational infrastructure and construction work sites for:
  - the transmission cable route (including the entire road reserve<sup>1</sup> of roads traversed);
  - special crossings of infrastructure or watercourses;
  - substation sites requiring upgrades (noting that all works would be contained within the existing site boundaries); and
  - construction laydown areas.

Refer to **Chapter 4 Project description** of the EIS for further description of project components and figures of the project area (Figure 4.2 to Figure 4.5).

<sup>1</sup> Road reserve is defined as the area comprising roads, footpaths, nature strips and public transport infrastructure (including indented bus bays, bus shelters and bus stop signage).

## 4.0 Communication procedures

### 4.1 Ongoing communication channels

TransGrid has established a number of communication channels to support community and stakeholder consultation.

These include:

- toll-free project enquiry and complaints 1800 number;
- project email address;
- project postal address;
- project website;
- project online feedback portal via Social Pinpoint; and
- TransGrid's Facebook page and other social media pages.

These communication channels would continue to be supported by regular and transparent digital, print and face-to-face communications.

### 4.2 Communication tools and programs

A range of predominantly two-way communication tools and programs would be used to distribute information to and consult with communities and stakeholders throughout the project. These tools and programs would ensure that community members and stakeholders would remain informed about the project, would have the opportunity to provide feedback on the delivery of the project, and would be consulted where appropriate.

Communication tools and programs which would be used to support delivery of the project include:

- **Community and Stakeholder Reference Group (CSRG):** As per the *Community Consultative Committee Guideline for State Significant Projects, January 2019*, referenced in the SEARs, community consultative committees are encouraged for state significant projects. A CSRG will be established prior to construction of the project, formed of representatives from the community, councils and the project team. The purpose of the CSRG will be to provide advice on the management and mitigation of issues related to the construction of the project, and the management of complaints.
- **Powering Sydney's Future Stakeholder Monitoring Committee (PSF SMC):** The Powering Sydney's Future Stakeholder Monitoring Committee (PSF SMC) is a consumer consultation committee that provides an opportunity for ongoing engagement for the implementation of Powering Sydney's Future. The PSF SMC was created by TransGrid in partnership with Energy Consumers Australia to facilitate ongoing consultation on key aspects of Power Sydney's Future. The creation of the PSF SMC is part of TransGrid's commitment to ensure that the best interests of consumers are at the forefront of decision making processes. It is proposed that meetings will continue throughout the construction phase.
- **Community Partnerships Program (CPP):** TransGrid has an established CPP aimed at supporting community led projects and initiatives in areas where TransGrid assets are being built or upgraded. TransGrid accepts applications from community groups, not for profit organisations and public schools and can award up to \$5,000 to each successful applicant.

A CPP specific to the project would be run during project delivery to identify opportunities to improve community facilities and provide a positive project legacy. The CPP would be targeted around the project area and would be aligned with community values identified during the EIS consultation.

- **Complaints and Enquiries Management System (CEMS):** TransGrid has an established CEMS which would be employed during the delivery of the project. The CEMS is comprised of protocols for managing complaints and enquiries, and record keeping. The CEMS also includes TransGrid's consultation database, which is used to store details of all complaints and enquiries, and outgoing communications. Further information on the CEMS is included in **Section 4.3**.
- **Project update newsletters:** Newsletters will be distributed to properties within 200 metres of project alignment. The first newsletter will be distributed a minimum of 28 calendar days prior to construction, and every six months during construction. Newsletters will provide high level project information, details of the overarching construction program, and contact details for the project.
- **Notifications:** Notifications will be distributed to properties impacted by construction activities to provide detailed information of upcoming works, including the expected impact, duration and work hours, along with project contact details. Notifications will be delivered a minimum of seven and maximum of 14 calendar days prior to the commencement of construction in that area.
- **Emails:** Emails will be used to provide project updates to stakeholders who have registered for email updates.
- **Phone calls:** Targeted phone calls will be used to provide specific details about upcoming construction activities to impacted stakeholders.
- **Doorknocking:** Doorknocking will be undertaken to support construction notifications where specific information (such as the timing and duration of restrictions to property access) needs to be communicated to property occupants. Doorknocking will also be undertaken to support consultation on work hours or respite, if required.
- **Meeting/briefings:** Regular meetings will be held with key project stakeholders to ensure the delivery program is understood and issues are managed proactively.
- **Website:** A project specific web-page will be maintained through project delivery with information about the construction methodology, overarching program and progress.
- **Social media:** Social media posts and campaigns will be used to promote awareness of the project and communicate project milestones. Enquiries and complaints received via social media will be managed in accordance with the procedure outlined in **Section 4.3**.
- **Newspaper advertising:** Advertising would be used to promote awareness of the project, communicate project milestones and provide specific information on traffic and transport disruption.
- **Translation services:** Translation services will be made available during delivery of the project to ensure that project information is accessible.
- **Immersive technology:** Immersive technology tools, including augmented reality (AR), will be used to help community members understand construction methods and impacts. AR videos will show how construction will look along the road reserve and will include representation of special crossings such as cable bridges.
- **Signage:** Signage will be displayed at all project work sites and laydown areas with high level project information and contact details. Signage (such as variable message signs) will also be used to communicate upcoming changes to traffic conditions.
- **Inductions:** All members of the project team will receive an induction before working on the project. The induction would ensure that all members of the project understand TransGrid's consultation commitments and how to manage complaints and enquiries.
- **Tool-box talks:** Tool-box talks will be conducted with site personnel throughout construction to address issues arising from complaints and enquiries and reinforce understanding of TransGrid's consultation commitments.

**Table 4-1** outlines the application of communication tools and expected outcomes for the project.

Table 4-1 Communication tools and outcomes

Stakeholder group	Communication tools	Outcomes
Internal stakeholders	<ul style="list-style-type: none"> <li>• Inductions</li> <li>• Tool-box talks</li> <li>• CEMS</li> </ul>	<ul style="list-style-type: none"> <li>• Project team are aware of project progress, timing and impacts.</li> <li>• Project team are aware of multiple communication channels for the community to provide feedback and submit enquiries and complaints.</li> <li>• Project team have access to TransGrid's consultation database to record community and stakeholder interactions.</li> <li>• Project team are aware of TransGrid's complaints and enquires management processes.</li> </ul>
Elected government officials Local government	<ul style="list-style-type: none"> <li>• Meetings and briefings</li> <li>• Phone calls</li> <li>• Emails and letters with project updates</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholders are informed of any relevant material changes to the project design outlined in the EIS and Submissions Report.</li> <li>• Stakeholders provide feedback in the development of specific management plans and sub plans, as required.</li> <li>• Stakeholders are consulted on relevant aspects of detailed design such as cable bridge design and utility crossings.</li> <li>• Stakeholders are aware of the project benefits, timing and impacts.</li> <li>• Stakeholders are aware of and utilise multiple communication channels for the community to provide feedback and submit enquiries and complaints.</li> <li>• Stakeholders provide feedback on opportunities to participate in TransGrid's CPP.</li> </ul>
Government department/agencies	<ul style="list-style-type: none"> <li>• Emails and letters with project updates</li> <li>• Phone calls</li> <li>• Meetings and briefings</li> </ul>	
Transport cluster		
Utilities		

Stakeholder group	Communication tools	Outcomes
Directly impacted communities (within 100 metres of project area)	<ul style="list-style-type: none"> <li>• Postal notifications and newsletters</li> <li>• Phone calls and face-to-face meetings</li> <li>• Door-knocking along the route</li> <li>• Website updates about proposed work, including immersive technology to assist in community understanding of key project phases</li> <li>• Social media posts</li> <li>• Project update emails to registered community lists</li> <li>• Translation and interpretation services</li> <li>• Newspaper advertisements</li> <li>• Site and road works signage</li> <li>• CEMS</li> </ul>	<ul style="list-style-type: none"> <li>• Directly impacted communities are informed of any relevant material changes to the project design outlined in the EIS and Submissions Report.</li> <li>• Directly impacted communities provide feedback in the development of specific management plans and sub plans, as required.</li> <li>• Directly impacted communities are consulted on relevant aspects of construction methodology including out of hours work, respite, property access, road access and noise.</li> <li>• Directly impacted communities are aware of the project benefits, timing and impacts.</li> <li>• Directly impacted communities are aware of and utilise multiple communication channels for the community to provide feedback and submit enquiries and complaints.</li> <li>• Directly impacted communities are aware of maintenance work during operation phase and expected impacts.</li> </ul>
Wider community		<ul style="list-style-type: none"> <li>• Wider community is informed of any material changes to the design outlined in the EIS and Submissions Report.</li> <li>• Wider community is aware of the project benefits, timing and impacts.</li> <li>• Wider community is aware of and utilises multiple communication channels to provide feedback and submit enquiries and complaints.</li> </ul>
Aboriginal stakeholders	<ul style="list-style-type: none"> <li>• Meetings and briefings</li> <li>• Phone calls</li> <li>• Emails and letters with project updates</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholders provide feedback in the development of specific management plans and sub plans, as required.</li> <li>• Stakeholders are aware of the project benefits, timing and impacts.</li> <li>• Stakeholders are aware of and utilise multiple communication channels for the community to provide feedback and submit enquiries and complaints.</li> </ul>
Media	<ul style="list-style-type: none"> <li>• Media releases</li> <li>• Phone calls</li> <li>• Newspaper advertisements</li> </ul>	<ul style="list-style-type: none"> <li>• Media are aware of the project benefits, timing and impacts.</li> <li>• Media communicate constructive project messages to broader community and shape positive public discussion about project.</li> <li>• Media are aware of and relay the availability of multiple communication channels for the community to provide feedback and submit enquiries and complaints.</li> </ul>

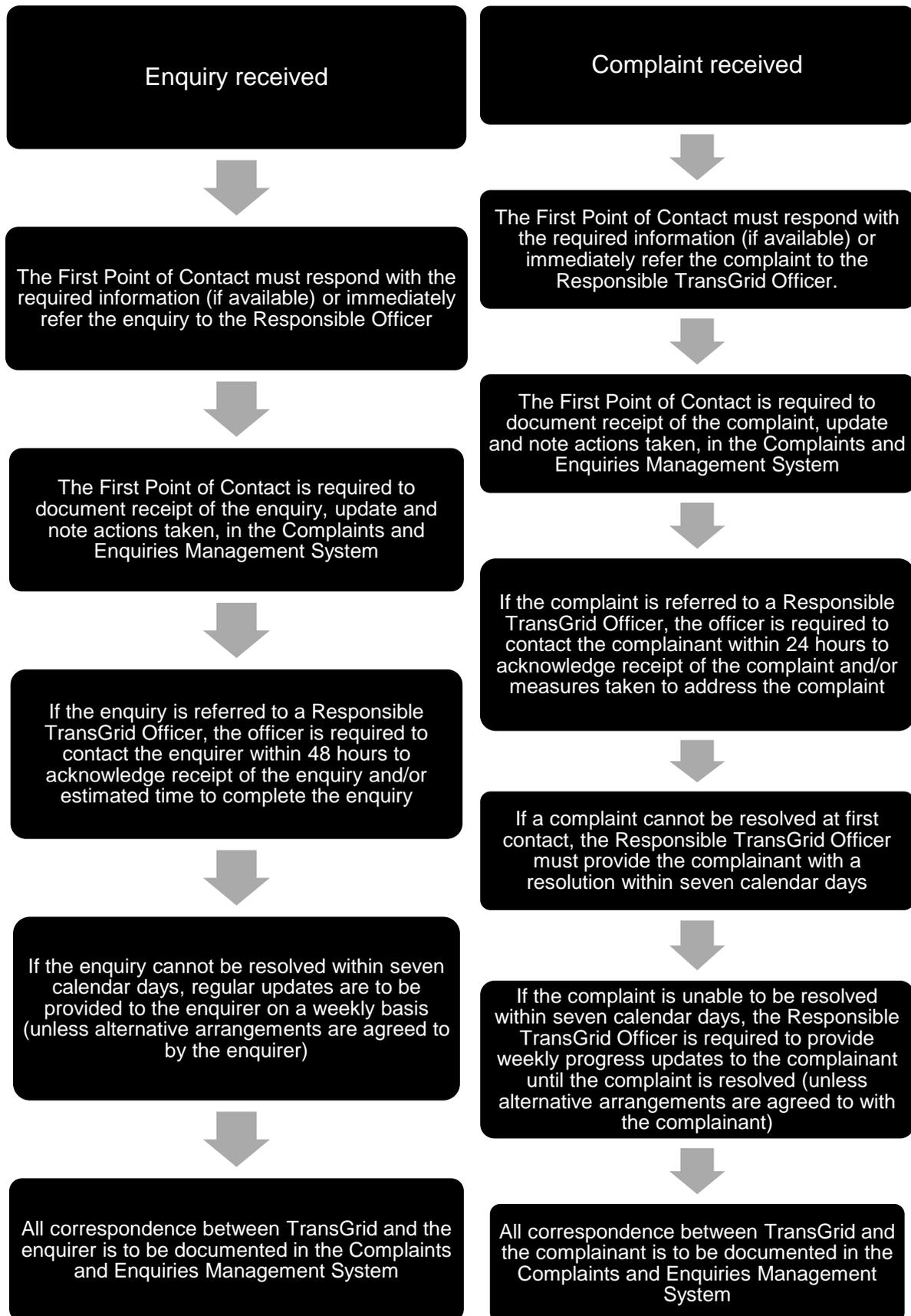
### 4.3 Procedures for resolving stakeholder and community enquiries and complaints

Procedures for resolving stakeholder and community enquiries and complaints would be aligned with TransGrid's overarching *Complaints and Enquiries Management Policy* (2018). The key terms are defined in **Table 4-2** below.

**Table 4-2 Complaints and Enquiries Management Policy Definitions**

Term	Definition
Complaint	A complaint is defined as an expression of dissatisfaction made toward TransGrid, related to its actions, services, or complaints handling process itself, where a response or resolution is explicitly or implicitly expected.
Enquiry	An enquiry is defined as a community/stakeholder interaction with TransGrid, requesting information through the nominated enquiry channels.
First Point of Contact	The employee and/or TransGrid agent who first received the enquiry or complaint who is authorised to respond. If not authorised to respond, enquiries and complaints are referred to a Responsible TransGrid Officer.
Responsible TransGrid Officer	TransGrid staff member selected as the most appropriate person (with relevant knowledge) to provide information or respond to the enquiry or complaint.

Procedures for resolving stakeholder and community enquiries and complaints are outlined in **Figure 4-1**. These procedures would be used during all post-approval phases of the project. Appropriate escalation protocols would be captured in the Community and Stakeholder Engagement Plan for construction, with consideration given to the delivery team and any relevant approval conditions.



**Figure 4-1 Procedures for resolving stakeholder and community enquiries and complaints during construction and operation**

In the case where TransGrid has attempted to resolve the complaint, exhausting all available options to reach an agreed outcome, and the complainant remains unsatisfied with the action taken, the following steps may apply:

- the Responsible TransGrid Officer will inform the stakeholder they have a right to raise the complaint to a higher level within TransGrid's management structure to review and address the complaint;
- after further internal investigation, if a complaint cannot be resolved to a stakeholder's satisfaction, the stakeholder should be advised to contact the Energy & Water Ombudsman of New South Wales (EWON); and
- all details must be recorded in the Complaints and Enquiries Management System.

#### 4.4 Receiving and using stakeholder and community feedback

Throughout all project phases, feedback collected from the community and stakeholders will be used to identify key areas for improvement.

**Table 4-3** demonstrates how feedback from the community and stakeholders will be used.

**Table 4-3 Using feedback received about the project**

Project phase	How feedback will be used
Detailed design	<ul style="list-style-type: none"> <li>• Feedback will inform construction methodology, management plans and mitigation measures, and urban design outcomes.</li> <li>• Complaints and enquiries will be monitored to identify recurring themes and anticipate appropriate mitigation measures.</li> <li>• Complaints management will be evaluated by the CSRG to ensure consistency with management plans and assess effectiveness.</li> </ul>
Construction	<ul style="list-style-type: none"> <li>• Feedback will inform construction methodology, management and mitigation measures, and provision of respite.</li> <li>• Complaints and enquiries will be monitored to identify recurring themes and anticipate appropriate mitigation measures.</li> <li>• Feedback will be used to minimise disturbances to property access.</li> </ul>
Operation	<ul style="list-style-type: none"> <li>• Feedback will inform maintenance works for e.g. requirements around property access and scheduling of works.</li> </ul>

## 5.0 Key issue communication and management

Key issues addressed in the EIS that would be considered during construction and operation include traffic management (including property access, pedestrian and bicycle access), construction activities (including work outside of standard construction hours), and noise and vibration mitigation and management.

Management of the key issues would be further informed by community consultation and stakeholder consultation during EIS exhibition.

The project Construction Environmental Management Plan (CEMP) would outline the management measures for the project in line with the EIS and feedback provided during EIS exhibition, as required. Management measures for consultation would be documented in the CEMP and would be in accordance with this CCF.

### 5.1 Traffic management (including property access, pedestrian and bicycle access)

Regular consultation would continue with stakeholders, including organisations across the Transport for NSW cluster to minimise impacts to light rail and rail track works, as well as other major developments.

Impacted road users would be identified during the detailed planning phase (including motorists, pedestrians, cyclists, emergency services and local schools).

Directly impacted property owners would be consulted regarding access to their property during all phases of the project. Residents and commercial property owners would receive prior notice of restrictions to property access:

- for residential properties where access would be restricted, TransGrid would send a notification letter to the resident seven calendar days prior and door knock 48 hours prior to property access restrictions; and
- for commercial/industrial properties where access would be restricted, TransGrid would send a notification letter to the property occupier seven calendar days prior and door knock 24 hours prior to property access restrictions.

Communication tools and/or activities would be selected to suit the broad geographic spread of motorists using the roads along the route between Potts Hill and Alexandria and the surrounding network, including traffic alerts released to media outlets, variable message signs, traffic alerts and livetraffic.com website updates.

The Powering Sydney's Future website and social media, toll-free enquiry line and email address would continue to be available for the community to find out about and report traffic issues.

### 5.2 Construction activities (including work outside of standard construction hours)

Quarterly newsletters would be distributed to communities and stakeholders a minimum of 28 days prior to the start of construction, and every six months during construction.

Regular consultation would continue with key stakeholders, including organisations across the Transport for NSW cluster to minimise impacts to light rail and rail track works, as well as other major road works and utilities.

Meetings would be held with community members along the route and near laydown areas, especially residents and businesses, to understand their specific needs and manage these in a reasonable manner. This would include directly impacted residents, schools, and other sensitive stakeholders to discuss property access, respite hours for out of hours and high noise generating work, and changes to traffic conditions.

Prior notice would be provided for all construction activities during standard construction hours and any planned work outside of standard construction hours. Notification letters would be sent at a maximum of 14 and a minimum of seven calendar days prior to construction activities.

### **5.3 Noise and vibration mitigation and management**

TransGrid will ensure construction noise is minimised as far as practicable, through ongoing monitoring and application of noise mitigation measures identified in the CEMP for the project.

Communication management strategies for construction noise and vibration would include:

- where possible, scheduling construction activities at certain times to minimise impacts to residents, businesses and sensitive receivers;
- implementing time and duration restrictions and respite periods and limiting frequency of high noise generating activities;
- notifying residents of construction activities likely to affect their amenity from noise and vibration;
- implementing contingency measures in the event of non-compliances;
- consulting with noise sensitive commercial receivers to identify appropriate respite periods; and
- consulting with impacted communities around extended working hours, where appropriate.