

COMMUNITY COMMUNICATION STRATEGY

Moorebank Precinct East Stage 1, Package 2

11 JANUARY 2019

SYDNEY INTORMODAL TERMINAL ALLIANCE

Moorebank Precinct East Stage 1, Package 2

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ACRONYMS AND DEFINITIONS

Term	Explanation
ARTC	Australian Rail Track Corporation
CBD	Central Business District
CCS	Community Communication Strategy
CEC	Community Engagement Consultant (Elton Consulting)
CES	Community and Engagement Strategy
CEMP	Construction Environmental Management Plan
CoC	Conditions of Consent
DNSDC	Defence National Storage and Distribution Centre
DoEE	Department of Environment and Energy
DP&E	Department of Planning and Environment
EIS	Environmental Impact Statement
EMS	Environmental Management System
EPBC ACT	<i>Environmental Protection and Biodiversity Conservation Act 1999</i>
EP&A Act	<i>Environmental Planning and Assessment Act 1979</i>
ER	Environmental Representative
ha	Hectare
IMEX	<p>Import Export Terminal. Includes the following key components:</p> <ul style="list-style-type: none"> Truck processing, holding and loading areas - entrance and exit from Moorebank Avenue Rail loading and container storage areas – installation of four rail sidings with adjacent container storage area serviced by manual handling equipment initially and overhead gantry cranes progressively Administration facility and associated car parking- light vehicle access from Moorebank Avenue.
IMT facility	<p>MPE Stage 1 Package 2 including the construction of the following key components together comprising the intermodal terminal (IMT):</p> <ul style="list-style-type: none"> Truck processing and loading areas. Rail loading and container storage areas. Administration facility and associated car parking

Term	Explanation
	<ul style="list-style-type: none"> Rail Link.
km	kilometres
MPE	Moorebank Precinct East as approved by the Concept Plan (MP_10_0913)
MPE Site	The site at Moorebank as approved by the Concept Plan (MP_10_0913)
MPE Stage 1, Package 1	The construction of the Rail Link connecting the Southern Sydney Freight Line to the IMEX, traversing across the Boot land, RailCorp Land, Moorebank Avenue, the MPW Golf Course, Georges River, and Glenfield Waste Facility
MPE Stage 1, Package 2	<p>Construction of the IMEX Terminal (Figure 1) including the following key components:</p> <ol style="list-style-type: none"> Truck processing, holding and loading areas - entrance and exit from Moorebank Avenue Rail loading and container storage areas – installation of four rail sidings with adjacent container storage area serviced by manual handling equipment initially and overhead gantry cranes progressively Administration facility and associated car parking- light vehicle access from Moorebank Avenue
Non-compliance	An occurrence, set of circumstances, or development that results in a non-compliance or is non-compliant with Development Consent SSD 6766 Conditions of Consent or EPBC Act Approval (EPBC 2011/6229) Conditions of Approval but is not an incident
Non-conformance	Non-conformances are observations or actions that are not in strict accordance with the CEMP and the aspect specific sub-plan.
PAC	Planning Assessment Commission
PD	Precinct Developer
SIMTA	Sydney Intermodal Terminal Alliance
SSD	State Significant Development
SSFL	Southern Sydney Freight Line
The Project	The Project is the MPE Stage 1 Package 2 Project i.e. the IMEX Terminal construction site as depicted in Figure 1.

COMPLIANCE MATRICES

Table 1 Ministers Conditions of Consent (CoC)

CoC	Requirement	Document Reference
D1	Prior to the commencement of construction, or as otherwise agreed by the Secretary, the Applicant shall prepare and implement a Community Communication Strategy to the satisfaction of the Secretary. The Strategy shall provide mechanisms to facilitate communication between the Applicant (and its contractor(s)), the Environmental Representative (see condition E4), the relevant Council and community stakeholders (particularly adjoining landowners) on the design and environmental management of construction. The Strategy shall include, but not be limited to:	This Plan
a	identification of stakeholders to be consulted as part of the Strategy, including affected and adjoining landowners, key community and business groups, and community and social service organisations;	Section 4
b	procedures and mechanisms for the regular distribution of accessible information to community stakeholders on construction progress and matters associated with environmental management, including provision of information in appropriate community languages	Section 6, Section 7, Appendix C, Appendix D
c	procedures and mechanisms through which the community stakeholders can discuss or provide feedback to the Applicant and/or Environmental Representative in relation to the environmental management and delivery of the SSD;	Table 9, Section 7.3.2, Appendix C, Appendix D
d	procedures and mechanisms through which the Applicant can respond to enquiries or feedback from the community stakeholders in relation to the environmental management and delivery of the SSD; and	Appendix C, Appendix D
e	procedures and mechanisms that would be implemented to resolve issues/disputes that may arise between parties on the matters relating to environmental management and the delivery of the SSD, including but not limited to disputes regarding rectification or compensation for impacts to third party property and infrastructure. These procedures and mechanisms may include the use of a suitably qualified and experienced independent mediator.	Section 7.3.2
D2	Prior to the commencement of construction, or as otherwise agreed by the Secretary, the Applicant shall ensure that the following are available for community enquiries and complaints for the duration of construction:	
a	a 24 hour telephone number(s) on which complaints and enquiries about the SSD may be registered;	Table 9 Project Contacts

CoC	Requirement	Document Reference
b	a postal address to which written complaints and enquires may be sent;	Table 9 Project Contacts
c	an email address to which electronic complaints and enquiries may be transmitted; and	Table 9 Project Contacts
d	a mediation system for complaints unable to be resolved.	Section 7.3.2
	The telephone number, the postal address and the email address shall be published in newspaper(s) circulating in the local area prior to the commencement of construction and prior to the commencement of operation. This information shall also be provided on the website (or dedicated pages) required by this approval.	Table 9 – Project Website
D3	<p>Prior to the commencement of construction, or as otherwise agreed by the Secretary, the Applicant shall prepare and implement a Construction Complaints Management System consistent with AS ISO 10002-2006 Customer satisfaction – Guidelines for complaints handling in organisations (ISO 10002:2004, MOD) and maintain the System for the duration of construction and up to 12 months following completion of construction.</p> <p>Information on all complaints received, including the means by which they were addressed and whether resolution was reached, with or without mediation, shall be maintained in a complaints register and included in the construction compliance reports required by this approval. The information contained within the System shall be made available to the Secretary on request.</p>	Table 9 Advertisements
D4	Prior to commencement of construction, or as otherwise agreed by the Secretary, the Applicant shall establish and maintain a new website, or dedicated pages within an existing website, for the provision of electronic information associated with the SSD, for the duration of construction. The Applicant shall, subject to confidentiality, publish and maintain up-to-date information on the website or dedicated pages including, but not necessarily limited to:	
a	information on the current implementation status of the SSD;	Table 9 Project Website
b	a copy of the documents listed in condition A1, and any documentation supporting modifications to this approval that may be granted from time to time;	Table 9 Project Website
c	a copy of this approval and any future modification to this approval;	Table 9 Project Website

CoC	Requirement	Document Reference
d	a copy of each relevant environmental approval, licence or permit required and obtained in relation to the SSD;	Table 9 Project Website
e	a copy of each current report, plan, or other document required under this approval;	Table 9 Project Website
f	the outcomes of compliance tracking in accordance with condition C4 of this approval; and	Table 9 Project Website
g	details of contact point(s) to which community complaints and enquiries may be directed, including a telephone number, a postal address and an email address.	Table 9 Project Website
E3	The Applicant shall ensure that the 24-hour contact telephone number is continually attended by a person with authority over the works for the duration of the development.	Section 7.3.1
E34 (b)(iv) (c)	Proposed notification arrangements.	Table 10

Table 2 Final Compilation of Mitigation Measures (FCMM)

FCMM	Requirement	Document Reference
17A	A community information and awareness strategy will be included in the CEMP and will outline measures to maintain communication with the community and all relevant stakeholders throughout the construction of the Proposal.	This Plan
17B	<p>The CEMP will prescribe measures to be implemented to minimise impacts on surrounding communities. These measures will include:</p> <ul style="list-style-type: none"> Work hours during construction will generally be limited to standard construction hours, unless otherwise authorised within the CEMP Ensuring land owners, within proximity of the Proposal site, are kept well informed about the Proposal, the construction hours and duration of the works. Land owners impacted by the construction works will be provided relevant contact details to address queries relating to the works. 	Table 10 Construction Noise and Vibration Management Plan Section 4.1

Table 3 Revised Statement of Conditions (RSoC)

RSoC	Requirement	Document Reference
Consultation	<p>The Proponent will continue to engage and consult with the community during the future detailed planning applications. Depending on the scale of the proposed, development, SIMTA may undertake the following activities either prior to lodgement or during the public exhibition of the application:</p> <ul style="list-style-type: none"> • Open a Community information Centre (as appropriate) to provide stakeholders with information and to receive feedback on the proposal • Update the existing project website and maintain access • Continued operation of the email feedback system and free-call information line 	NA to construction as this details future planning applications

There are no specific Concept Plan Conditions of Approval or Commonwealth Conditions of Approval related to the Community Communication Strategy.

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1 INTRODUCTION

The Sydney Intermodal Terminal Alliance (SIMTA) received approval for the construction and operation of Stage 1 of the Moorebank Precinct East (MPE) Project, comprising an Intermodal (IMT) Facility including a rail link (Package 1) and Import Export (IMEX) Terminal (Package 2) on 12 December 2016 (SSD 6766). The construction and operation of the MPE Stage 1 project was subject to an appeal in September 2017 (Appeal Number 2017/00081889). The approval was upheld and the revised Conditions of Consent (CoC) were released on 13 March 2018.

This Community Communication Strategy (CCS) has been developed to provide the mechanism by which to facilitate communication with Liverpool City Council and community stakeholders during the construction of Package 2 of the MPE Stage 1 Project (the Project).

This strategy establishes the contractor's approach to the management of community engagement and compliments the overarching SIMTA Moorebank Intermodal Communication and Engagement Strategy (SIMTA CES). The SIMTA CES details the process of how SIMTA will coordinate the communications and community relations work of various subcontractors completing different components of planning, design and delivery work.

1.1 Background and Scope

The MPE Project site is located approximately 27 kilometres (km) south-west of the Sydney Central Business District (CBD) and approximately 26 km west of Port Botany and includes the former Defence National Storage and Distribution Centre (DNSDC) site, (see Figure 1).

The MPE Project involves the development of an IMT, including warehouse and distribution facilities, rail link, freight village (ancillary site and operational services), stormwater, landscaping, servicing and associated works on the eastern side of Moorebank Avenue, Moorebank. It is to be developed in three key stages:

- Stage 1 - Construction of the Intermodal Terminal Facility (IMT) and rail link
- Stage 2 - Construction of warehouse and distribution facilities
- Stage 3 - Extension of the IMEX and completion of warehouse and distribution facilities.

Stage 1 of the MPE Project comprises, and would be constructed across, two packages:

- Package 1 - The Rail Link (not included within this CCS) includes a connection to the IMEX facility, and traverses across Moorebank Avenue, Anzac Creek and Georges River prior to connecting to the Southern Sydney Freight Line (SSFL)
- Package 2 - The IMEX Facility (subject of this CCS) includes the following key components:
 - Truck processing, holding and loading areas - entrance and exit from Moorebank Avenue
 - Rail loading and container storage areas – installation of four rail sidings with adjacent container storage area serviced by manual handling equipment initially and overhead gantry cranes progressively
 - Administration facility and associated car parking- light vehicle access from Moorebank Avenue
 - Clearing of approximately 1.25 hectares (ha) of native vegetation.

The layout of the IMEX facility generally comprises operational areas, an administration area, rail sidings, utilities and drainage infrastructure, landscaping and signage. The operational areas of the IMEX facility consist of the primary and secondary container loading / unloading areas and container storage areas, and the truck holding area. Within these areas containers would be stacked up to five high.

MPE Stage 1 CEMP



Figure 1 – MPE Site Overview

1.1.1 Environmental Planning Approval

The MPE Stage 1 Project has been assessed by the Department of Planning and Environment (DP&E) under Division 4.7 (Division 4.1 prior to March 2018) of the *Environmental Planning and Assessment Act 1979* (EP&A Act) as State Significant Development (SSD). The Planning Assessment Commission (PAC) granted Approval for the MPE Stage 1 Project on 12 December 2016 and is subject to the Minister's Conditions of Consent (CoC, 18 December 2016 (SSD-6766)). The MPE Stage 1 Project, its impacts, consultation and mitigation were documented in the following suite of documents:

- State Significant Development Application SSD 6766 (as amended in the Land and Environment Court 13 March 2018)
- SIMTA Intermodal Terminal Facility – Stage 1 – Environmental Impact Statement (Hyder Consulting Pty Ltd, May 2014)
- SIMTA Intermodal Terminal Facility – Stage 1 – Response to Submissions (Hyder Consulting Pty Ltd, September 2015)
- Environmental Protection and Biodiversity Conservation Act 1999 (EPBC Act) Approval (No. 2011/6229) granted on March 2014.

1.2 Purpose

The purpose of this CCS is to:

- Detail how the contractor will manage communications with stakeholders in accordance with the Project approval documents (as outlined in Section 1.1.1)
- Ensure that through the use of best practice, community impacts are minimised
- Support achievement of the Project objectives
- Provide and support certainty and confidence in project community engagement.

1.3 Project Timeline

An overview of the Project timeline is provided in Table 4. The Project timeline will be refined and developed as the construction methodology is finalised.

Table 4 Project Timeline

Key Milestone	Estimated Timing
SSD Approval	13/12/16
Demolition Commencement	May 2017
Construction Commencement	July 2017
Construction Completion	Q3 2018

1.4 Interactions with Other Management Plans

This CCS supports the overarching SIMTA Communications and Engagement Strategy (CES) and supports the following management plans:

- Construction Environmental Management Plan (CEMP) and associated sub-plans including:

- Construction Noise and Vibration Management Plan (CNVMP)
- Out of Hours Protocol
- Construction Air Quality Management Plan (CAQMP)
- Construction Traffic and Access Management Plan (CTAMP)
- Incident Management Plan
- Project Management Plan
- Construction Management Plan
- Risk Management Plan

2 LEGAL AND OTHER OBLIGATIONS

Table 1 outlines project compliance requirements relevant to the state and commonwealth planning approvals.

Applicable guidelines for the management of this CCS include:

- ISO10002-2006 – Customer Satisfaction – Guidelines for Complaints Handling in Organisations
- International Association of Public Participation Core Values and Principals

3 ROLES AND RESPONSIBILITIES

3.1 Community Awareness Training

Table 5 Roles and Responsibilities

Role	Responsibility
Community Engagement Consultant (CEC) (Elton Consulting)	<p>Elton Consulting is the Community Engagement Consultant (CEC) for SIMTA and will act as the 'control tower' for all public communications. Their responsibilities are as follows:</p> <ul style="list-style-type: none"> • Preparing and coordinating content for the Project website, newsletters, factsheets etc. • Working with subcontractors in the organisation and delivery of community information sessions • Reviewing subcontractor community relations materials, including notifications, letters, advertising, signs and factsheets • Monitoring, responding to and triaging project calls and emails • Preparing overarching project key messages • Managing the calendar of all project communication and engagements activities • Coordinating regular subcontractor communications meetings, to be held initially on a weekly basis • Liaising with SIMTA on all of the above.
SIMTA Precinct Developer (PD)	Responsible for management of all media enquires
Contractor Community Liaison Manager	<p>The contractors Community Liaison Manager will liaise with the CEC Project Manager, Construction Manager, Site Supervisors, Environmental Manager and other relevant project staff as required to ensure the following Project-specific community stakeholder management and engagement responsibilities are delivered in a professional and timely manner. The Community Liaison Manager will:</p> <ul style="list-style-type: none"> • Ensure a coordinated approach with the Principal and SIMTA CEC and inform the Principal of all material issues raised by stakeholders and the community • Develop strategies, policies, principles and standards for stakeholder consultation and community engagement and act in accordance with them • Ensure that relevant stakeholders (including the Principal) and the community are provided with adequate notification of the Works and milestones that may impact them • Provide appropriate and timely project information to SIMTA CEC for the Project website, newsletters, factsheets etc. following the General Content Approval Process (Appendix E) • Work with SIMTA CEC in the organisation and delivery of community information sessions • Respond to community and stakeholder project calls and emails in compliance with the SIMTA CEC approvals flowcharts and

Role	Responsibility
	<p>timeframes following Project Complaints Handling and Enquiry Handling Processes as outlined in Appendices C and D.</p> <ul style="list-style-type: none"> • Contribute to SIMTA CEC's preparation of the overarching project key messages • Collaborate with SIMTA CEC for the management of all project communication and engagements activities • Participate in Project communication meetings, to initially be held initially on a weekly basis, and providing: <ul style="list-style-type: none"> – a summary of the current and upcoming delivery activities for the Works; – an update on any current and emerging issues in relation to stakeholder and community liaison; and – a register of any complaints received directly, including any updates and actions taken to resolve them • Designing and delivering Community Awareness Training for our project team and all subcontractors. • Contact the Principal immediately in relation to planned or unplanned community protests that may arise during the performance of the Works • Liaising with SIMTA CEC on all of the above.
Contractor Environmental Manager	<ul style="list-style-type: none"> • Ensure Conditions of Approval and other project requirements are met attend stakeholder meetings as required
Construction Manager	<ul style="list-style-type: none"> • Ensure effective and efficient lines of communication are established and maintained between the wider Project team and the Communication Manager • Provide updates and information to ensure notifications and other requirements are met • Support in the response to complaints and enquires and ensure actions/resolutions are implemented • Provide information for reporting as required • Attend stakeholder meetings as required
All staff	<ul style="list-style-type: none"> • Report any community interaction to the Community Liaison Manager • Ensure they and staff reporting to them are familiar with the requirements of this Plan and receive appropriate induction • Ensure that consultants and sub-contractors have been inducted and comply with this Plan • Identify potential construction impacts on the community • Ensure relevant impact mitigation, consultation, complaint and communication requirements of the plans they manage are satisfied • Respond to community feedback and take action to quickly resolve complaints

Role	Responsibility
Site Supervisor	<ul style="list-style-type: none"> • Support in the response to complaints and enquires where required • Interact with members of public in a positive and respectful manner if required • Consider impacts on stakeholders and the community during planning and implementation of work • Report any community interaction to the Community Liaison Manager

4 STAKEHOLDER IDENTIFICATION

Various stakeholder groups will be consulted with at different times throughout construction. Table 6 outlines the stakeholders to be proactively communicated with.

Table 6 Stakeholder Identification

Stakeholder Group	Specific Stakeholder	Level of Engagement
Client Delivery Team	<ul style="list-style-type: none"> SIMTA QUBE Arcadis Tactical Group Contractors Sub-contractors Consultants 	Collaborate
Government Agencies	<ul style="list-style-type: none"> Department of Planning and Environment Department of Environment and Energy Liverpool City Council Infrastructure NSW Office of Environment and Heritage Environment Protection Authority Department of Industry State Emergency Services Heritage Council of NSW Department of Defence Roads and Maritime Services Transport for NSW ARTC Utilities companies NSW Trains Sydney trains NSW TrainLink 	Consult/ Involve
Federal Government Ministers	<ul style="list-style-type: none"> Minister for Infrastructure and Regional Development (Federal) Minister for Finance (Federal) 	Inform
Federal Members	<ul style="list-style-type: none"> Federal Member for Hughes (Craig Kelly) Federal Member for Werriwa (Laurie Ferguson) 	Inform
State Government Ministers	<ul style="list-style-type: none"> NSW Minister for Transport and Infrastructure (Andrew Constance) NSW Minister for Roads, Maritime and Freight (Jane Pavey) 	Inform

Stakeholder Group	Specific Stakeholder	Level of Engagement
State Members	<ul style="list-style-type: none"> State Member of Holsworthy Melanie Gibbons State Member for Liverpool Paul Lynch 	Inform
Interested Parties	<ul style="list-style-type: none"> Registered Aboriginal Parties: <ul style="list-style-type: none"> Tharawal Local Aboriginal Land Council Cubbitch Barta Native Title Claimants Aboriginal Corporation Darug Tribal Aboriginal Corporation Darug Aboriginal Cultural Heritage Assessments Tocomwall Darug Land Observations Darug Custodian Aboriginal Corporation Darug Aboriginal Landcare Inc Moorebank Heritage Group Pedestrian and bicycle user groups East Liverpool Progress Association Residents Against Intermodal Development No Intermodal Committee 	Consult/ Involve
Impacted Community and Business	<ul style="list-style-type: none"> Travelling public Residents of: <ul style="list-style-type: none"> Casula Wattle Grove Moorebank Glenfield All Saints College Casula Powerhouse Glenfield Farm Neighbouring businesses Glenfield Waste Facility Liverpool Chamber of Commerce Users of Leacocks Trail/ Weaving Garden Path 	Inform
Other	<ul style="list-style-type: none"> Local and national media such as the Liverpool Leader, Liverpool Champion Utility providers 	Inform

5 ISSUES, RISK IDENTIFICATION AND MITIGATION

It is recognised that due to the political and local community controversy associated with the overall Precinct development, there will be heightened sensitivity to the issues facing the local community during the construction of the terminal including but not limited to those outlined in Table 7.

Table 7 Issue and Risk Identification

Aspect	Issue/Risk	Mitigation
Construction noise and vibration	<p>Noise due to operation of machinery and equipment impacting residents, businesses and visitors to community venues</p> <p>Complaints from nearby residents and businesses</p> <p>Negative media</p> <p>Reputational damage</p> <p>Out of hours works</p>	<p>Abatement measures such as acoustic hoarding</p> <p>Implementation of mitigation measures as outlined in the Construction Noise and Vibration Management Plan</p> <p>Toolbox talks and pre-start meetings to train site staff in mitigation measures</p> <p>Construction noise monitoring</p> <p>1800 number</p> <p>Community notifications as appropriate</p>
Human health	<p>Contaminated materials such as asbestos in buildings</p>	<p>Asbestos and dust monitoring will be undertaken as required</p> <p>Implementation of Contractor Health and Safety Management Plan to ensure the safety of all staff and visitors and members of public in the vicinity of the Project</p> <p>Training of staff through site induction, toolbox talks and pre-start meetings</p> <p>Community notifications as appropriate</p>
Traffic	<p>Heavy vehicles and oversized deliveries causing delays/ access impacts to local businesses, residents and community venues</p> <p>Noise associated with increased traffic</p> <p>Increased traffic on local roads and the associated safety risks</p> <p>Queuing of delivery trucks</p> <p>Out of hours deliveries</p> <p>Road and lane closures impacting community</p> <p>Trucks using non-approved haul routes</p> <p>Damage to roads</p>	<p>Site induction to ensure understanding of access routes and contractor parking areas on site</p> <p>Truck access parameters as per the Project Traffic Access and Management Plan and monitoring by the Site Supervisors</p> <p>VMS signage on Moorebank Avenue advising motorists of construction traffic access routes during peak times of construction traffic</p> <p>Community notifications as appropriate</p>
Air Quality	<p>Reduction in air quality and increase in dust</p>	<p>Implementation of mitigation measures as outlined in the Construction Air Quality Management Plan</p>

Aspect	Issue/Risk	Mitigation
	Complaints from nearby residents and businesses Negative media Reputational damage	Air quality monitoring as outlined in the Construction Air Quality Management Plan
Environmental, Visual and Social Amenity	Community concern regarding visual impacts during works Failing to involve stakeholder or community in remediation or landscaping plans Visual impact on Casula Powerhouse and Georges River parkland area Out of hour work including noise and light spill Risk of impacts to Georges River through inadequate erosion and sediment control Changes in visual amenity to the local area Impact on potential indigenous or other heritage site	Delivery of the Project strictly in accordance with the Principal's Requirements and Conditions of Approval and tightly aligned to all approved Project Plans and strategies Community notifications as appropriate

6 COMMUNICATION AND ENGAGEMENT APPROACH

6.1 Objectives

The SIMTA CES provides a high level overarching framework for communication and engagement activities associated with the MPE and MPW precincts. The SIMTA contractors and their sub-contractors will communicate and engage with key stakeholders and the community.

The objectives of this CCS directly support and underpin the CES and include:

- Supporting the CEC control-tower process and deliver on our obligations to consult and collaborate closely with CEC about all communications including providing drafting of all planned communications ahead of proposed delivery
- Delivering the CEC approved consistent and coordinated messages to the community and to key stakeholders
- Providing accurate, timely and reliable information about the Project construction activities and impacts
- Identifying potential issues associated with delivery of the Project early and seek, in collaboration with CEC, input from impacted stakeholders to identify ways to minimise construction impacts
- Responding in a timely and professional manner to complaints raised by community stakeholders under the guidance of CEC

6.2 Key Messages

The key messages for the Project are based on the *General, Intermodal Location, Combined Precinct Benefits and Perceived Negative Impacts and General Traffic and Air Quality* messages as outlined in the CES, (Table 8).

The Project will be representative of the broader political and community objections ongoing since inception of the idea. As a consequence, the contractor will play an important role in overall positive messaging the benefits of the Project to assist in breaking down the community negativity to the project.

Community wins will need to be identified and strongly messaged. For example, the local community will be looking for the benefits of local job opportunities and the contractor will implement best practice measures to mitigate construction impacts on local traffic flow, environment, green space and the general amenity of the area.

Table 8 Key Messages and Contractor Deliverables

Key Messages	Deliverables
The contractor is delivering a significant piece of infrastructure which will contribute to benefits for the local community, Greater Sydney and future generations	Successful integration of the combined precinct benefits into community notifications, newsletters and other project communications to the local community
We are part of a 'one team' approach to constructing the new Sydney Intermodal Terminal	Collaboration with the CEC and Project and Site Induction Programs for subcontractors
We are considerate constructors and will endeavour to mitigate construction impacts on our neighbours and the local community	Timely and accurate information so there are 'no surprises' for our neighbours the local community particularly around high risk areas such as traffic flow along Moorebank Avenue

Key Messages	Deliverables
Our approach and work methods honour the importance of local heritage and amenity	Implementation of approved Construction Environment Management Plan (CEMP) and sub-plans and Community Communication Strategy
We will always proactively inform our neighbours, surrounding community and Moorebank Avenue motorists of potential construction impacts ahead of time in an appropriate manner	Implementation of the CES and CCS

6.3 Tools and Strategies

Section 5 of the CES outlines the overarching project engagement tools, purpose and responsibility.

Where relevant all communication tools will reference access to the information via a community language Information Line in the five most commonly spoken languages in the Liverpool region – Fijian, Arabic, Vietnamese, Hindi and Filipino.

The table below (Table 9) summarises the interaction between the contractor and SIMTA to contribute to and/or develop the communication tools for the Project.

Table 9 Communication Tools

Tool	Purpose	Responsibility
Project Contacts		
Project Email	simta@elton.com.au This email is the primary contact point for use on the project and managed by the CEC. Incoming emails relating to the Project will be redirected to the Community Liaison Manager for actioning, as necessary.	Community Liaison Manager and CEC
24 Hour Project information line	1800 986 465 The CEC will be responsible for managing the information line. All calls coming through to the line will be triaged to the appropriate package of work.	CEC to direct calls to Community Liaison Manager who will manage these appropriately
Postal address	PO Box 1488 Bondi Junction NSW 2022 The CEC will be responsible for managing incoming letters. Where required, letters will be triaged to the appropriate package of work.	Community Liaison Manager and CEC
Community Information		
Project Website	www.simta.com.au The Project website will be managed by the CEC. Content will be provided	Community Liaison Manager to provide information to CEC

Tool	Purpose	Responsibility
	<p>by the Contractor as required including electronic versions of notifications, advertisements, report and plans as well as other distributed information. This will include the contact details listed above.</p> <p>The website will be kept up to date with documents identified in condition D4 of the CoC</p>	
Quarterly community update	Project update newsletters will be distributed on a quarterly basis. This will involve construction updates.	Community Liaison Manager to provide detail to CEC
Community Notification	<p>Specific notifications regarding works being undertaken for potentially affected neighbouring property owners and businesses before undertaking major activity or milestones. These may include:</p> <ul style="list-style-type: none"> • Commencement and completion of works • Noisy works • Audible (at receptor) Out of Hours works • Changes to traffic, parking or access <p>Community notifications include all Community Updates, Out-of-Hours notices, project information flyers and other communications material. The notifications will proactively notify the community and key stakeholders of current and forthcoming activities including those that have the potential to impact on the community. All notifications will include the project contact numbers, details of the Project website and an email address to refer any enquiries.</p>	Community Liaison Manager to develop notification in liaison with CEC, CEC to approve and distribute
Advertisements	<p>Used to inform the wider community about construction and upcoming engagement opportunities. In particular, advertisements may be used to inform about the community about changes to traffic conditions.</p> <p>The project contact details will be published in the newspaper(s) circulating in the local area prior to the commencement of construction and prior to the commencement of operation.</p>	Community Liaison Manager to develop content and book advertising space. CEC to approve and submit.
Face to face, phone calls, letters	This may include door knocking, face to face contact or phone calls with affected residents or businesses.	Community Liaison Manager with CEC in attendance if required

Tool	Purpose	Responsibility
	<p>Particularly if works impacts on individuals.</p> <p>A record of conversation will be logged on Consultation Manager</p>	
Signage	Signage will be placed a minimum of seven days prior to changes which may impact on pedestrian routes, cycle ways, traffic conditions and access to public transport.	Community Liaison Manager with CEC liaison
Community Information and Feedback Sessions	Drop-in sessions will be used to update the community on construction works and to seek feedback. The sessions will be scheduled as required and held in locations accessible to the local community.	Organised by CEC and attended by relevant Contractor personnel
Meetings		
Stakeholder meetings	<p>Where required, key stakeholders will be invited to meetings to resolve issues or be provided with additional information etc. as required. These meeting will be attended by Communication Liaison Manager and Construction Manager (or delegate). CEC will be notified and attend if required.</p> <p>Details of the meeting will be recorded in Consultation Manager.</p>	Communication Liaison Manager to organise meetings
Communication coordination meetings	Fortnightly meetings between the Contractor and SIMTA will be undertaken. This may include subcontractors as required.	Communication Liaison Manager to attend
Reporting		
Monthly	A monthly report summarising key stakeholder engagement activities will be provided to SIMTA.	Communication Liaison Manager
Compliance	Details of stakeholder engagement will be provided to SIMTA in order to undertake compliance reporting in accordance with the project Conditions of Approval.	Communication Liaison Manager
Consultation Manager	Consultation manger is a database which will be used by all contractors to record any stakeholder engagement	Communication Liaison Manager and CEC
Training		

Tool	Purpose	Responsibility
Site induction, pre-start meetings and toolbox talks	<p>All site staff will attend the site induction which will outline the project community requirements.</p> <p>Pre-start meetings and toolbox talks will be used to reiterate this message and detail specific concerns as required.</p>	Communication Liaison Manager and Environment Manager

7 COMMUNITY COMMUNICATION PROCESS

7.1 Notification Timeframes

The CES outlines communication and engagement timeframes to be adhered to by the Contractor. These are reiterated in Table 10 below.

Table 10 Engagement Timeframes

Communication	Timing
Complaints	<ul style="list-style-type: none"> Acknowledge complainant within 4 hours (where contact details provided), even when an answer has not yet been found Provide a written and/or verbal response to complainant within 24 hours Record the complaint received in the database within 48 hours Forward information on any complaints received and details of any actions undertaken or proposed or investigations occurring, to SIMTA in writing within one business day
Enquires	<ul style="list-style-type: none"> Acknowledge the enquirer within 8 hours (where contact details provided), even when an answer has not yet been found Provide a verbal response (where an immediate response cannot be given) within 24 hours from the time of the enquiry being received unless the enquirer agrees otherwise Provide a written response to letters and emails within 48 hours Record all enquiries received in the database within 48 hours Report monthly on any enquiries received and responses given.
Community Notification	<p>Community notifications are required in the following circumstances where works may impact on the community:</p> <ul style="list-style-type: none"> Construction commencement Night works Changes to traffic conditions Modifications to pedestrian routes, cycleways and bus stops Out of hours works Disruption to residential or business access, and Changing or disruption of utility services <p>Notifications will be issued across the agreed distribution area at least 7 days prior to works which may have an impact on the community or stakeholders. Notifications must be approved by SIMTA.</p> <p>The Contractor must provide written notification to relevant utility service authorities and the Principal at least 7 days before commencing any utility service works.</p>
Project Signage	<p>Installed at least seven days before any changes that impact on pedestrian routes, cycle ways, traffic conditions or access to public transport.</p>

7.2 Approvals Process

The contractor must provide a minimum of 15 business days' notice to SIMTA prior to the commencement of any activity where a community notification is required. The following information must be provided:

- Work to be undertaken

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

All mass-public communication materials will be submitted to SIMTA for review and approval at least five business days before it is planned to be released. This includes newsletters, website updates, community notifications, letters, advertisements, signs and proactive project emails. A minimum of 20 Business Days' notice will be provided (to SIMTA) of significant development milestones to enable the Principal to develop its media response.

Draft materials will be reviewed and approved by the CEC before being submitted to SIMTA Precinct Developer for final approval. It is expected SIMTA will provide approval to non-urgent material within 2 business days. No materials will be released until it has been approved.

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

Any out of hours works must be undertaken in line with the Noise and Vibration Management Plan Out of Hours Protocol.

7.3 Complaints and Enquiries

Complaints and enquiries may be received directly from stakeholders to members of the Project team, or indirectly via the 24-Hour Project information line, email address or postal address.

7.3.1 24-hour Contact

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

The contractor will nominate two 24-hour contacts such as the Community Liaison Manager and Construction Manager are the two 24 hour contacts available to answer and respond to calls relating to the Project.

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

7.3.2 Dispute Resolution

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

This mediator will be the Environmental Representative (ER) as they are *"independent of the design and construction personnel, and has been approved by the Secretary," (Condition E4 Conditions of Consent (CoC))*.

In accordance with CoC E4(g), the ER will *"be consulted in responding to the community concerning the environmental performance of construction where the resolution of points of conflict between the Applicant and the community is required."*

This will include disputes regarding rectification or compensation to third party property and infrastructure.

7.4 Media and Government Relations

The SIMTA Precinct Developer (PD) is responsible for managing all media inquiries. All Project personnel will be informed of the media obligations through the Project induction which will include the following detail:

- Community Liaison Manager to be advised immediately of any media inquiries, who will then advise SIMTA as soon as possible, and within 2 hours of any media approach
- All personnel will be required to issue the Project Information number if approached by anyone, including media
- Media will not be permitted to visit the Project without the written approval of the SIMTA PD.

Direct requests from the media to any personnel for information about the Project will be referred directly to the SIMTA PD and the CEC.

7.5 Incident Management

SIMTA will be notified of any incident that may have an impact on the community, environment, personnel or sub-contractors, which may attract, or can reasonably be expected to attract, the attention of the media, the Minister for Finance, Minister for Infrastructure and Regional Development, a local Member of Parliament, local council or the broader community within 15 minutes of being aware of the incident occurring and for any other incidents, within 1 hour of being aware of the incident occurring.

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

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

7.6 Record Management

Consultation Manager will be used to record all Project Community and Stakeholder interactions. This database will be populated by the CEC for complaints and enquiries received through 24 Hour Project information line, email address or postal address with the Contractor responsible for providing information to the CEC in how the complaint or enquiry was addressed. The contractor will populate Consultation Manager with direct enquiries and complaints.

7.7 Reporting

A monthly report will be submitted to the CEC outlining the following:

- Number of communications issued
- Number of complaints and enquires including response times
- Summary of any stakeholder interactions

Furthermore, a quarterly report outlining Stakeholder Engagement will be submitted to SIMTA a minimum of 20 business days prior to the end of each reporting quarter.

7.8 Monitoring

Monitoring under this strategy will be undertaken by the Contractor's Environmental Manager during weekly inspections of construction activities to monitor compliance

with the requirements of the CoC and this strategy. To minimise the impact on the community and to rectify any issues to avoid potential complaints, weekly inspections will focus on the following key construction issues:

- Noise and vibration
- Traffic management
- Air quality.

An Environmental and Sustainability Inspection Report (Appendix V of CEMP) will be used to maintain compliance and effectiveness of controls. Items that require action will be documented during environmental inspection and notified to the site supervisor. The site supervisor will be responsible for providing appropriate resources in terms of labour, plant and equipment to enable the items to be rectified in the nominated timeframes.

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

7.9 Non-compliances, Non-conformances and Actions

It is the responsibility of all site personnel to report non-compliances and non-conformances to the Site Supervisor and/or the Contractor's EM.

Non-compliances, non-conformances and corrective and preventative actions will be managed in accordance with Section 9.2.1 of the CEMP.

7.10 Review and Improvement

Review and improvements of this strategy will be undertaken in accordance with Section 1.6 of the CEMP. Continuous improvement will be achieved by the ongoing evaluation of environmental management performance and effectiveness of this strategy against environmental policies, objectives and targets.

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

APPENDIX A

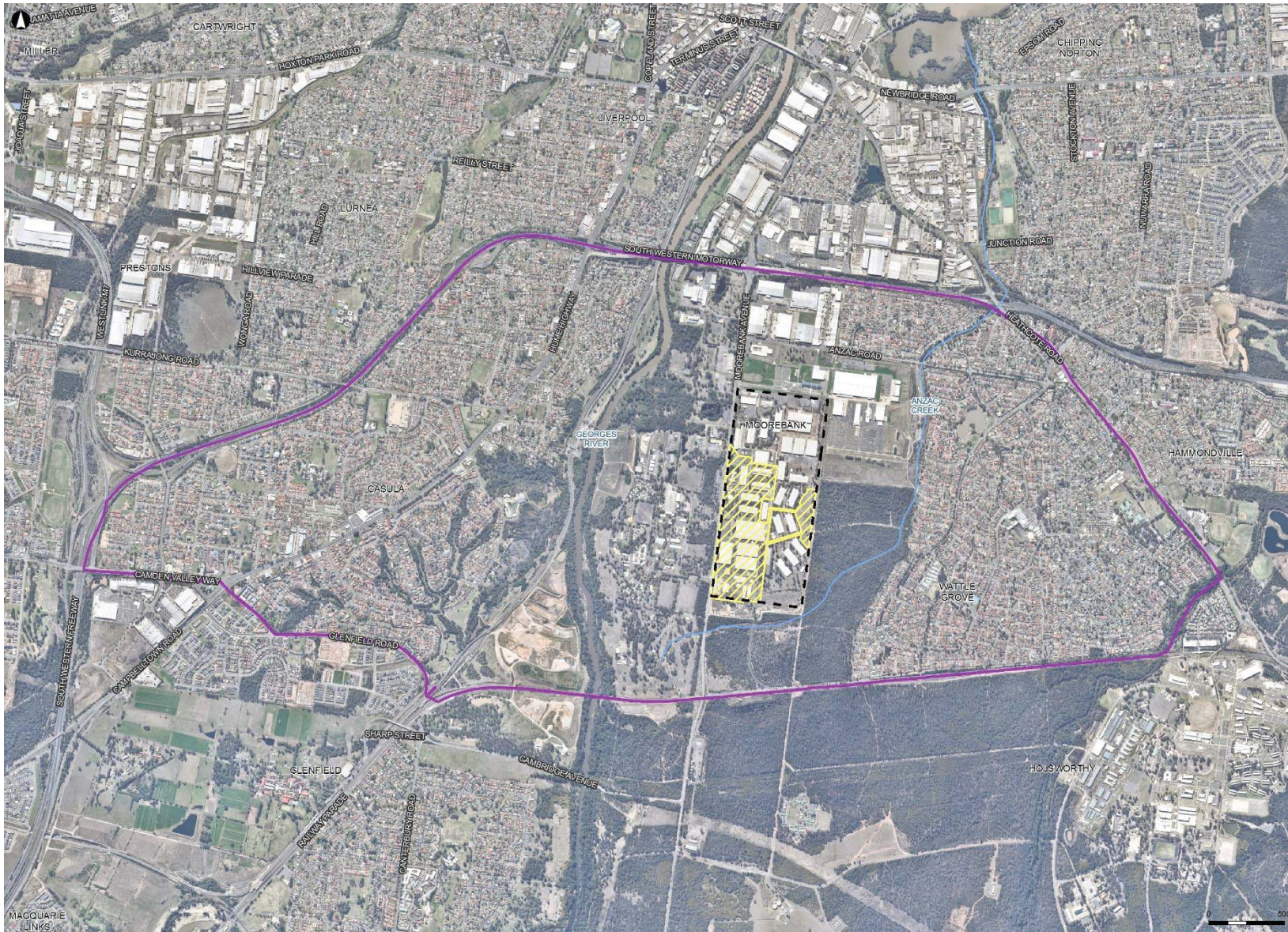
Community Action Plan

This template will be utilised and developed as a communications planning tool as required during the Project delivery.

Scope of Work	Timing and Duration	Work Activities	Communication Strategy

APPENDIX B

Notification Distribution Area



- LEGEND**
- MPE site
 - Construction area
 - Indicative community notification area
 - Watercourse

DATA SOURCES
Aerial imagery supplied by neamap
(August, 2016)

SIMTA

ARCADIS

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A/PO Box 448 5000
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AUBURN

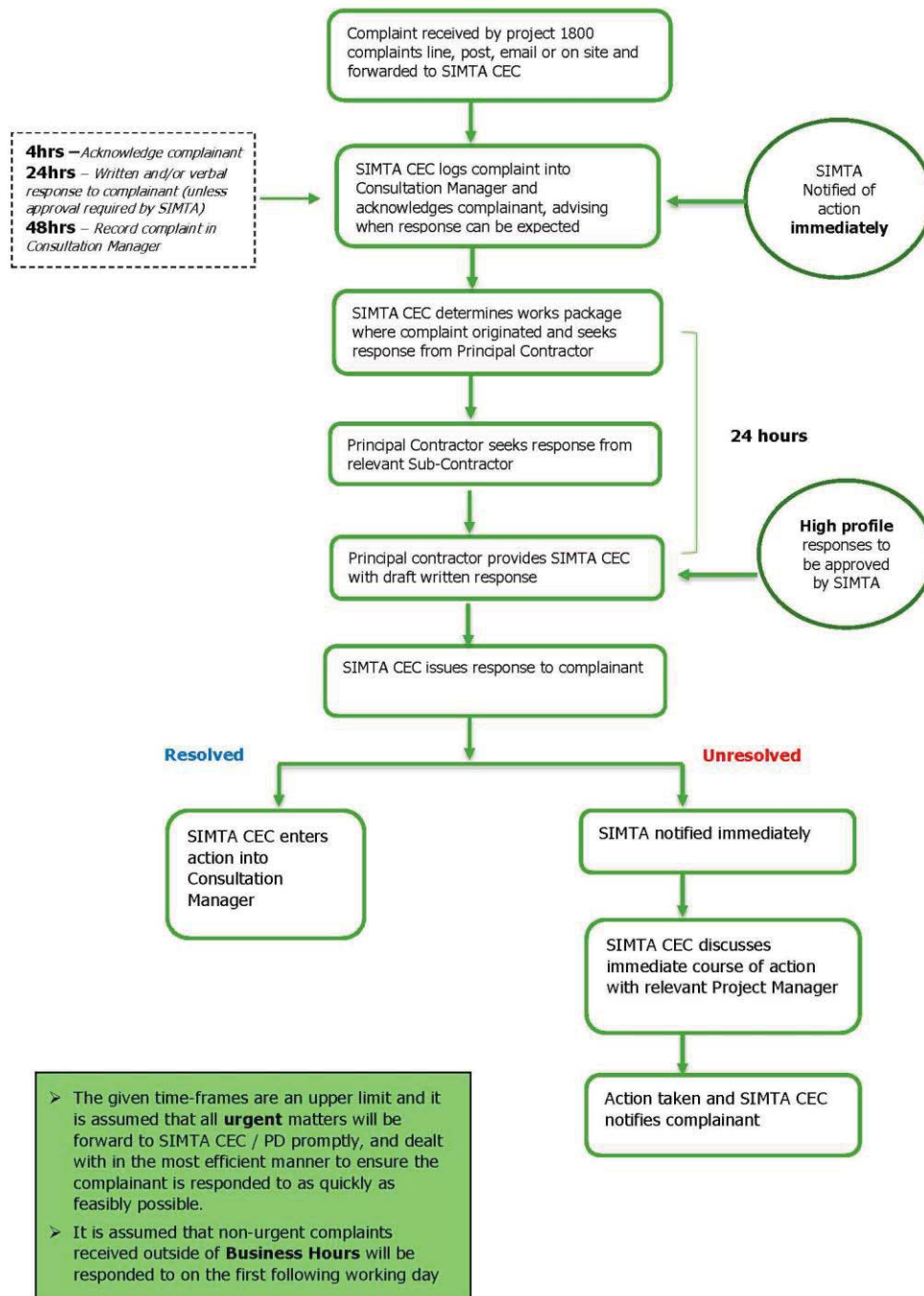
LIVERPOOL

HOLS WORTHY

APPENDIX C

Complaints Handling

The below is an extract from the CES.

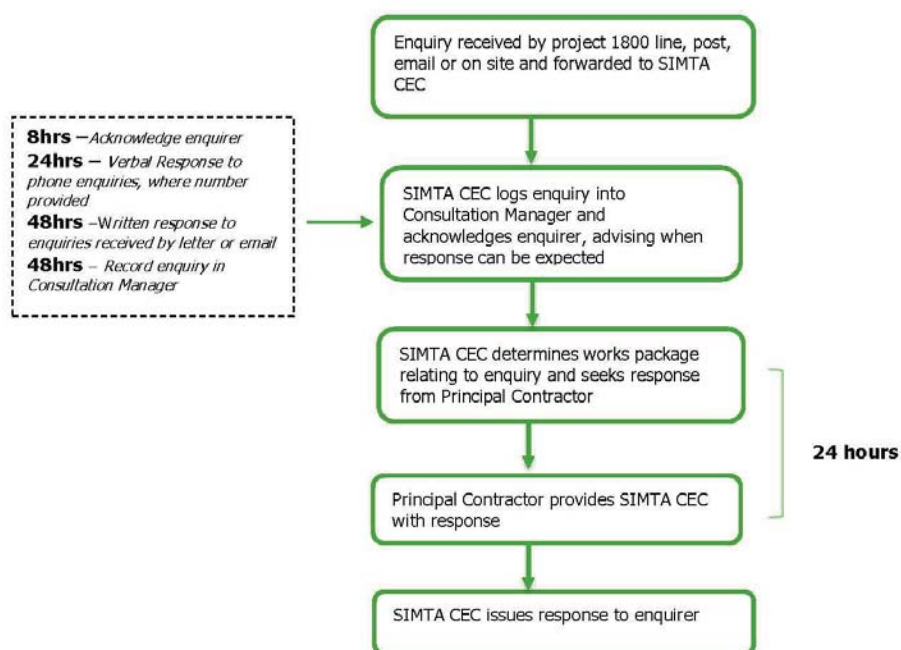


APPENDIX D

Enquiries Handling

The below is an extract from the CES.

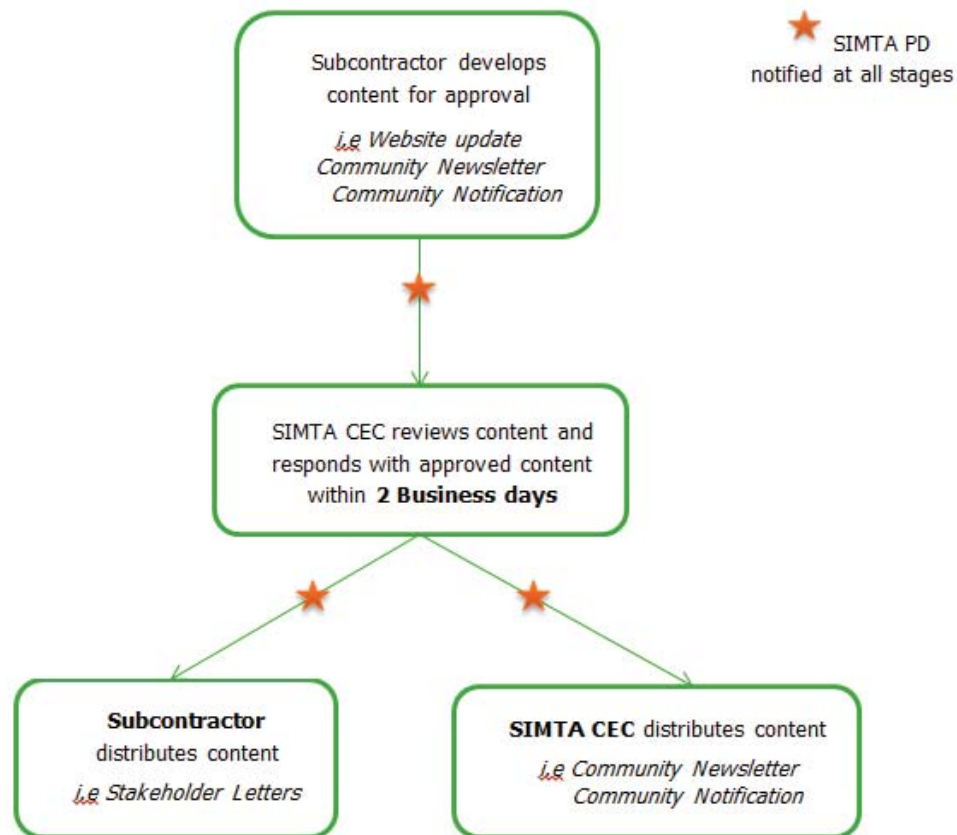
Enquiry handling flowchart



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

APPENDIX E

General Content Approval Process



- The given time-frames are an upper limit and it is assumed that all **urgent** matters will be forward to SIMTA CEC / PD promptly, and dealt with in the most efficient manner to ensure the material is approved and distributed as quickly as possible to meet timeline requirements.
- It is assumed that non-urgent content received outside of **Business Hours** will be responded to on the first following working day.