



Southwest Metro Station Upgrade Works Package 4: Marrickville, Canterbury & Lakemba Stations

Community Communications Sub-Plan



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1. Purpose and Scope

This *Southwest Metro – Marrickville, Canterbury and Lakemba Station Upgrades – Community Communications Sub-plan* (this Sub-plan) describes Haslin Stephen Edwards joint venture's (HSE JV) communication and engagement approach for the Marrickville, Canterbury and Lakemba Station works. It is a sub-plan to the *Community Communications Strategy – Project: Sydney Metro Sydenham to Bankstown Upgrade SSI 8256 (SMCSWSWM-SMD-WEC-CL-PLN-000424)* written by Sydney Metro. This Sub-plan details the approach to the local respective communities to minimise the impacts of construction and provide a high level of satisfaction in meeting community expectations.




A separate Business Management Plan has been prepared by Sydney Metro to manage impacts on businesses at all sites. This Sub-plan identifies site-specific stakeholders, how they will be informed about construction activities and key environmental issues, and defines feedback paths and stakeholder management processes.

This document:

- Is not a contractual requirement;
- Supports the project team in completing the requirements of the project; and
- Ensures the delivery of the project to the agreed budget, schedule and quality.

2. Register of Amendments, Authorisation and Distribution

Register of Amendments				
Date:	Version No.:	Description of Amendments:	Prepared by:	Approved by:
20/01/21	01	Initial issue	Dave Simpfordorfer	Chris Hammond
19/02/21	02	General update after Sydney Metro review	Dave Simpfordorfer	Chris Hammond

Company Management Plan Authorisation			
	Name/Position	Date:	Signature
Prepared by:	Dave Simpfordorfer Community Liaison Officer	20/01/21	
Reviewed by:	Celso Paiva Senior Project Manager	20/01/21	
Approved by:	Chris Hammond Project Director	20/01/21	

Distribution Register			
Version No.	Date of Issue:	Name of Recipient:	Position/Organisation

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Terms and Definitions

Terms	
BMP	Business Management Plan
CALD	Culturally and Linguistically Diverse communities
CCC	Community Complaints Commissioner
CCS	Community Communications Strategy
CCS-S2B	Community Communications Strategy – Sydenham to Bankstown Upgrade
CoA	Conditions of Approval
OCCS	Sydney Metro Overarching Community Communications Strategy
CIC	Community Information Centre
CMCG	Communications Management Control Group
CEMP	Construction Environmental Management Plan
CHMP	Construction Heritage Management Plan
CTMP	Construction Traffic Management Plan
EPA	Environment Protection Authority
EPL	Environment Protection Licence
IPIAP	Independent Property Impact Assessment Panel
LOTE	Languages other than English
RMS	Roads and Maritime Services
SCO	Sydney Coordination Office
SMU	Sydenham Metro Upgrade
SSI	State Significant Infrastructure
S2B	Sydenham to Bankstown Upgrade
SWM	Southwest Metro
SWMS	Safe Work Method Statement
SWTC	Scope of Works & Technical Criteria
TfNSW	Transport for New South Wales
TMP	Traffic Management Plan
TTLG	Traffic and Transport Liaison Group
TTP	Temporary Transport Plan
WCAG 2.0	Web Content Accessibility Guidelines 2.0

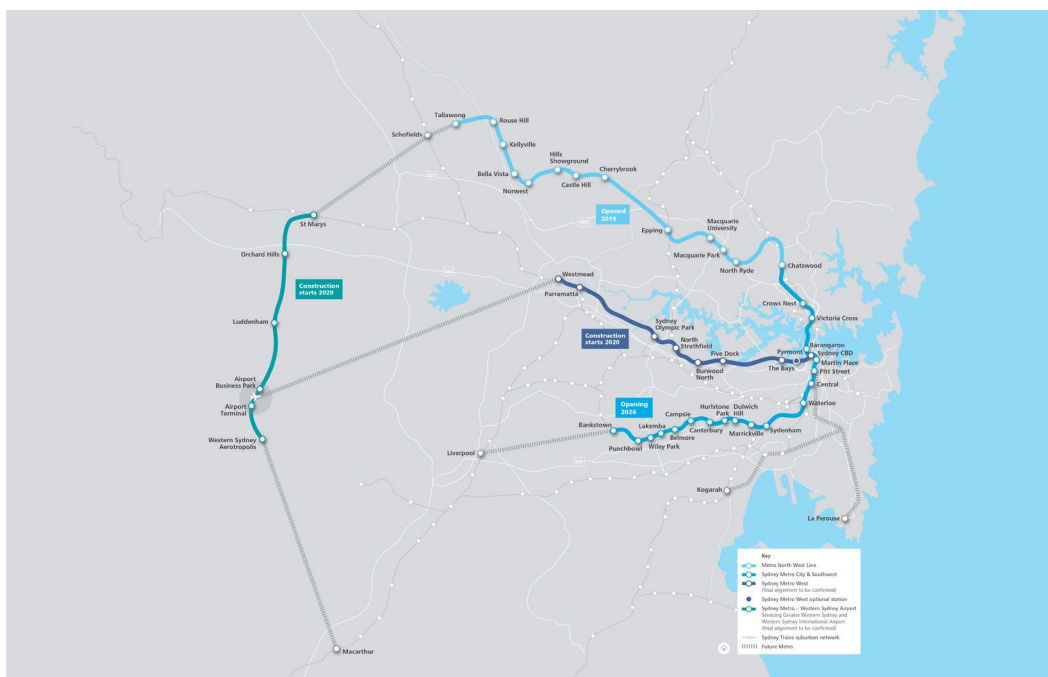
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3. Introduction

The Sydney Metro City & Southwest project includes a new 30km metro line extending metro rail from the end of the Metro North West Line at Chatswood, under Sydney Harbour, through new Central Business District stations and southwest to Bankstown. It is due to open in 2024 with the ultimate capacity to run a metro train every two minutes each way through the centre of Sydney.

Sydney Metro City & Southwest comprises two core components – the Chatswood to Sydenham project, and the Sydenham to Bankstown upgrade. This document refers to the Sydenham to Bankstown upgrade (herein referred to as the Southwest Metro (SWM) Project).

Figure 1: Sydney Metro route map



The SWM Project was declared to be State Significant Infrastructure (SSI) and Critical State Significant Infrastructure (CSSI) by a Ministerial order on 10 December 2015 under Section 5.12 (4) and 5.13 of the *Environmental Planning and Assessment Act 1979* (EP&A Act) (previously referred to as sections 115U(4) and 115V prior to amendment of the EP&A Act). An Environmental Impact Statement (EIS) (GHD/AECOM September 2017) was prepared and placed on public exhibition from 13 September 2017 to 8 November 2017. A Submissions and Preferred Infrastructure Report (SPIR) (GHD/AECOM June 2018) was prepared in response to the submissions received during the EIS exhibition period. The SPIR was placed on public exhibition from 20 June 2018 to 18 July 2018. A Submissions Report was then prepared by Sydney Metro (September 2018) in response to submissions received during the SPIR exhibition period. The project was approved by the Minister for Planning on 12 December 2018 (Planning Approval number SSI-8256).

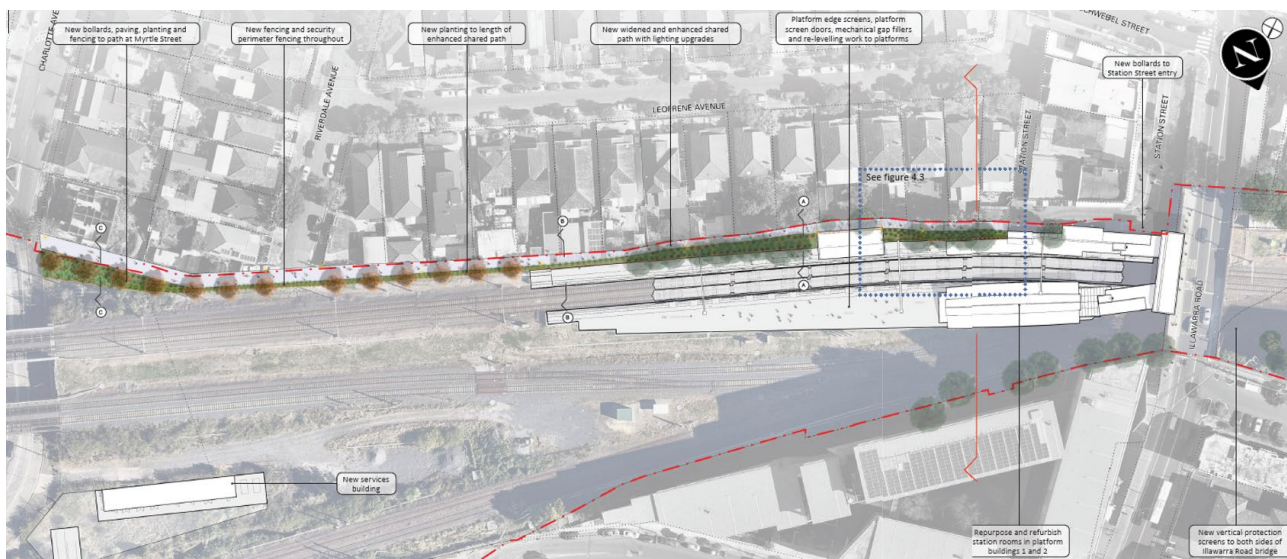
a. Overview of scope of works

This document refers to the Southwest Metro – Marrickville, Canterbury and Lakemba Station Upgrades (the Project). Below is a description of the Construction scope for the Project:

Marrickville Station

- Repurpose and refurbish station rooms in Platform Buildings 1 and 2. Achieve final state of fitout, room performance and services as indicated
- Regrade platform as per Sydney Metro's requirement including drainage and provision for platform screen doors, platform edge screens and mechanical gap fillers to Platform 1 and 2
- Retain existing fixed-location readers (FLR's) to concourse
- Finishes to match existing
- Installation of security and segregation fencing
- New Platform coping edge, new drainage and regrading platform to suit Sydney Metro requirements
- New Anti-Throw Screens to Illawarra Road Bridge
- Widening of the existing footpath from station street to Charlotte Avenue, adjustments to the security fence location and provision of smart poles for the station entry
- Construction of the Sydney Metro Services Building
- Installation of new Combined Services Route (CSR) cable route (including track under bores and cable bridge structure)
- New cabling and containment for low voltage (LV) services and lighting
- Cable containment for communications containment.

Figure 2: Marrickville Station site plan



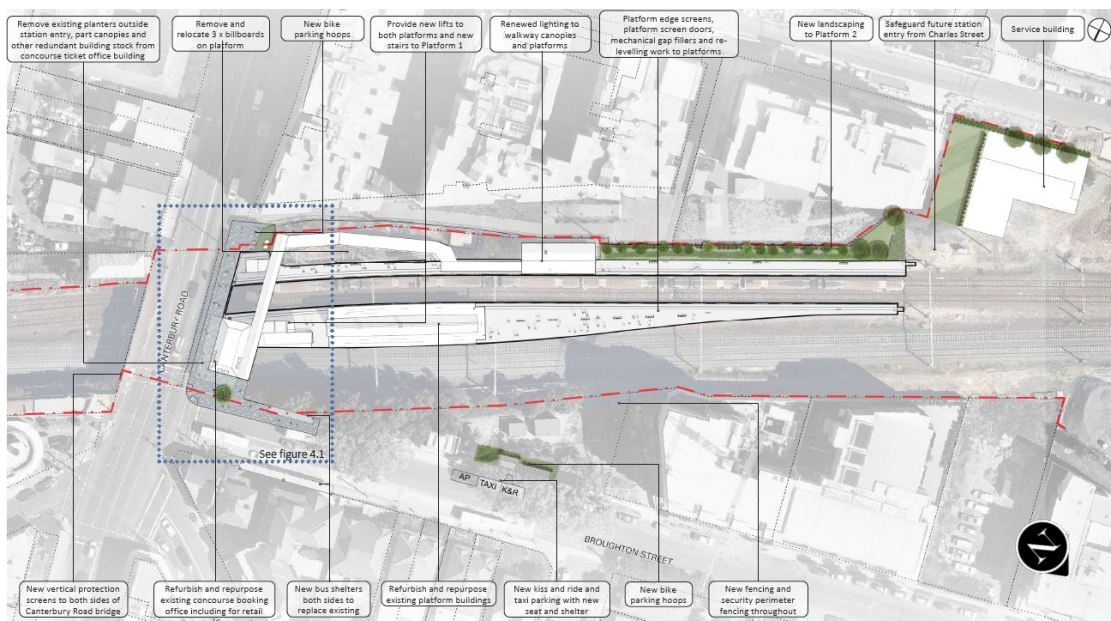
Canterbury Station

- Refurbish and repurpose rooms of existing concourse booking office, platform building 1 and 2
- Remove existing stair & canopy to Platform 1. Provide a new lift & stair to Platform 1 including associated canopies

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- Regrade platform as per Sydney Metro's requirement including drainage and provision for platform screen doors, platform edge screens and mechanical gap fillers to Platform 1 and 2
- Provide a new lift to platform 2 including associated canopies
- Construction of the Sydney Metro Services Building
- Provide new security gates to concourse entry
- New cabling and containment for LV services and lighting
- Clad the southern side of station concourse booking office, and refurbish the building. Provide a new opening onto Canterbury Road for existing retail
- Remove the existing planter beds to Broughton Street
- Remove the canopy directly over the existing planter bed facing Broughton Street
- Remove existing brick retaining wall from station concourse forecourt entry adjacent to Canterbury road
- Provide accessible entries from both Canterbury Road and Broughton Street to station concourse
- Replace the existing vertical protection (anti-throw) screens to the station concourse bridge
- Renew lighting to the concourse, footbridge, platform buildings, platforms and ramp to Platform 2
- Repair the existing booking office roof and associated stormwater system.
- Repaint, repoint and repair existing platform buildings
- Replace existing balustrade on Platform 2 ramp and continue new fencing to platform building 2. Resurface asphalt finish to Platform 2 ramp and contain asphalt edges with steel flat bar
- Installation of new CSR cable route
- Installation of security and segregation fencing
- Canterbury Road bridge parapet works (city and country side)
- Replacement of existing bus shelters on Broughton Street.

Figure 3: Canterbury Station site plan

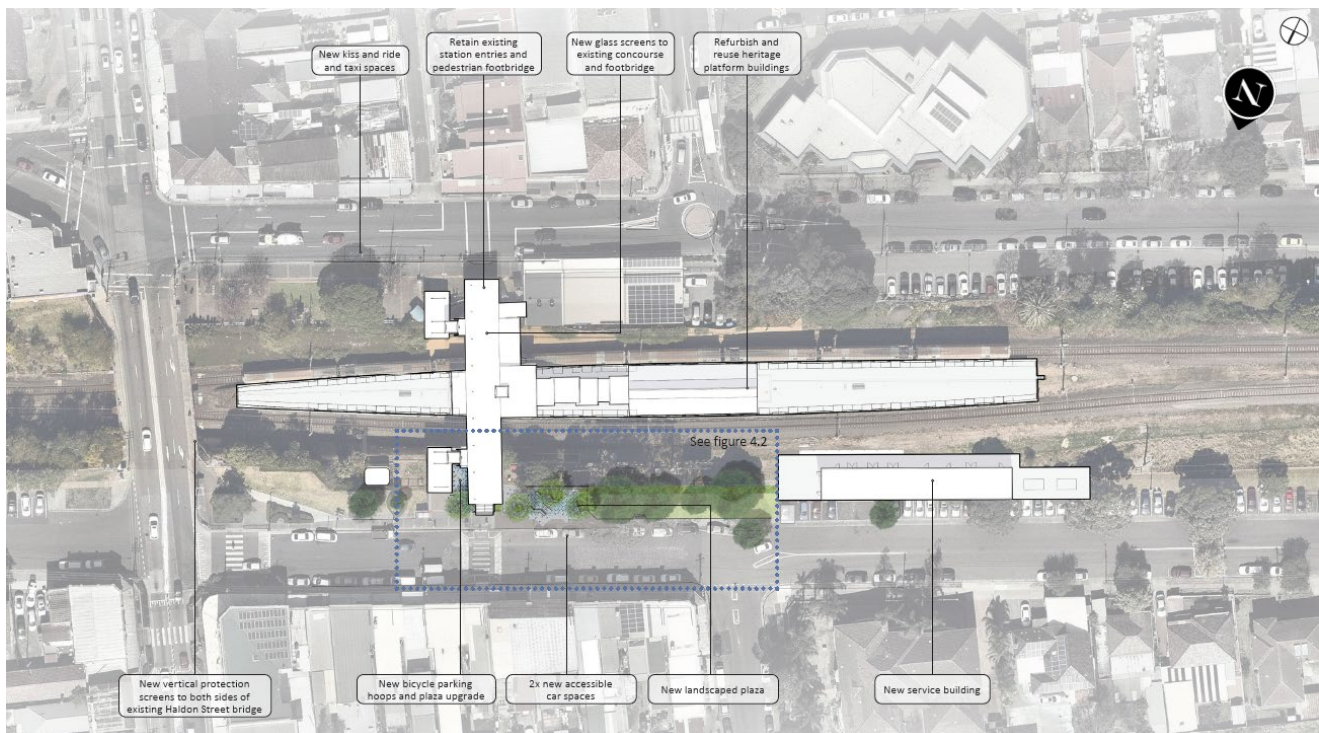


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Lakemba Station

- Refurbish and repurpose rooms of existing platform buildings
- Refurbish concourse area
- Construction of the Sydney Metro Services Building
- Regrade platform as per Sydney Metro's requirement including drainage, and provision for platform screen doors, platform edge screens and mechanical gap fillers to Platform 1 and 2
- New cabling and containment for LV services and lighting
- Installation of new glass screens to existing concourse and footbridge
- Provide new landscaped plaza at Railway Parade including additional bicycle hoops and feature paving
- Installation of new vertical protection screens to both sides of the existing Haldon Street Bridge
- Minor refresh of existing entry concourse stairs
- Installation of new CSR cable route
- Installation of security fencing.

Figure 4: Lakemba Station site plan



b. Stakeholder and community objectives

HSE JV stakeholder and community objectives for the Marrickville, Canterbury and Lakemba Station sites include:

- Identifying stakeholders and community members interested in or potentially affected by the in-scope works

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- Establishing strong relationships with stakeholders and the local respective communities to facilitate two-way communication and involvement in the HSE JV Works
- Maximising understanding of the timing and potential impacts of construction activities at the respective station sites and the measures to reduce these impacts
- Identifying issues for consideration in construction planning to reduce the impact on the community, where possible, and to respond to community feedback
- Collaborating in communications to minimise impacts, including cumulative impacts with other Sydney Metro contractors and geographically related projects.

c. Ownership and execution of this Sub-plan

Sydney Metro will take the strategic lead on stakeholder and community relations and will provide suitably qualified resources as needed to undertake stakeholder and community management, consultation and issue notifications in relation to the site activities.

The Communications Manager (Sydney Metro) and the Senior Community Liaison Officer (HSE JV) are jointly responsible for the execution of activities defined in this Sub-plan. All personnel will perform their duties aligned to requirements detailed in the Sub-plan.

Review of this Sub-plan will be scheduled at regular intervals of no longer than 6 months.

4. Package 4 Station construction activities

a. Key issues

Table 1: Key Issues

Key issue	Description	Mitigation
Disruption to regular train services	Use of regular alignment occupation weekends to undertake key work elements that would otherwise necessitate disruption to train services or other out-of-hours work	<ul style="list-style-type: none"> • Notifications • Signage at existing train stations • Newsletter information • Regular email updates
Noise and vibration	<p>Airborne and ground-borne construction noise including construction of site facilities</p> <p>Construction traffic noise including deliveries and heavy vehicle movements</p>	<ul style="list-style-type: none"> • Notifications • Doorknocks and consultation with sensitive receivers on mitigation measures. • Newsletter information on use of equipment that reduces impacts • Regular email updates
Traffic and parking	<p>Changes to footpaths and temporary diversions, lane closures and reduction of parking spaces</p> <p>Peak hour congestion and high-volume pedestrian, cyclist and commuter movements</p> <p>Construction traffic including spoil trucks and deliveries</p>	<ul style="list-style-type: none"> • Notifications • Signage • Consultation with any potentially affected businesses

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Air quality	Dust generated by construction activities	<ul style="list-style-type: none"> • Individual consultation with sensitive receivers • Newsletter articles on dust management measures if needed
Visual Amenity	Graffiti on public-facing surfaces	<ul style="list-style-type: none"> • Graphics on hoardings • Regular inspection of public-facing surfaces • Rapid removal of graffiti
Out-of-hours work (OOHW)	Noise from work that must be undertaken outside of normal Construction hours including changes to utilities, temporary road and footpath closures Oversized deliveries Lighting for OOHW	<ul style="list-style-type: none"> • Notifications • Door knocks and personal engagement with particularly affected stakeholders • According to the level of disruption, offer respite (may include alternative accommodation) • Regular email updates
Security and safety	Public safety concerns including pedestrians and road users, particularly near site entrances and on-street work zones Work site security Behaviour of HSE JV personnel and sub-contractors	<ul style="list-style-type: none"> • Signage • Notifications • Regular email updates • Pedestrian and traffic management as needed • Security plans • Induction of workers • Provide community information cards to onsite staff
Property impacts	Damage to adjoining and nearby properties	<ul style="list-style-type: none"> • Pre-construction Property Condition Surveys will be offered. Post-construction Property Condition Surveys will be available on request. • Risk identification in appropriate SWMS • Rapid, courteous and professional response to property damage claims
Business impacts	Impacts to nearby businesses	<ul style="list-style-type: none"> • Addressed in the Business Management Plan (BMP)
Cumulative impacts	Multiple and related projects affecting the same sensitive receivers	<ul style="list-style-type: none"> • Coordination of works scheduling • Information sharing with nearby contractors • Coordinated communications

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5. Approach

a. Community and stakeholder approach

The combined Community and Stakeholder team (Sydney Metro and HSE JV) will engage with the respective local communities early to build relationships and trust. Open communication is key to this approach, providing a commitment to high quality information about the scope, timing and impact of scheduled work. The HSE JV team will seek to minimise disruption and impacts and mitigation methods will be discussed with the community.

It is well recognised that portions of the community hold significant concerns about the Sydney Metro Southwest project in general. The combined team will engage with stakeholders with tailored information about the benefits of the changes.

The tools and systems to be used are detailed in Section 7 of this Sub-plan.

A key component of the approach is integrating community focus into the everyday consideration of the site team including planning, safety, traffic, construction, approvals, environment, sustainability, and other specialists, including:

- Co-location of Sydney Metro Community personnel with the site team to foster open dialogue and to ensure that the Community team is visible to the wider site team.
- Encouraging workers to use public transport to minimise increased parking volumes in locations where parking is already limited.
- Planning of heavy vehicle routes to protect sensitive or at-risk stakeholders including pedestrians, cyclists, hospitals, schools, child care facilities.
- Modelling of construction activities to identify appropriate noise and vibration mitigation measures, including respite.
- Heritage analysis and investigation to ensure the protection of Aboriginal and other historic heritage items and/or sites for future generations.
- Ensuring that out-of-hours work undertaken is truly essential particularly where that work will be disruptive to the Community. Construction methods will be selected and timing planned where practicable, which will allow for works with high noise impacts to be undertaken in standard construction hours. The community will be notified well in advance.

b. Leaving a legacy

HSE JV is committed to active participation in the community. Opportunities to leave a positive legacy will be sought and developed through the project.

6. Stakeholders

a. Community and Stakeholder overview

In collaboration with construction contractors, Sydney Metro is committed to establishing genuine relationships with the local community and ensuring effective public participation through meaningful communication and engagement opportunities.

The Sydenham to Bankstown line runs through Sydney's inner southwestern suburbs. These suburbs are highly urbanised.

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Key to community relations is the distance from a Sydney Metro site (in this case Stations) to the stakeholder’s premises. This will dictate levels of focus in regards to property condition surveys, notifications, door knocking, respite, etc. Notifications will be distributed on the basis of out-of-hours work to a radius of 200m, and work within project standard construction hours to a radius of 100m.

Figure 5: Communications Distribution Map – Marrickville

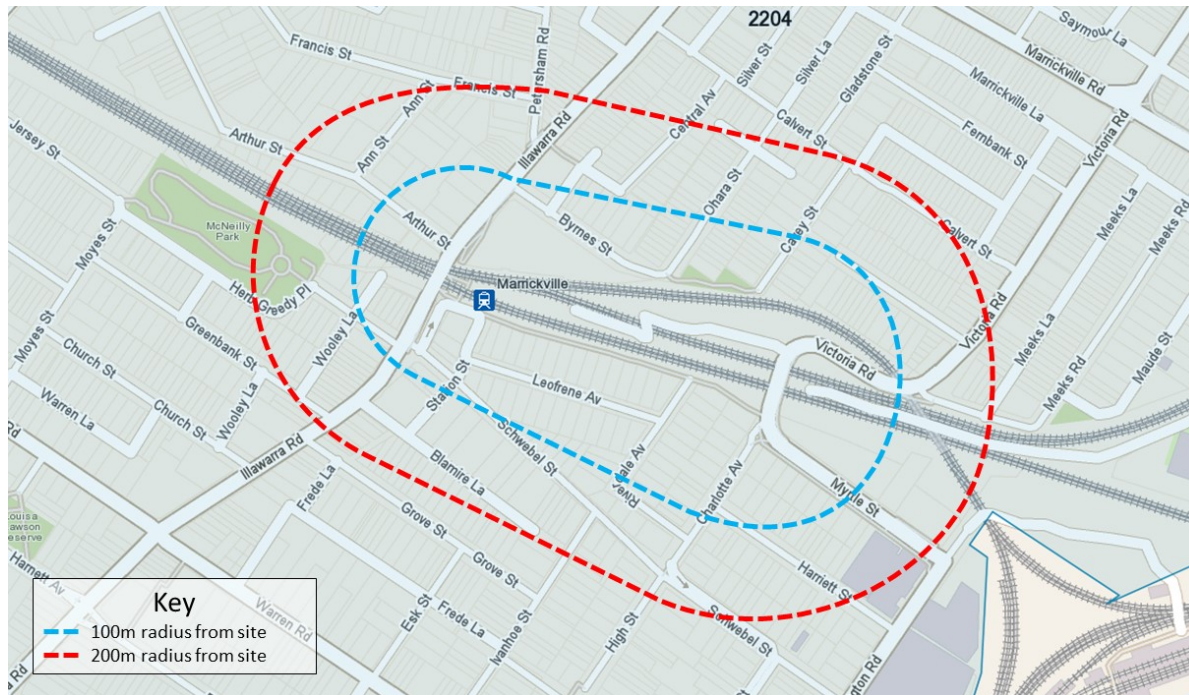


Figure 6: Communications Distribution Map - Canterbury

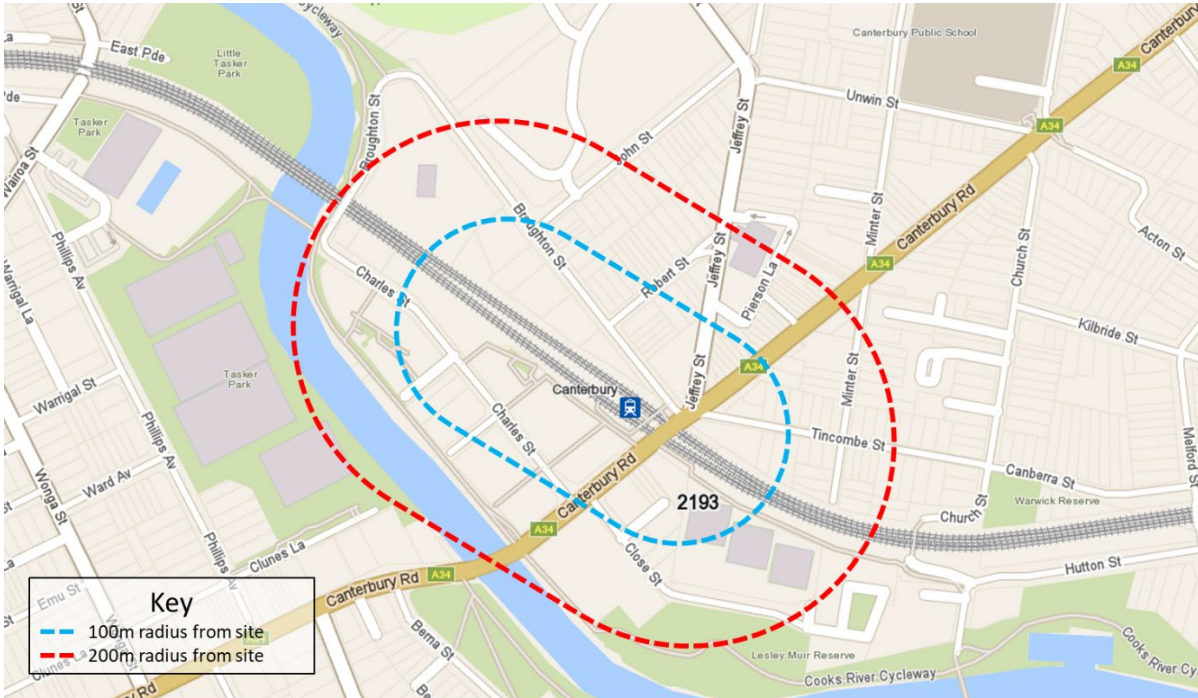
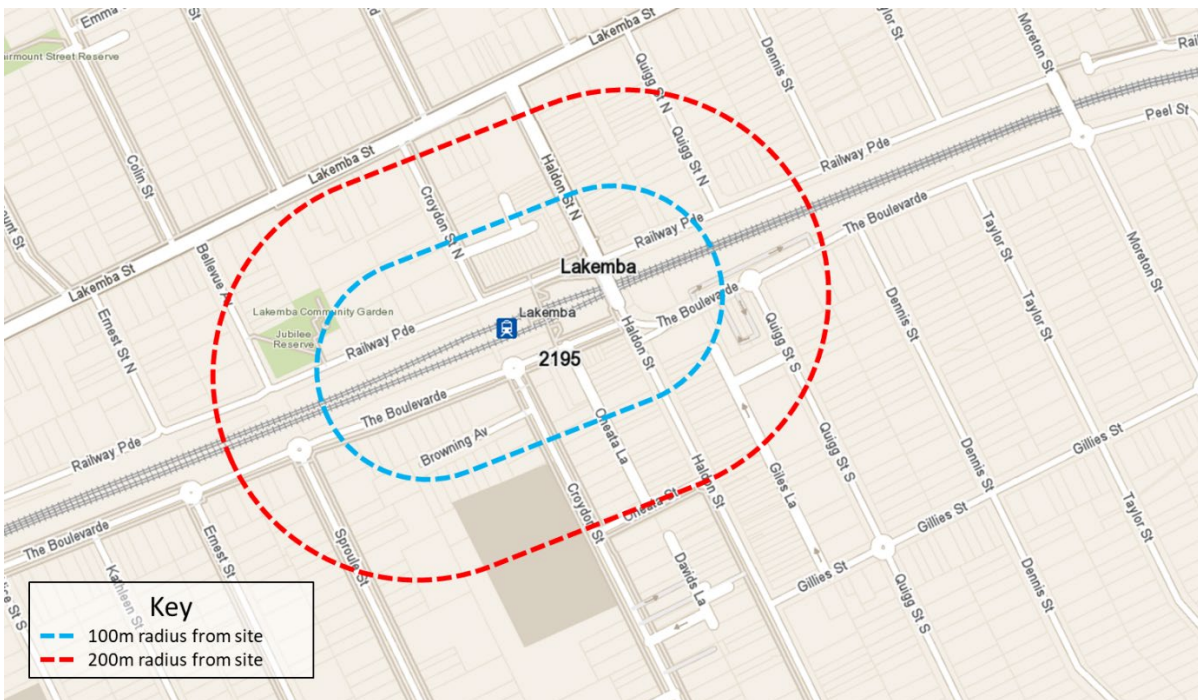


Figure 7: Communications Distribution Map – Lakemba



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A stakeholder may be an individual, a household, a business, or an organisation. The estimated stakeholder count (residences and businesses within 100m and 200m radius of each site is as follows:

Table 2: Estimated Stakeholder Count

Station	100m radius	200m radius
Marrickville	290	690
Canterbury	600	720
Lakemba	170	320

b. Key Stakeholders

Table 3: Key Stakeholders at Marrickville, Canterbury, and Lakemba Stations

Specific stakeholders	Issues	Mitigation Measures
NSW Government and Local Government		
City of Canterbury Bankstown and Inner West Council	<p>Keeping the Council and community engaged and informed about the Project.</p> <p>Visual impacts of construction sites</p> <p>Traffic management</p>	<p>Regular interface meetings to discuss progress and upcoming activities</p> <p>Responding to enquiries received by Council</p> <p>Ongoing consultation on any works affecting council infrastructure, operations and special events.</p> <p>Management of pedestrian and commuter zones.</p> <p>Coordination and collaboration to mitigate cumulative impacts and visual impacts</p>
Sydney Trains	<p>Safety management</p> <p>Impacts on rail operations</p> <p>Asset condition/protection</p> <p>Engagement with interface contractors</p> <p>Temporary Transport Plan</p>	<p>Interface agreement and meetings</p> <p>Written correspondence and design workshops</p> <p>Station Operations and Impacts Assessment Group (SPOAIG) meetings</p> <p>Possession meetings (as and when required to coordinate works during rail shutdown weekends)</p>
NSW Environment Protection Authority (EPA)	<p>Response to community environmental complaints</p> <p>Managing environmental and heritage impacts of the Project</p> <p>Consultation on Water Quality</p> <p>Monitoring program and Management of groundwater and surface water integration</p>	<p>Written correspondence and meetings</p> <p>Reporting</p>

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Government-elected representatives		
NSW State Members for: <ul style="list-style-type: none"> • Heffron – Ron Hoenig • Summer Hill – Jo Haylen • Newtown – Jenny Leong • Canterbury – Sophie Cotsis • Lakemba – Jihad Dib • Bankstown – Tania Mihailuk Federal Members for: <ul style="list-style-type: none"> • Grayndler – Anthony Albanese MP • Sydney – Tanya Plibersek MP • Watson – Tony Burke MP 	Impact on constituents during construction Community engagement process End state operations Cumulative impacts Urban renewal	Briefings from Sydney Metro as required
Community and environment groups		
Action Groups Save Marrickville Restore Inner West Line Action Group Marrickville Resident Action Group Sydenham to Bankstown Alliance Save T3 Bankstown Line Facebook: Tempe 2020 Facebook: Marrickville 2020 Canterbury Community Action Group Cooks River Alliance	Noise, vibration, dust Protection of community /heritage assets Environmental impacts Commuter impact Temporary transport arrangements Corridor preservation	Presentations Notifications Newsletters Website and social media Community information sessions Community information line
Community Centres Tripoli and Mena Association, Lakemba Greek Community Club, Lakemba	Noise, vibration, dust and visual amenity Changes to traffic conditions and pedestrian access	Notifications Newsletters Community information line Website and social media Door knocks and meetings as required

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Childcare and Educational Facilities (within 200m from Station site)		
QwertyKids, Marrickville Happy Child Family Day Care, Lakemba Kidsworld Childcare Centre, Lakemba Koorana Croydon Street Preschool, Lakemba Holy Spirit Catholic College Lakemba, Lakemba CIEC (The Catholic Intensive English Centre), Lakemba	Potential concern about construction traffic and changed traffic conditions Noise, vibration and dust Work hours Construction traffic and safety around worksites Impact on teaching/exams General interest in the project Project updates	Website, social media, advertising, newsletters and displays at the Community Information Centre (CIC) One on one meetings Notifications, newsletters Parent information letters Website and social media Site signage Community information line
Noise and vibration sensitive organisations (within 200m from Station site)		
Healthcare and medical centres Gadalla Dental Services, Marrickville Every Smile Dental, Marrickville JMD Family Medical Centre, Marrickville Dr Nabil Behary, Marrickville	Noise, vibration, dust and visual amenity Changes to traffic conditions and pedestrian access Changes to emergency vehicle access (hospital) Work hours (night and weekend work) Station closures causing disruption to workers commuting to and from work	Business Management Plan Notifications Newsletters Community information line Website and social media Door knocks and meetings as required
Businesses and Business Groups		
Canterbury Bankstown Chamber of Commerce Belmore Shopkeepers Association Australia Arab Business Council Marrickville Business Association Marrickville Chamber of Commerce	Loss of amenity for local businesses during construction (noise, vibration, visual) Changes to pedestrian access Traffic changes, detours, lane closures and changes to public transport	Business Management Plan Notifications Meetings Newsletters Community information line Website and social media
Businesses outlined in BMP	Noise and vibration Access Dust Adjoining owner issues	Briefings, one-on-one consultation and meetings as outlined in Business Management Plan Adjoining owner agreements Consultation on respite periods for high noise impact work Notifications Weekly emails

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Neighbouring Residential Stakeholders		
Neighbouring properties (tenants, owners, body corporates) within 100m radius of site	<ul style="list-style-type: none"> Construction impacts (noise, vibration, dust, visual, access and traffic) Environmental management measures Concern about property damage Heavy vehicle movements and access General interest in the works Construction traffic Pedestrian safety on footpaths Cyclist safety Changes to bus stops 	<ul style="list-style-type: none"> Property condition surveys Building-based information sessions (for owners and tenants) Information to/meetings with strata managers Notifications & regular email updates, newsletters Website, social media Monitoring on specified properties Regular progress updates (telephone/email) Community information line
Neighbouring properties (tenants, owners, body corporates) outside of 100m but within 200m radius of site	<ul style="list-style-type: none"> Construction impacts (noise, vibration, dust, visual, access and traffic) Environmental management measures Heavy vehicle movements and access General interest in the works Construction traffic Pedestrian safety on footpaths Cyclist safety Changes to bus stops 	<ul style="list-style-type: none"> Notifications & regular email updates, newsletters Website, social media Regular progress updates (telephone/email) Community information line
Residents beyond 200m radius of site but within 500m	<ul style="list-style-type: none"> General interest in the works Construction traffic Construction noise Pedestrian safety on footpaths Cyclist safety Changes to bus stops 	<ul style="list-style-type: none"> Newsletters and opportunity to register for regular updates Community information sessions as needed Website, media and social media updates
Places of Worship (within 200m from Station site)		
<ul style="list-style-type: none"> MTC Australia Marrickville, Marrickville Church of Christ, Marrickville Uniting Church in Australia, Marrickville Lakemba Uniting Church, Lakemba The Greek Orthodox Community, Lakemba St Andrew's Anglican Church, Lakemba Bulgarian Orthodox Church of St John of Rila, Lakemba 	<ul style="list-style-type: none"> Impact on church services caused by noise, vibration Construction vehicles on local roads Access and parking 	<ul style="list-style-type: none"> One on one meetings Notifications/ newsletters Community information line Website and social media Site signage

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Other stakeholders		
Road users, pedestrians and public transport customers	Traffic congestion Changes to traffic conditions and pedestrian access Changes to bus stops Station closures causing disruption to workers commuting to and from work	Notifications Traffic management plans Signage Traffic alerts Email updates to registered users
Stakeholders with English as a second language	Accessibility to construction information	Access to translator services shown on all notifications
People with a disability	Accessibility to construction information	Website documents WCAG 2.0 compliant
Concurrent development works	Need for information exchange Managing cumulative impacts	Coordination meetings

7. Systems and tools

Sydney Metro and HSE JV will use communication tools, regular interface meetings, consultation forums and opportunities to observe progress of the works, to inform and engage stakeholders and community members. A detailed overview is provided in the Community Communications Strategy and will not be repeated in this Sub-plan. The main tools for Marrickville, Canterbury and Lakemba Stations are described below.

a. Contact information, enquiry and complaint processes

Contact information will be clearly visible on-site signage and hoarding banners providing outlining the community information line (1800 171 386) and website details.

All written information will include the community information line, email address and website details.

b. Notifications and regular delivery of information

Sydney Metro and HSE JV will provide regular information and notifications to keep the community and stakeholders informed about the progress of the project including:

- Six-monthly construction update newsletter – likely to be on a multi-station/multi-contractor basis. HSE JV will provide the necessary information to Sydney Metro to ensure timely and accurate reporting of progress.
- Monthly notification letters distributed seven days prior to the commencement of construction activities and out of hours works, with updates if details change. Emergency works notifications will be distributed or emailed to nearby properties within two hours of the works commencing
- Monthly email updates sent to registered stakeholders informing them of construction progress and any key milestones or activities
- Traffic-related signage will be installed or displayed seven days in advance, to advise the local community of changes to traffic and access arrangements, such as detours and changes to footpaths or bus stops

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- Advertising in the relevant newspapers before major traffic changes
- Fact sheets to explain the activities at the sites and environmental mitigation measures including noise and vibration, contamination and protecting heritage

c. Public events, meetings and briefings, door knocks, Council relationship

Sydney Metro and HSE JV will consider the following:

- Pop up information sessions according to key changes to public access or amenity at a location convenient to the community and near or at the site - providing maps, photos and other displays with key and appropriate personnel in attendance
- Meetings with individuals, sensitive receivers and community groups to discuss activities and appropriate mitigation measures to reduce any construction impacts
- Doorknock meetings to discuss potential project impacts and proposed mitigation with residents, businesses and other stakeholders as necessary
- Briefings and ongoing consultation with businesses potentially affected by the works as detailed in the Business Management Plan
- Regular interface meetings with the City of Canterbury Bankstown and Inner West Council to update them on the works and tap into their information distribution network to provide information more widely in the community.

8. Staffing

a. Collaboration with Sydney Metro

There are a number of site-specific issues that will need to be addressed at each Sydney Metro construction location. Construction related issues including noise and vibration, dust, heavy vehicle movements, traffic diversions, site security and worker behaviour. All issues will be addressed in the site-specific sub-plans including this Sub-plan and, where relevant, in the BMP.

Specific concerns regarding design and scope of work were raised during the EIS process and may need to be continually addressed in communication activities moving forward. More information on issues raised during the EIS consultation process is detailed in the Sydney Metro City & Southwest Sydenham to Bankstown Submissions Report (September 2018). Feedback on design and scope was also raised during the public exhibition of the draft Station Design and Precinct Plans (SDPPs) for Marrickville, Canterbury and Lakemba stations in 2020. Community feedback is addressed in the final SDPPs (2021), available on the Sydney Metro website.

In collaboration with HSE JV, Sydney Metro is committed to establishing genuine relationships with the local community and ensuring effective public participation through meaningful communication and engagement opportunities. Sydney Metro has dedicated community specialists called Place Managers, who act as the single point-of-contact between members of the community and the project team. Place Managers can be contacted by members of the public through the 1800 community infoline to answer any questions or concerns that they may have in relation to project activities. HSEJV will provide a Community Liaison Officer to plan, coordinate and undertake the community and stakeholder management duties on behalf of the contractor and this position will interface closely with Sydney Metro's Place Manager.

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b. Collaboration with other projects

It is noted that this contract scope is a section of the wider Southwest Metro project that needs to interface and align with other packages of work that form the Southwest Metro project. HSE JV personnel will support Sydney Metro in providing a coherent and streamlined approach, in delivering a consistent and unified message to the Sydenham to Bankstown community.

9. Implementation Plan

The implementation plan in Table 8 outlines communication initiatives to be implemented at Marrickville, Canterbury and Lakemba Station sites tied to the program of works. This section of the Sub-plan is designed to be flexible and work within the changing requirements of the HSE JV Works delivery environment. Primary responsibility for the delivery of the implementation plan is with the Community Liaison Officer (CLO).

Table 4: Implementation Plan

Activity	Communication Actions	Stakeholders	Responsibility	Timing
Detailed design				
	Develop Community and Stakeholder awareness components of site induction	Internal	CLO	Before start of works
Property condition surveys	Property condition survey letters and a copy of reports to property owners	Property/business owners	CLO	Before start of works
Establish interface meetings	Invitations, agendas and minutes	City of Canterbury Bankstown Inner West Council Sydney Metro	CLO and Sydney Metro Interface Manager	Before start of works
Site establishment				
Early consultation on mitigation measures including hoardings, fences and sheds	Notifications (invites registration for email and other updates, includes all contact details)	Local community and businesses within 500 metre radius	CLO, CM	One month before construction and then monthly
	Enquiry and complaints process	Local community and businesses	CLO, CM	Once only
	Community email update	Registered community and businesses	CLO, PM	Fortnightly or as required
	Establish HSE JV website	External	CLO	Once only
	Doorknock meetings with immediate neighbours	HSE JV Works neighbours	CLO, PM	As required
	Letterbox notifications	Community and businesses within 200 metres	CLO, PM, CM	7 days before
Site establishment activities including environmental controls, utilities works and construction of site facilities	Notification to utilities service authorities for utilities service works	Utilities service authorities	CLO and Utilities Interface Manager	7 days before utilities works

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Activity	Communication Actions	Stakeholders	Responsibility	Timing
	Letterbox notifications and doorknock meetings with immediate neighbours	Community within 100m radius of site	CLO, PM	7 days before activity
Traffic changes	Traffic alert email	Traffic stakeholders	Traffic and Transport Manager (TTM)	7 days before
	Variable message sign/signage for traffic changes	Travelling public	TTM and CLO/PM	7 days before
	Letterbox notifications	Works neighbours within 100m radius of worksite unless out-of-hours works are involved then 200m radius	CLO, PM	7 days before
	Advertisements for major traffic changes	Traffic stakeholders	CLO, PM	7 days before
Main works				
Work during a rail alignment possession period	Notification	Community and businesses within 200 metres	CLO, PM	7 days before
Commencement of new task involving high-impact noise during Construction Hours	Doorknock meetings with immediate neighbours and wider notification	Works neighbours and Notification to Community and businesses within 100 metres	CLO, PM	7 days before
Out-of-hours work not within a rail alignment possession period	Notification	Community and businesses within 200 metres	CLO, PM	7 days before
	Construction newsletters	Community and businesses within 500 metres	CLO, PM	Bi-annual
	Pop-up information sessions	Local community	CLO, PM	As required
	Community email update	Registered community and businesses	CLO, PM	Fortnightly or as required
	Website updates	External	CLO	As required
	Letterbox notifications	Community and businesses within 200 metres	CLO, PM	Monthly and a minimum of 7 days before a notified element of work

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Handover and demobilisation				
Demobilise site and handover to Sydney Metro	Post-property condition surveys	Property owners	CLO	After construction

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