

# Communication Strategy

CABRAMATTA LOOP PROJECT

# ACKNOWLEDGEMENT TO COUNTRY

Fulton Hogan acknowledges the Cabrogal of the Darug Nation People as the Traditional Owners of the land we are working on, and pay our respect to their Elders past, present and emerging.

We recognise their deep connection to Country and value the contribution to caring for, and managing the land and water.

We are committed to pursuing genuine and lasting partnerships with Traditional Owners to understand their culture and connections to Country in the way we plan for and carry out the delivery of the Works.



**Document control**

This is an e-copy of the Plan and it interfaces with the other associated plans, which together describe the proposed overall project management system for the project.

The latest revision of this plan is available on the Fulton Hogan server. If any unsigned hard copies of this document are printed, they are valid only on the day of printing.

The revision number is included at the bottom of each page. When revisions occur, the entire document will be issued with the revision number updated accordingly for each owner of a controlled copy.

Attachments/Appendices to this plan are revised independently of this plan.

**Revision History**

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# Communication Strategy

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## 1. Introduction

### 1.1. Background

This Communication Strategy (CS) has been prepared for the Cabramatta Loop Project (CLP) and has been prepared in accordance with the Conditions of Approval. The project has been assessed under Division 5.2 (State

significant infrastructure) of the NSW *Environmental Planning and Assessment Act 1979* (EP&A Act). The Department of Planning, Industry and Environment (formerly known as the Department of Planning and Environment) placed the 'Cabramatta Loop Project Environmental Impact Statement' (ARTC, 15 August 2019) (EIS) on public exhibition from Friday 30 August 2019 until Thursday 26 September 2019 (28 days).

The project is State Significant Infrastructure (SSI) and was declared Critical State Significant Infrastructure (CSSI) on 15 May 2020. The Minister for Planning and Public Spaces is the approval authority.

This CS describes the methods used to facilitate communication between ARTC, Fulton Hogan, key stakeholders and the community. This CS interfaces with the other associated plans, which together describe the proposed overall project management system for the construction of the CLP.

The Communication Strategy will be made publicly available and implemented for the duration of work and for a minimum of 12 months following the completion of construction.

## 1.2. Purpose

This CS describes:

- The stakeholders to be consulted during the implementation of the strategy, including adjoining landowners, local residents, motorists, the broader community, key stakeholders and relevant agencies
- The communication tools and activities that will be used to provide regular distribution of information to stakeholders about the reconfiguration works and provide opportunities for community feedback
- Potential construction impacts and methods to proactively manage these impacts.

This CS is subject to ongoing development, amendment and updating during the Project to take into account:

- Changes in the design and construction program
- Changes in community and stakeholders needs
- Changes in the work and the community / stakeholder information requirements

## 1.3. Project description

The project is generally located within the existing rail corridor between the Hume Highway and Cabramatta Road East road overbridges in the suburbs of Warwick Farm and Cabramatta. In addition, the project includes works to Broomfield Street adjacent to the rail corridor in Cabramatta. The rail corridor is owned by the NSW Government (TAHE) and leased to ARTC.

The project is part of the Port Botany Rail Line Duplication to increase capacity of Sydney's freight rail network to and from Port Botany by enabling more efficient train paths on the Southern Sydney Freight Line (SSFL) and encourage a mode shift in freight from road to rail.

Key features of this Design and Construct (D&C) project include:

- Reconfiguration of Broomfield Street and Railway Streets
- 1.6km of new rail loop
- Utilities (Sydney Water, Optus, Endeavour) and new drainage works
- Property adjustment works at Broomfield Street
- Resurfacing Broomfield Street.
- Two under-bridges over Cabramatta Creek and Sussex Street
- 30m of retaining wall and earth fill between the two under-bridges
- 700m of new retaining walls and relocation of existing noise walls along the eastern boundary of Broomfield Street
- Demolition of existing retaining walls and piles.
- Temporary relocation of existing signalling cabling to allow for construction of the new loop
- Signalling equipment and systems
- New combined services route, including power supply.

## 1.4. Definitions

The following terms, abbreviations and definitions are used in this plan.

▶ Table 1: Terms, abbreviations and definitions used in this plan

TERM	EXPLANATION
<b>ARTC</b>	Australian Rail Track Cooperation, the Principal
<b>CALD</b>	Culturally and linguistically diverse
<b>CLP</b>	Cabramatta Loop Project
<b>CM</b>	Consultation Manager
<b>CMS</b>	Complaints Management System
<b>CRM</b>	Community Relations Manager
<b>CS</b>	Communication Strategy (This document)
<b>CSSI</b>	Critical State Significant Infrastructure
<b>ESL</b>	English second language
<b>ER</b>	Independent Environmental Representative nominated by ARTC and approved by DPI&E
<b>LOTE</b>	Language other than English
<b>NVMP</b>	Noise and Vibration Management Sub-Plan
<b>OOHW</b>	Out-of-hours work
<b>SDSA</b>	Southern Districts Softball Association
<b>TAHE</b>	Transport Asset Holding Entity (previously RailCorp)
<b>TIS</b>	Translating and Interpreting Service
<b>UDLP</b>	Urban Design and Landscape Plan

## 1.5. Stakeholder and community management scope

This CS applies to community engagement and communications by ARTC and Fulton Hogan relating to the Project. The CS must be submitted for approval no later than one (1) month before commencement of construction and be implemented for the duration of the works and during the period of any defect rectification work undertaken by the Proponent following the completion of construction.

The following table identifies community information and reporting conditions required for the Project as identified in the Conditions of Approval.

► Table 2: Conditions applicable to the CS

COA/RMM	REQUIREMENT	CS REFERENCE
CoA B1	<p>A Communication Strategy must be prepared and implemented which provides mechanisms to facilitate communication about construction and operation (within the first 12 months of operation) with:</p> <p>(a) the community (including affected landowners and businesses, and others directly impacted by the CSSI), and</p> <p>(b) the relevant councils and government agencies.</p>	This document
CoA B2	<p>The <b>Communication Strategy</b> must:</p> <p>(a) identify people and organisations to be consulted during the design and the carrying out of work;</p> <p>(b) identify community demographics and approaches to address the needs of LOTE, CALD and vulnerable communities;</p> <p>(c) set out procedures and mechanisms for the regular distribution of accessible information including to LOTE and CALD and vulnerable communities about or relevant to the CSSI;</p> <p>(d) identify opportunities for education within the community about construction sites;</p> <p>(e) provide for the formation of issue or location-based community forums that focus on key environmental management issues of concern to the relevant communities;</p> <p>(f) identify mechanism to communicate community enquiries and complaints contact details during operation;</p> <p>(g) set out procedures and mechanisms:</p> <p>(i) through which the community can discuss or provide feedback to the Proponent;</p> <p>(ii) through which the Proponent will respond to enquiries or feedback from the community; and</p> <p>(iii) to resolve any issues and mediate any disputes that may arise in relation to construction of the CSSI, including disputes regarding rectification or compensation.</p>	<p>2., 2.3 Table 3</p> <p>2.2. and 5.3.</p> <p>5.3, 5.5.1, Table 5, 5.5.2, and 7.3.</p> <p>5.5 5.5.1 Table 5</p> <p>5.5.1 Table 5 7.</p> <p>6.1 Table 6</p> <p>6.1, 6.2, 6.3, 7.4.</p>
CoA B3	<p>The <b>Community Communication Strategy</b> must be submitted to the Planning Secretary for information no later than one (1) month before commencement of construction.</p>	1.5.



COA/RMM	REQUIREMENT	CS REFERENCE
<b>CoA B4</b>	The Communication Strategy must be made publicly available and implemented for the duration of work and for a minimum of 12 months following the completion of construction.	1.1
<b>CoA B5 to B9</b>	A Complaints Management System (CMS) must be developed and implemented before the commencement of any work and maintained for the duration of construction and for a minimum for 12 months following completion of construction of the CSSI.	6.1 and separate CMS
<b>CoA B10</b>	A website providing information in relation to the CSSI must be established before commencement of works and maintained for the duration of construction, and for a minimum of 12 months following the completion of construction.	5.5.2
<b>CoA E14</b>	<p>The quarterly project community newsletter will outline programmed out-of-hours work, seeking feedback at each affected location. Appropriate respite measures will be identified for out- of-hours work in consultation with the community at each affected location on a regular basis.</p> <p>This consultation must include (but not be limited to) providing the community with:</p> <ul style="list-style-type: none"> <li>a) a schedule of likely out-of-hours work for a period no less than three (3) months;</li> <li>b) the potential works, location and duration;</li> <li>c) the noise characteristics and likely noise levels of the works; and</li> <li>d) likely mitigation and management measures.</li> </ul>	3.1
<b>CoA E22</b>	The Proponent must prepare an Operational Noise and Vibration Review (ONVR) to confirm noise and vibration control measures that will be implemented for the operation of the CSSI. The ONVR must be prepared as an iterative design development and in consultation with relevant council(s) and other relevant stakeholders	3. Table 4
<b>RMM D6.1</b>	The Urban Design and Landscape Plan will be developed in consultation with Fairfield and Liverpool City Councils.	2.3.1
<b>RMM 7.2</b>	Prior to construction, consultation will be undertaken with community facilities and event organisers (Cabramatta Moon Festival and Chinese New Year's) with the potential to be impacted by the project, including the cultural centres along Broomfield Street, Fairfield City Council, Liverpool City Council, the SDSA and Lawrence Hargrave Special Education School.	2.3.1 Table 4
<b>RMM D7.3</b>	During design development, consultation will be undertaken with Liverpool City Council and the SDSA to minimise impacts on use of the softball fields at Jacquie Osmond Reserve	2.3.1
<b>RMM D7.4</b>	During design development consultation will be undertaken with Lawrence Hargrave Special Education School regarding existing and future construction noise impacts to identify appropriate mitigation measures.	2.3.1

COA/RMM	REQUIREMENT	CS REFERENCE
RMM D7.5	The community will be given the opportunity through implementation of the existing Stakeholder Engagement Strategy to provide comment on design and project features which provide local community benefits.	2.4
RMM C1.9	Where disruptions to access cannot be avoided, consultation will be undertaken with the owners and occupants of affected properties, to confirm their access requirements and to discuss alternatives.	2.4.4
RMM C1.10	The contractor will consult with Liverpool City Council and the relevant sporting associations to minimise potential conflicts between vehicles, pedestrians and cyclists at the reserve, particularly during weekend periods when sporting activities are likely to occur.	2.3.1
RMM C1.11	The contractor will consult with Liverpool City Council and the relevant sporting associations with regards to scheduling and access arrangements when works are being undertaken on Cabramatta Creek bridge, to minimise the potential impacts associated with the loss of access to informal parking in Jacquie Osmond Reserve.	2.3.1
RMM C1.13	The Western Sydney Cycling Network and Bicycle NSW will be notified prior to the proposed closure and/or diversion of the Parramatta to Liverpool Rail Train Cycleway within the project site.	2.4.4
RMM C11.2	Access to community facilities and infrastructure will be maintained during construction. Where alternative access arrangements need to be made, these would be developed in consultation with relevant service providers, and communicated to users.	2.4.4
RMM C11.3	Opportunities for the provision of appropriate temporary lighting for the SDSA to facilitate night games during construction (when the softball diamonds are impacted) will be explored in consultation with the SDSA and Liverpool City Council.	2.3.1
RMM C13.6	Public consultation will be carried out prior and during construction to inform the public about the routes to access and the availability of public reserves and softball area.  Signage will be provided to identify access points to reach areas of public recreation and active transport routes.  Consultation with key stakeholders such as Southern Districts Softball Association will be carried out to ensure the active lifestyle of members could be maintained at this location.	2.3.1

## 2. Stakeholder identification

### 2.1. Community overview

Cabramatta is a suburb in south-western Sydney, in the state of New South Wales, Australia. Cabramatta is located 30 kilometres south-west of the Sydney central business district, in the local government area of the City of

Fairfield. Fairfield City is renowned for the cultural diversity of its residents and uniqueness within the Sydney metropolitan area.

Fairfield City has more than 209,000 residents from a broad range of backgrounds. There are more than 120 languages spoken across the LGA, with 71 percent of people speaking a language other than English at home and more than 50 percent of our community born overseas.

## 2.2. Cabramatta demographics

Numbers reported in the 2016 Census, Cabramatta had a population of 21,783 people, of these 48.8% are male and 51.2% are female. Aboriginal and/or Torres Strait Islander people made up 0.2% of the population. The median age of the community is about 36 years old. There are 44.6% of people in a registered marriage and 4.6% were in a de-facto marriage and 33% not married.

Of the population, 29.1% per cent were born in Australia, the most common ancestries in Cabramatta were Vietnamese 33%, Chinese 24.5%, Cambodian 8.2%, English 4.7% and Australian 3.9%. The most common responses for religion in Cabramatta (State Suburbs) were Buddhism 43.0%, No Religion, so described 19.8%, Catholic 14.0%, not stated 8.1% and Eastern Orthodox 2.9%. In Cabramatta (State Suburbs), Buddhism was the largest religious group reported overall.

## 2.3. Key stakeholders

In order to understand the potential concerns that may arise during construction, we will build on the stakeholder identification and analysis undertaken to date by ARTC. Key stakeholders for the Project are outlined below.

▶ Table 3: Key stakeholders

STAKEHOLDER GROUP	POSSIBLE CONCERNS AND CONSULTATION TOPIC
<p><b>Road users</b></p> <ul style="list-style-type: none"> <li>Commuters</li> <li>Local road network</li> <li>Bus companies</li> <li>Couriers</li> <li>Taxi Council / Uber</li> <li>Bicycle NSW</li> <li>Western Sydney Cycling Network</li> <li>LiveBUG (Liverpool Bicycle User Group)</li> <li>Pedestrians</li> <li>TOLL and DHL / logistics providers</li> </ul>	<ul style="list-style-type: none"> <li>▪ Timely and accurate communication regarding traffic and parking changes</li> <li>▪ Understanding how to safely navigate construction zones</li> <li>▪ Impact of 40km/h speed zones on travel times</li> <li>▪ Travel during peak periods,</li> <li>▪ Temporary relocation of bus stops/taxi zones</li> <li>▪ Loss of parking</li> <li>▪ Impact to the Parramatta to Liverpool Rail Train Cycleway within the project site</li> </ul>
<ul style="list-style-type: none"> <li>▪ Adjacent land owners /Directly impacted</li> <li>Private properties</li> <li>Peter Warren Automotive</li> <li>Council land</li> <li>DPIE land – Jacqui Osmond Reserve</li> <li>Fairfield Council</li> <li>Liverpool Council</li> <li>Sydney Water (easements)</li> <li>TfNSW TAHE</li> <li>ARTC</li> <li>Warwick Farm Home Town (Temporary Acquisition)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Property access</li> <li>▪ Traffic and transport</li> <li>▪ Noise and vibration</li> <li>▪ Air quality</li> <li>▪ Maintenance of local roads being used for construction</li> <li>▪ Loss of parking</li> <li>▪ Potential impacts to delivery services</li> <li>▪ Scope of tree removal</li> <li>▪ Protection of flora and fauna</li> <li>▪ Landscape, visual amenity, urban design</li> <li>▪ Hydrology and flooding</li> <li>▪ Impact of Variable Message Sign (VMS) location (location, light)</li> <li>▪ Remediation of leased land</li> </ul>

▪ **ARTC Internal Stakeholders**

ARTC Executive Team  
 ARTC Major Construction Projects  
 ARTC Safety, Engineering & Technology

- Where relevant, updates and communication materials are to be provided to ARTC project team to communicate internally.
- Timely communication of works
- Access to assets
- Visibility on construction program
- Impacts on services
- Relocation of assets/services

▪ **Local Community & Businesses**

Residents  
 Cabramatta Rugby League Club  
 Peter Warren Automotive  
 Home Town Warwick Farm  
 Stardust Hotel  
 South Sydney West Private Hospital  
 Landsdown Nursing Home  
 Other businesses

- Impact on trade / deliveries
- Scope of tree removal
- Air quality
- Protection of flora and fauna during construction
- Ancillary facilities
- Construction and operational noise
- Visual amenity
- Loss of parking
- Noise and vibration

▪ **Education Facilities**

Lawrence Hargrave School  
 Cabramatta Public School  
 Liverpool Boys High School  
 Liverpool Girls High School  
 Macarther Independent Schools  
 Association

- Noise and vibration
- Interruption to exam periods
- Changes to pedestrian, cyclist access
- Accessibility to transport and for school buses
- Parking changes

**Federal Government Organisations & Elected Representatives**

Department of Infrastructure, Transport, Regional Development and Communications  
 Department of Agriculture, Water and the Environment  
 Department of Industry, Science, Energy and Resources  
 Infrastructure Australia  
 Office of National Rail Safety Regulator  
 Federal MP – Member for Fowler

- Project progress
- Project benefits
- Quality of communication with impacted stakeholders
- Quality and effectiveness of traffic management
- Safe delivery of project
- Consultation about quality of work in preparation for handover
- Compliance with approvals
- Responsiveness to complaints and enquiries

**State Government Organisations/Associations & Elected Representatives**

NSW Department of Planning, Industry and Environment (DPIE)  
 NSW Environment Protection Authority (EPA)  
 TfNSW Freight & Regional Development  
 TfNSW – TAHE Property  
 TfNSW – Sydney Trains – Heritage and Environment  
 NSW Office of Water  
 TfNSW – TMC

- Project progress
- Project benefits
- Quality of communication with impacted stakeholders
- Quality and effectiveness of traffic management
- Safe delivery of project
- Consultation about quality of work in preparation for handover
- Compliance with approvals
- Responsiveness to complaints and enquiries

State MPs – Member for Cabramatta; and  
Member for Liverpool

## Media

Vietnamese Daily Newspaper – The  
Sunrise  
Fairfield City Champion  
Fairfield Advance  
Liverpool City Champion

- Project commencement
- Impacts to transport
- Construction impacts
- Milestone announcements
- Relocation of noise walls
- Impacts to Jacquie Osmond Reserve

## Council/Community Networks

Fairfield Council  
Liverpool Council  
Chamber of Commerce, Fairfield and  
Cabramatta  
Member for Cabramatta  
Member for Liverpool

- Loss of parking
- Rehabilitation of Jacquie Osmond Reserve
- Visual impact of new rail embankment
- Access to public recreation spaces during construction
- Removal of shared path along Broomfield Street and  
Cabramatta Creek
- Clearing and tree replacement
- Quality of engagement with local community
- Maintenance of local roads being used for construction
- Timely and accurate communication to local residents during  
construction
- Social and economic impacts

## Emergency services

NSW Police  
Australian Federal Police  
Fire & Rescue NSW  
NSW Ambulance  
SES

- Maintaining access during construction
- Ensuring emergency service personnel are fully informed  
about changes to traffic management
- Ensuring emergency service personnel understand how to  
access construction site in case of emergency
- Traffic delays due to any full or partial road closures/detours
- Public safety

## Utilities

Sydney Water  
Endeavour Energy  
Jemena  
Optus/Telstra  
NBN Co.  
Council utilities  
Fairfield Council (utility services)  
Liverpool Council (utility services)  
TfNSW Information Technology Services

- Impacts on services
- Availability of resources
- Relocation of services
- Road configuration

## Places of Worship

Kampuchea Krom Cultural Centre of NSW  
Thien Hoa Buddhist Temple  
Cabramatta Seventh-Day Adventist Church  
Shaolin Temple  
Thien Phuoc Buddhist Temple

- Noise and vibration
- Traffic impacts
- Parking
- Public transport impacts
- Respite periods

## Interest Groups

Gandangrara Land Council  
Registered Aboriginal parties

- Scope of tree removal
- Aboriginal and non-Aboriginal heritage
- Biodiversity
- Loss of public space

Southern Districts Softball Association (SDSA)	<ul style="list-style-type: none"> <li>▪ Protection of flora and fauna during construction</li> <li>▪ Loss of parking</li> </ul>
Cabramatta Flying Fox Committee	<ul style="list-style-type: none"> <li>▪ Ancillary facilities</li> </ul>
Fairfield Creeks and Wetlands group	<ul style="list-style-type: none"> <li>▪ Appropriate protection of heritage and artefacts</li> </ul>
Liverpool Neighbourhood Connections Centre	<ul style="list-style-type: none"> <li>▪ Quality of engagement</li> </ul>
WIRES – Volunteers	<ul style="list-style-type: none"> <li>▪ Participation opportunities</li> </ul>
Rail and Freight Industry Bodies	<ul style="list-style-type: none"> <li>▪ Employment opportunities</li> </ul>

Preventative action in the form of clear, accurate and timely two-way communication will be implemented to help mitigate the above concerns. Building goodwill and an understanding of the project will foster stakeholder support and create respect and trust. All aspects, such as environmental, construction activity, commuter parking, traffic management and interface management, will be considered for each individual stakeholder group and how it may impact them differently. The community relations team will play an integral role in the management of risks and issues that directly impact on commuters, stakeholders, agencies and the wider community.

### 2.3.1 Key stakeholder consultation

Fulton Hogan will comply with the project approval, and implement and achieve relevant consultation outcomes, commitments and mitigation measures specified in the EIS as amended by the Submissions Report (also known as 'Revised Mitigation Measures' (RMM)) during construction of the project. Regular meetings will be held with key stakeholders throughout the duration of the project.

Meetings will inform key stakeholders of timing of new or changed construction activities and any potential impacts to community events, facilities or business operations. This consultation includes but is not limited to consultation with Liverpool and Fairfield City Councils in regard to the Urban Design Landscape Plan, traffic changes impacting local roads and major events and festivals held within each in LGA. Fulton Hogan will consult to minimise impacts to cycling group about any changes to accessing shared pathways or traffic conditions.

Fulton Hogan will meet regularly with Southern Districts Softball Association (SDSA) to discuss impacts to Jacquie Osmond Reserve including compound establishment, vehicle movements and access, parking, lighting, and training and competition schedules. Liverpool Council will also be updated on impacts to Jacquie Osmond Reserve. In addition to community notifications regarding construction activities, where relevant project signage will be installed to notify the community of changes to access or usage of the park and community contact details will be signposted at the compound at Jacquie Osmond Reserve. During design development consultation will be undertaken with Lawrence Hargrave School regarding construction noise impacts and appropriate mitigation measures to minimise disruption.

## 2.4 Directly affected stakeholders and businesses

Fulton Hogan will liaise with directly affected stakeholders and businesses including residents, tenants, and property and business owners to ensure they are kept informed about the project including any work that may affect them. Stakeholders in this group will receive regular information about the project including work nearby and work that may affect them. This could be via email or notification letter. The team will also use meetings and phone calls to keep directly affected stakeholders and businesses informed. Through consultation, and where possible through information sessions, the community will also be given the opportunity to provide comment on the design and project features which provide local community benefits.

### 2.4.1 Property condition surveys

As required by CoA E27, before the commencement of any construction, a structural engineer must undertake condition surveys of all buildings, structures, utilities and the like that are identified in the Noise and Vibration CEMP Sub-Plan as being at risk of damage due to construction vibration. The results of the surveys must be documented in a Condition Survey Report for each item surveyed. Copies of Condition Survey Reports must be provided to the owners of the items surveyed, and no later than one month before the commencement of construction, or as otherwise instructed or agreed to by the utility operator.

The following procedure is to be followed for the coordination of existing conditions reports:

- Community Manager to draft invitation letter and fact sheet
- Community Manager to distribute letter to nominated households by mail
- Property owner to contact nominated architectural consultant to arrange inspection time
- Architectural consultant to complete existing condition report and email signed copy to the Fulton Hogan Communications Manager who will provide a copy to the property owner and obtain owner signature, confirming it is a true and accurate record
- Fulton Hogan shall submit to ARTC a copy of all existing condition reports of property and buildings prior to commencing work adjacent to such properties or buildings; and
- Fulton Hogan will submit to ARTC a list detailing the status of inspection of properties and buildings in the affected area prior to commencing work adjacent to such properties or buildings.

This process will be replicated on completion of construction. Copies of Condition Survey Reports must be provided to the landowners of the items surveyed no later than three (3) months following the completion of construction. Fulton Hogan, where liable, must rectify any property damage caused directly or indirectly (for example from vibration) by the construction of the CSSI at no cost to the owner unless otherwise agreed with the owner.

### 2.4.2 Properties receiving adjustments

Fulton Hogan will continue to liaise with the owners of properties that require adjustments as part of the project. Property adjustment plans will be prepared in accordance with the requirements of the project documents. Fulton Hogan will liaise with residents, tenants, and property and business owners to ensure access is maintained during the work, unless otherwise agreed in consultation with the property owner.

Any property access physically affected by the CSSI during construction must be reinstated to at least an equivalent condition, unless otherwise agreed by the landowner or occupier.

### 2.4.3 Utility and service providers

Utility and service providers whose infrastructure will potentially be affected by the project are identified in Table 3. Consultation with these utility and service providers will be undertaken before works affecting them commence, to determine the requirements for access to, diversion, protection, and/or support of such services.

ARTC and Fulton Hogan will ensure that disruption to any service is minimised and will ensure local residents and businesses affected are notified before any planned disruption of service occurs. Notification for planned utility and service distributions will be from the utility and service providers within their specified notice periods. These notifications are in writing and include the specific days and times, reason for the distribution and contact details for enquiries and complaints.

If utility or service disruptions occur outside of standard construction hours, Fulton Hogan will distribute an out of hours work notification letter not less than five days and not more than 14 days before work is to be carried out.

### 2.4.4 Access

Access to community facilities and infrastructure will be maintained during construction. Where alternative access arrangements need to be made, these would be developed in consultation with relevant service providers, and communicated to users.

Where disruptions to access cannot be avoided, consultation will be undertaken with the owners and occupants of affected properties, to confirm their access requirements and to discuss alternatives.

Potentially affected property owners and residents will be contacted before the commencement of works. Residents will be notified via door knocks, newsletters or letter box drops providing information on the proposed works, working hours and a contact name and number should any enquiries wish to be registered.

Open trenches will be filled or covered using road plates at the end of each day to minimise impacts on vehicular access to properties, where necessary.

Fulton Hogan will engage with the Western Sydney Cycling Network and Bicycle NSW prior to the proposed closure and/or diversion of the Parramatta to Liverpool Rail Train Cycleway within the project site. Signage and wayfinding will be installed to ensure safe passage through any work areas for the travelling public.

### 3. Key issues raised by stakeholders

Fulton Hogan acknowledge there has been lengthy consultation to date as outlined below and intend to build on existing relationships, advance key messages and continue to address areas of concern for the local community.

The Environmental Impact Statement (EIS) was publicly exhibited from Friday 30 August 2019 until Thursday 26 September 2019 (28 days). Submissions were received from six State government agencies, two councils and nine community submitters. Key issues raised in the submissions included increased operational noise, construction noise and vibration, loss of on-street car parking during construction and operation, loss of access to public open spaces during construction, and loss of public open space and trees.

The table below identifies potential key issues and communication strategies to address these concerns.

► Table 4: Potential issues and communication strategies

POTENTIAL ISSUE	POTENTIAL KEY IMPACT	COMMUNICATION STRATEGY
<b>Construction impacts including noise, vibration and dust</b>	Potential key impacts cause by: <ul style="list-style-type: none"> <li>▪ Trucks, light vehicles, reversing beepers</li> <li>▪ Earthworks and construction activities including piling</li> <li>▪ Out of hours work</li> <li>▪ Site compound</li> <li>▪ Expectations of landowners</li> </ul>	<ul style="list-style-type: none"> <li>▪ Proactive, clear, concise and transparent communication and engagement processes which the community understands.</li> <li>▪ Planning of engagement and project activities with consideration of the activities of the adjacent projects and their impacts.</li> </ul>
<b>Operational noise and vibration</b>	Cumulative impact of construction and operational noise	<ul style="list-style-type: none"> <li>▪ Consult with councils and relevant stakeholders on noise predictions based off the final design, including predicted day time and night time.</li> <li>▪ Where relevant, explore mitigation measures and consult with any impacted parties and seek feedback.</li> </ul>
<b>Aboriginal and non-Aboriginal heritage</b>	Disturbance and damage to Aboriginal and non-Aboriginal heritage items.  Lack of consultation with the local Aboriginal community and key stakeholders.	<ul style="list-style-type: none"> <li>▪ Follow procedures included in the EMP including, where appropriate, stop works and contact key stakeholders and organisations.</li> <li>▪ Proactive consultation with Local Aboriginal Land Councils and Registered Aboriginal Parties.</li> <li>▪ The project site induction to incorporate Aboriginal culture awareness training for all relevant staff and contractors. It is to include Aboriginal culture and history of the area, the location of sites and items that require protection, heritage management measures and protocols, and legal obligations.</li> </ul>
<b>Local infrastructure, utilities and services</b>	Existing condition reports to ensure agreed baseline for restoration.	<ul style="list-style-type: none"> <li>▪ Follow procedures including the Project Management Plans, EMP and Construction Management Plan.</li> </ul>



POTENTIAL ISSUE	POTENTIAL KEY IMPACT	COMMUNICATION STRATEGY
	<p>Coordination of works with local councils and services providers to minimise any impacts on their assets and programs.</p>	<ul style="list-style-type: none"> <li>▪ Consultation with utilities, services and other infrastructure potentially affected by construction and operation to determine requirements for access to, diversion, protection, and/or support.</li> <li>▪ Copies of asset and road conditions reports to be submitted to asset owners before major work starts in the area.</li> <li>▪ Consulting with relevant service utility providers or owners to verify locations, impacts and any protection, relocation or decommissioning work required.</li> <li>▪ Responding quickly to enquiries and complaints in accordance with the CMS.</li> </ul>
<p><b>Out of hours work</b></p>	<p>Disruption to nearby residents and motorists during out of hours work.</p>	<ul style="list-style-type: none"> <li>▪ Notifying affected noise sensitive receivers of works approved outside of standard construction hours not less than five days and not more than 14 days before those works are to be undertaken.</li> <li>▪ Notifications will clearly outline:                             <ul style="list-style-type: none"> <li>▪ the reason that the work is required to be undertaken outside standard construction hours;</li> <li>▪ include a diagram that clearly identifies the location of the proposed works in relation to nearby cross streets and local landmarks;</li> <li>▪ include details of relevant time restrictions that apply to the proposed works;</li> <li>▪ clearly outline, in plain English, the location, nature, scope and duration of the proposed works;</li> <li>▪ detail the expected noise impact of the works on noise sensitive receivers;</li> <li>▪ clearly state how complaints may be made and additional information obtained; and</li> <li>▪ include the number of the telephone complaints line, an after-hours contact phone number specific to the works undertaken outside the standard construction hours, and the project website address.</li> </ul> </li> <li>▪ Respond quickly to enquiries and complaints in accordance with the CMS.</li> <li>▪ All project personnel and subcontractors will be educated in minimising noise, vibration and dust at the project induction, pre- start meeting and toolbox talks.</li> </ul>
<p><b>Lack of project awareness, understanding</b></p>	<p>Lack of awareness or misinformation about the project.</p>	<ul style="list-style-type: none"> <li>▪ Widespread communication material in plain language and graphics about the project is prepared and made available during the project.</li> </ul>

POTENTIAL ISSUE	POTENTIAL KEY IMPACT	COMMUNICATION STRATEGY
<p><b>and incorrect information</b></p>	<p>Unauthorised media releases, persons speaking with the media and release of project information</p> <p>Community not knowing how to contact project team.</p> <p>Complaints and issues received that relate to other projects.</p>	<ul style="list-style-type: none"> <li>▪ Use a range of easy to access communication activates and tools to reach the wider community and stakeholders including written communication material, information sessions and displays.</li> <li>▪ Publishing project contact information on all communications material.</li> <li>▪ Responding quickly to enquiries and complaints in accordance with the CMS.</li> <li>▪ All project personnel and subcontractors are to be educated in communications and media protocols at the project induction, pre-start meeting and toolbox talks.</li> </ul>
<p><b>Property and vehicle damage</b></p>	<p>Property or vehicle damage from construction.</p>	<ul style="list-style-type: none"> <li>▪ Property condition inspections will be carried out for buildings and structures adjacent to the project. Copies of property conditions reports will be submitted to owners before major work starts in the area.</li> <li>▪ Fulton Hogan will carry out an investigation for any claims of damage to private vehicles. Each claim is investigated and determined based on its individual facts and circumstances and written notification of the decision will be provided to the claimant. Findings will be shared with ARTC.</li> <li>▪ Responding quickly to enquiries and complaints about property and vehicle damage in accordance with the CMS</li> </ul>
<p><b>Removal of native vegetation and impacts on flora and fauna</b></p>	<p>Removal of planted and remnant vegetation.</p> <p>Threatened species and ecological communities.</p>	<ul style="list-style-type: none"> <li>▪ Follow procedures including the Project Management Plans and EMP and other associated project documents.</li> <li>▪ Informing and/or consulting with nearby residents and businesses about vegetation removal by:</li> <li>▪ Consulting with local wildlife rescue groups to ensure fauna found within the work areas are safely relocated</li> <li>▪ Consultation with key stakeholders on the Urban Design and Landscape Plan</li> <li>▪ Letterbox/email notification and meetings with nearby residents and businesses, as required</li> <li>▪ Information uploaded to the project website</li> <li>▪ Responding quickly to enquiries and complaints in accordance with the CMS.</li> <li>▪ All project personnel and subcontractors are to be educated in communications and media protocols at the project induction, pre-start meeting and toolbox talks.</li> </ul>

POTENTIAL ISSUE	POTENTIAL KEY IMPACT	COMMUNICATION STRATEGY
<p><b>Site compounds and ancillary facilities</b></p>	<p>Impact on nearby residents and businesses associated with site compounds and ancillary facilities.</p>	<ul style="list-style-type: none"> <li>▪ Proactive consultation with nearby neighbours, relevant public authorities and the ER.</li> <li>▪ Fencing with material attached (eg shade cloth) will be provided around the construction compounds and other areas to screen views of the construction compounds from adjoining properties with contact information.</li> <li>▪ Informing and/or consulting with nearby residents and businesses before site compounds and ancillary facilities are established:                             <ul style="list-style-type: none"> <li>▪ Letterbox/email notification and meetings, as required</li> <li>▪ Responding quickly to enquiries and complaints in accordance with the CMS.</li> </ul> </li> </ul>
<p><b>Socio-economic, property and land use impacts</b></p>	<p>Temporary impacts on property where located near site compounds and ancillary sites.</p> <p>Impacted social infrastructure and community facilities, including emergency services, are to be consulted with during construction.</p>	<ul style="list-style-type: none"> <li>▪ Informing and/or consulting with nearby residents about the socio- economic impacts associated with noise, dust and visual impact during construction.</li> <li>▪ Informing and/or consulting with nearby residents, businesses and community groups:                             <ul style="list-style-type: none"> <li>▪ Letterbox/email notification and meetings, as required</li> <li>▪ Responding quickly to enquiries and complaints in accordance with the CMS.</li> </ul> </li> </ul>
<p><b>Traffic management impacts on motorists, pedestrians and cyclists including traffic changes, detours and access changes</b></p>	<p>Disruptions, delays and temporary detours including reduced speed limits, temporary shoulder and road closures and construction access gates.</p> <p>Minimising the impact and maintaining access to local residents, businesses, pedestrians, cyclists, motorists and emergency vehicles.</p>	<ul style="list-style-type: none"> <li>▪ Closures to be planned/works limited to outside of peak traffic periods, weekends, holiday periods and events.</li> <li>▪ Consulting with councils on any staging of local road network upgrades and new or modified local road, parking, pedestrian and cycle infrastructure as part of the project.</li> <li>▪ Access to bus stop locations are to be maintained during construction in consultation with bus operators.</li> <li>▪ Pedestrian and cyclist access is to be maintained throughout construction, with signposts outlining the pedestrian and cyclists diversion routes displayed.</li> <li>▪ There is to be advance notification of any construction works that affect pedestrians and cyclists.</li> <li>▪ Any necessary alterations to property access required for the project are to be carried out in consultation with property owners.</li> <li>▪ Emergency services are to be notified in advance of changes to traffic conditions (eg partial or total road closures).</li> </ul>

POTENTIAL ISSUE	POTENTIAL KEY IMPACT	COMMUNICATION STRATEGY
		<ul style="list-style-type: none"> <li>▪ Informing and/or consulting with residents, businesses, pedestrians, cyclists, motorists and emergency vehicles:                             <ul style="list-style-type: none"> <li>▪ Letterbox/email notification and meetings, as required</li> <li>▪ Presentation to key stakeholder groups</li> <li>▪ Information onto the project website and NSW Live Traffic</li> <li>▪ Advertisements, media releases and traffic alerts</li> <li>▪ Email notifications to registered stakeholders</li> <li>▪ VMS to display information about traffic delays and changes</li> </ul> </li> </ul>
<p><b>Potential impacts on community events</b></p>	<p>Minimising impacts to community facilities and events such as the Cabramatta Moon Festival and Chinese New Year’s, cultural centres along Broomfield Street, Fairfield City Council, Liverpool City Council, the Southern District Softball Association and Lawrence Hargrave Special Education School.</p>	<ul style="list-style-type: none"> <li>▪ Consultation will be undertaken with community facilities and event organisers to identify and develop measures to manage the specific construction impacts. These measures would be incorporated into the relevant management plans.</li> <li>▪ Informing and/or consulting with event and community facility organisers, businesses, and community as necessary which may include:                             <ul style="list-style-type: none"> <li>▪ Presentation to event organisers and key community groups</li> <li>▪ Letters, email notification and meetings with community event organisers and businesses, as required</li> <li>▪ Information uploaded to the project website</li> <li>▪ Responding quickly to enquiries and complaints in accordance with the CMS.</li> <li>▪ All project personnel and subcontractors are to be educated in communications and media protocols at the project induction, pre-start meeting and toolbox talks.</li> </ul> </li> </ul>

### 3.1. Out-of-hours work

Work outside of the standard construction hours will be required at times – this is called Out of Hours Work (OOHW). All OOHW will be assessed and approved in accordance with the OOHW Protocol in Appendix C of the Noise and Vibration Management Sub-Plan (NVMP).

The OOHW protocol outlines the project requirements for construction working hours and documents a process to be implemented when work outside of standard hours is required. The key objective of the protocol is to ensure that impacts to the local community are avoided.

In order to undertake OOH work, Fulton Hogan will identify appropriate respite periods for the out-of-hours work in consultation with the community at each affected location on a regular basis. This consultation must include (but not be limited to) providing the community with:

- a. A schedule of likely OOH work quarterly;
- b. The potential work, location and duration;

- c. The noise characteristics and likely noise levels of the work; and
- d. Likely mitigation and management measures.

Outcomes of all community consultation, the identified respite periods and the scheduling of the likely OOH work will be provided to the ER and ARTC.

Fulton Hogan will notify affected noise sensitive receivers of works approved outside of standard construction hours no less than five days and no more than 14 days before the works are to be undertaken. The notification will clearly outline the reason that the work is required to be undertaken outside of standard construction hours and will detail relevant time restrictions that apply. Notifications will also clearly state the channels to contact the project team including the telephone complaints line, project website and email address.

## 4. Roles and responsibilities

### 4.1. Community Relations Manager

The Community Relations Manager (CRM) will oversee the development, management, coordination and implementation of all community engagement activities. The CRM will ensure that the project outcomes meet the balance of community needs and expectations. The CRM will be responsible for:

- Acting as the primary interface between ARTC Communications and Fulton Hogan
- Liaising with property owners to co-ordinate access and to deal with specific property related issues arising from construction activities and land acquisition
- Providing strategic advice and participate with the project teams to improve and enhance the delivery of communication services to the community
- Development and delivery of communication and community engagement strategies, activities and tools
- Providing high level advice and guidance to the construction project management team
- Build and maintain collaborative and consultative working relationships with internal and external stakeholders
- Providing regular progress reports to the Project Director
- Will be based on site and available for project and stakeholder meetings as required
- Manage responses to the 1300 Community Information Line and be available on call 24/7
- Guide the proactive assessment of potential communication risks in association with the works being carried out and develop appropriate mitigation strategies. Bring these issues/strategies to the attention of ARTC and the project team for consideration in a timely and practical manner
- Handling of enquiries/ complaints management/ interface issues
- Preparation of material and facilitating group and public meetings, workshops and forums for the works
- Advising, updating, managing and directing the implementation of the CS
- Chairing and/or facilitating community and stakeholder meetings and workshops
- Reviewing all communication materials and reports in accordance with the quality assurance and document approvals process and ensure the appropriate ARTC templates are being used
- Proactively assist ARTC with developing content for use across digital channels
- Ensure that all work/representation undertaken by the Community Relations team appears 'seamless' in the eyes of the community and stakeholders and represents ARTC best practices and guidelines for community involvement and communications.

The Community Relations Manager is accountable for all activities undertaken by the Fulton Hogan communications team. The CRM will have up-to-date information on:

- Emerging stakeholder issues
- Planned traffic arrangements, including any temporary traffic switches and detours
- Planned design and construction activities, including out of hours works and weekend possessions
- Current stakeholder discussions

- Planned community and stakeholder consultations
- Complaints and enquiries received and status
- Duties and accountabilities of Fulton Hogan staff
- Commitments to stakeholders made by ARTC and Fulton Hogan.

## 5. Community and stakeholder engagement

### 5.1. Community engagement objectives and goals

Fulton Hogan's approach to community and stakeholder engagement is guided by the following key principles:

- Be inclusive and ensure the community and stakeholders have timely, accurate and effective information about the project, detailed design, construction staging and opening
- Be proactive by informing and consulting with the community and stakeholders early to ensure they remain informed as the project progresses and potential issues are identified, addressed and closed out
- Be responsive and provide two-way communication channels allowing enquiries and complaints to be resolved in a timely manner in accordance with ARTC requirements, Australian Standard ISO 10002-2006 Customer satisfaction and the Commonwealth Ombudsman better practice guide to Complaint Handling
- Be sensitive and recognise that we are guests within the community. Make a genuine and practical effort to carry out work in a way that is courteous, co-operative and minimises construction impacts on nearby residents and businesses, community groups, businesses, road users and key stakeholders
- Build positive relationships and reputation that supports future work, leaves a legacy and builds on existing relationships with the community and stakeholders
- Honour all obligations and requirements of the project approvals
- Implement best practice community engagement in accordance with industry standards, particularly with AA1000 Stakeholder Engagement Standard and the International Association for Public Participation Core Values for Public Participation
- Support and improve the local community through volunteering, sponsorship and encourage local participation in supply and employment.
- Leave a positive legacy

### 5.2. Communications and engagement approach

Fulton Hogan aspires to a 'beyond compliance' engagement model for ensuring our communities and stakeholders are kept informed, involved and remain positive about the scope of works. By creating a positive sentiment within the community and sense of ownership over the project, this will assist the success of the project and in turn minimise the potential for negative feedback or complaints being generated during the project.

Our team endeavours to operate proactively and transparently about the work we conduct within communities and we will always be accountable for ensuring we deliver good work. Fulton Hogan is proud of the high standards to which we operate, and want to ensure the community have a strong understanding of our dedication to operating above industry standards. By implementing proactive measures throughout the project we intend to improve our social licence to operate within these communities and clear the way for work to continue as programmed with minimal disruption for a successful and timely delivery. Our approach will be customer-focused, responsive and we will strive to find joint solutions to ensure the timely resolution of enquiries and complaints. Community and stakeholder involvement will be tailored to enable appropriate consideration and balancing of community and stakeholders' social, economic and environmental needs to achieve best for customer and community outcomes.

The specific elements and activities to implement upfront and proactive engagement strategies which have been successfully employed on previous projects are outlined below.



**Develop Key Messages**

Fulton Hogan will work with ARTC to develop key messages for consistent communication collateral. This includes project scope, benefits and milestones. Identify unique stakeholder groups that may require additional or different messaging.



**Identify Key Stakeholders**

Workshop and identify the key stakeholders (e.g. Fairfield Council, Liverpool Council, TfNSW, Sydney Trains, Emergency Services and Utility providers). Identify any new stakeholders that might be interested or affected by the project. Identify any political interests and sensitivities.



**Identify Sensitive Receivers**

Sensitive receivers need to be identified and individually managed for example Lawrence Hargrave School. These stakeholders require usually one on one and face to face consultation at a time and frequency that suits them. This generally decreases the amount of complaints logged and registered and proactively manages these stakeholders.



**Stakeholder Participation**

For each stakeholder group identified Fulton Hogan will develop a tailored strategy for communication. This will include the type and form of correspondence and communication: How often? In what forum? And who delivers the message/communication.



**Key Participation and Communication Tools**

Fulton Hogan will respond to all calls via project information phone line, email address, and website that will be updated regularly, providing: updates to live traffic.com, traffic alerts, email notification blasts, newspaper and radio advertisements, FAQ sheets, signage, media releases, ministerial responses and updates, notifications, community sessions and display centres.



**Protocols for Management**

Protocols will be developed for the project for the management of media, significant events, handling of complaints and enquiries, incidents, feedback, reporting, property adjustments and milestones.



**Capturing Interactions**

Fulton Hogan will utilise the Principal’s community contacts database (Consultation Manager) to record all interactions and store all stakeholder data. The power of such a tool means that the project can immediately notify and update key stakeholder groups by email or sms by having their details at their fingertips. This also allows us to monitor and review trends.

**5.3. Working with LOTE and CALD communities**

When working in CALD communities, Fulton Hogan is committed to using plain English in communication materials, keeping messages clear and concise and using visual tools such as maps to outline work areas and impacts.

The Fulton Hogan team have a strong knowledge of the cultural profile of Cabramatta and will embark on a journey to sincerely engage to meet their needs and leave them with a desire to engage further with our project team.

The project team will work closely with both local Councils to tap into Fairfield’s Multicultural Advisory Committee (MAC), and the Liverpool Migrant and Refugee Network and translation services as required as a way of sharing information and empowering the community to drive the way we engage. We believe this approach to these communities will build respectful and lasting relationships.

Access to the Translating and Interpreting Service (TIS) will be provided throughout engagement activities. With an Interpreter image included on all communication distributed. The interpreter image will offer services in English, Vietnamese, Chinese, Khmer and Arabic.

**5.4. Key messages**

The project aims to improve freight rail reliability, flexibility and efficiency, by allowing more trains to be using the track at one time. Fulton Hogan will work closely with ARTC to develop key messages as the project evolves.

The project also aims to:

- Alleviate constraints and increase the capacity of Sydney’s freight rail network to meet existing and future demands
- Support the connection to, and operation of, intermodal terminals, including Moorebank
- Encourage a shift in freight transport from road to rail, and support a reduced rate of growth in truck movements and associated traffic congestion around Sydney.
- The project will operate as part of the SSFL and would continue to be managed by ARTC once complete.
- The project relates to freight rail services only and is not associated with passenger train services, which are operated by Sydney Trains.
- There are growing community and environmental benefits from increasing our freight rail capacity. Fewer trucks mean fewer emissions and a safer journey for you on our highways and roads.

**5.5. Communication tools**

To effectively liaise and engage with the customers, community and other stakeholders Fulton Hogan will provide up to date and accurate information on progress, and upcoming work activities and potential impacts. A diverse range of communication tools will be implemented. These tools place Fulton Hogan at the centre of the communications for the project, allowing the team to respond professionally to the needs and expectations of the community. All written communication materials will be approved by ARTC prior to distribution.

The tools outlined in Table 5, will also provide the opportunity for opportunities for education within the community about construction sites, activities, milestones and project benefits.

**5.5.1. Key communication tools and timing**

Fulton Hogan will use a range of communication tools to inform customers, the community and stakeholders about:

- Timing of construction activities
- Potential impacts and proposed mitigation
- Contact details (24/7 staffed telephone number, postal and email and website address)
- Mechanisms to lodge a complaint, enquiry or feedback.

► Table 5: Communication activities and tools

METHOD	FREQUENCY	EXPLANATION AND PURPOSE
<b>Meetings/Briefings with key stakeholders</b>	Activity dependent	<p>Meetings will be a useful tool to consult with stakeholders about the potential impacts of the work, progress, milestones and, mitigation strategies (e.g. council officers, road user groups, School Principals).</p> <p>Fulton Hogan as required will hold location-based community forums to consult and provide information on the management of key environmental or social impact issues of concern to the relevant communities.</p> <p>The requirement for stakeholder meetings will be identified in consultation with ARTC.</p> <p>Stakeholder meetings may be face-to-face or online depending on any specific social distancing requirements that may remain in place during the COVID-19 recovery period.</p>
<b>Project email and telephone number</b>	Available 24/7	Fulton Hogan will establish and maintain a project email address and manage enquiries and complaints received via the dedicated project 1300 number. Fulton Hogan will include the email and



METHOD	FREQUENCY	EXPLANATION AND PURPOSE
		phone number on communication materials including information letters, websites, email notifications and site signage.
<b>Community contact cards</b>	As required	A business card displaying the Community Information Line and email details will be provided to staff for distribution to members of the public who require information about the Project.
<b>Construction Update Newsletters</b>	Quarterly	Fulton Hogan must develop, produce and distribute a quarterly construction update newsletter, providing updates on the Project Works, the Temporary Works, the Contractors Activities and relevant interface projects to the community and stakeholders during the construction of the Project Works and the temporary Works. Updates will be at least two page and full colour.
<b>Notifications</b>	As required	<p>Fulton Hogan will develop and distribute notifications for the following activities;</p> <ul style="list-style-type: none"> <li>▪ Construction commencement</li> <li>▪ Significant milestones</li> <li>▪ Changes to scope of work</li> <li>▪ Night works</li> <li>▪ Proposed changes to traffic flow/conditions</li> <li>▪ Modification to pedestrian, cycle ways or bus stops</li> <li>▪ Out of hours work</li> <li>▪ Disruption to residential or business access</li> <li>▪ Disruption to utility services; and</li> <li>▪ Investigation activities</li> </ul>
<b>Door knock meetings</b>	Activity dependent	Individual doorknock meetings can be used as required to discuss the potential impacts of work with highly impacted stakeholders, especially residents and businesses directly impacted by project work. These will be conducted in line with any current COVID-19 guidelines implemented by government and at a project level.
<b>Email / eNews</b>	As required	<p>Fulton Hogan will distribute community notifications via email in addition to letterbox drops to the community members and stakeholders who are registered to receive community updates emails in the Consultation Manager database. Targeted email blasts may also be used to communicate with specific stakeholder groups around high impact activities.</p> <p>eNews – Sent bi-monthly to keep people informed and highlight opportunities to get involved.</p>
<b>Fact sheets</b>	As required	Fulton Hogan will prepare and distribute project fact sheets to communicate information about the Project, the Project Works, the Temporary Works and the contractor’s activities to the community and stakeholders throughout construction. Each fact sheet will be two pages and include recent and relevant photos, illustrations and be written in plain English and be available via translation services as required. Four facts sheets will be provided every 12 months from date of contract.

METHOD	FREQUENCY	EXPLANATION AND PURPOSE
<b>Media releases</b>	As required/ Milestones	Fulton Hogan will provide content to ARTC for media releases or traffic alerts in the following circumstances: <ul style="list-style-type: none"> <li>▪ Full or partial road closures</li> <li>▪ Weekend shutdowns</li> <li>▪ Milestone events or completion of project</li> <li>▪ ARTC is responsible for approving and distributing media releases.</li> </ul>
<b>Ministerial events</b>	As required/ Milestones	Opportunities for ministerial events will be identified, aligned with project milestones. These events will be coordinated with ARTC.
<b>Presentations</b>	As requested	Project presentations to key stakeholders, community interest groups and schools. These will assist in sharing project information, key benefits, program of works and changes, provide educational opportunities and build relationships.
<b>Advertising</b>	As required	Advertisements may be placed with local newspapers and radio to notify stakeholders where there will be significant traffic management changes, detours and/or traffic disruptions.
<b>Project photography</b>	Monthly	A photographic record will be kept of project progress to include construction activities. Photos will be used both for public information as well as a record of the work.  Photography must be of a professional quality (minimum 300dpi) suitable for the use in the construction update newsletters and publications.
<b>Site signage</b>	Fixed – project duration	Site signage will be used to assist stakeholders to understand the work being performed and to communicate contact information.
<b>SMS</b>	As required	Subscription-based service for notifications of scheduled dates for OOH work, incidents or emergency works.
<b>Social Media</b>	Monthly	Fulton Hogan will provide two 180-character social media updates each month with accompanying images or videos relating to the contractors activities, progress and good news stories. All content will comply with the ARTC Code of Conduct.
<b>Time-lapse Cameras</b>	Ongoing	Fulton Hogan will produce edited time-lapse photography for use by ARTC. Two fixed high definition cameras will be installed for the duration of the project in locations approved by the ARTC Project Manager. Fulton Hogan will seek approval from ARTC prior to using any footage.
<b>Variable Message Signs (VMS)</b>	Activity dependent	VMS boards will be used to advise of upcoming traffic changes.

METHOD	FREQUENCY	EXPLANATION AND PURPOSE
<b>Wayfinding signage</b>	Activity dependent	Wayfinding signage will be used to advise of upcoming changes to shared paths access
<b>Website</b>	Monthly	Fulton Hogan will provide content on key construction activities for the ARTC website. ARTC will be responsible for uploading content and maintaining its website.

**5.5.2. Project website**

ARTC has established a dedicated project page on the ARTC website for Cabramatta Loop and will maintain and operate the project website to assist in disseminating community information, receiving feedback and providing generic responses to common enquiries. Fulton Hogan will not maintain or operate any other website accessible to the public relating to the project.

Fulton Hogan must provide to the ARTC Project Manager public communication materials and information for upload to the website within one business day of being distributed or becoming publicly available. All public communication material and information for the website must be provided in electronic format which complies with the Level AA accessibility requirements of the Web Content Accessibility Guidelines (WCAG 2.0) V2.0. ARTC will upload all website material at their discretion.

Fulton Hogan must, as a minimum provide:

- Public communication materials including advertisements, traffic alerts and notification letters;
- Marketing and promotional materials;
- project fact sheets
- project notifications on the current status of the Project including site construction activities, schedule and milestones;
- photography and videos;
- reports and other information that is relevant to the Project Works, the Temporary Works and the Contractors Activities; and
- any other public communication materials and information as required and requested by the ARTC Project Manager.

**6. Complaints management**

**6.1. Facilities for receiving enquiries and complaints**

Fulton Hogan has established a project email and postal address. The email and postal accounts will be regularly monitored to receive and respond to customer feedback, complaints and enquiries.

ARTC will divert the 24-hour Project contact line to Fulton Hogan to manage enquiries and complaints directly. The community information line will be available 24/7 during construction.

All approaches from the community and stakeholders will be registered in the project’s Consultation Manager Database. When complaints are entered into Consultation Manager they will be categorised as avoidable or unavoidable when recorded. See the Complaints Management System (CMS) for further details.

▶ Table 6: Facilities for receiving enquiries and complaints

FACILITY	PURPOSE	DETAIL
Community information line	The 1300 telephone number for the registration of complaints about the works 24 hours a day, 7 days a week.	1300 550 402
Email address	The email address allows stakeholders and the community to transmit electronic complaints about the works.	<a href="mailto:cabramattaloop@artc.com.au">cabramattaloop@artc.com.au</a> <a href="mailto:CabramattaLoop@fultonhogan.com.au">CabramattaLoop@fultonhogan.com.au</a>
Postal address	A postal address has been established to which written complaints and enquires may be sent.	Fulton Hogan Cabramatta Loop Project PO Box 6099 Alexandria, NSW 2015

## 6.2. Responding to complaints

The CRM will co-ordinate with the relevant ARTC and Fulton Hogan staff to ensure complaints are responded to and corrective or preventative action initiated within a timely manner. The target response times are summarised in the Complaints Management System (CMS).

The CRM will notify ARTC of any complaints that are anticipated to require longer than five days to resolve. ARTC will be notified at least within two hours of any complaint or issue that has the potential to attract media or political attention.

ARTC will be advised of any complaint that needs to be escalated or is related to ARTC matters not related to the project. ARTC will forward any correspondence related to the project to Fulton Hogan.

## 6.3. Mediation

ARTC and Fulton Hogan will endeavour to achieve prompt resolution of matters with fairness, care and understanding. Should there be a failure to come to a satisfactory resolution of a complaint or issue it will be escalated to the Project Director and ARTC. If deemed required, an appropriately qualified and experienced independent mediator will be engaged to resolve any points of conflict. See the CMS for further detail.

# 7. Community involvement obligations

## 7.1. General community involvement obligations

Fulton Hogan must comply with the requirements of ARTC guidelines and policies and the following documents in relation to its community and stakeholder engagement obligations.

- ARTC Sydney Projects Consultation Manager Procedure
- ARTC Brand Guidelines
- ARTC Projects Style Guide
- ARTC Code of Conduct
- Australian Government Building our Future Print Style Guide; and
- Web Content Accessibility Guidelines (WCAG 2.0) V2.0.

## 7.2. Crisis communications

Incidents, crisis and/or emergencies are to be managed in accordance with the Fulton Hogan Incident and Emergency Response Plan and the Group Crisis Management Procedure ensuring crisis management and response teams are proficient in timely and appropriate management of incidents and/or emergencies.

When a significant incident occurs the ARTC Project Manager will be notified immediately (within ten minutes). Fulton Hogan will prepare a statement as quickly as possible and provide it to ARTC and TMC. It will include:

- A description of the incident
- The corrective action taken, and its effectiveness
- When the incident is expected to be over
- The investigative action that is to be taken
- Any assistance that can be given by the media.

Only facts will be included in the statement. Statements as to the cause and effects of the emergency will be avoided until a thorough investigation has been conducted. No information is to be released to any organisation or person without the approval of ARTC, who reserve the right to amend any public document generated by Fulton Hogan about the project. To ensure that in the event of an onsite incident, all parties have a clear communication process in place and that this process is activated immediately.

In the event of an incident, Fulton Hogan will be responsible for immediately notifying ARTC, be responsible for all initial communications with Emergency Services, all communications regarding safe site management and where possible, notify all directly impacted stakeholders and residents.

## 7.3. Communication protocols

No information is to be released to any organisation or person without the approval of ARTC, who reserve the right to amend any public document generated by Fulton Hogan about the project. Refer to Table 7 for communications material approval and distribution timeframes.

► Table 7: Communications material approvals and distribution timeframes

NOTIFICATION TYPE	PURPOSE	TIME FRAME FOR DELIVERY	RESPONSIBILITY	APPROVAL TIME
<b>Work notifications on key construction activities</b>	Notify and consult in advance with residents and businesses regarding all construction activities that will affect access or otherwise significantly disrupt use of their residences and businesses.	At least five business days before commencing any activity with the potential to impact on any stakeholder or member of the community	Fulton Hogan	Submit final material no less than 10 Business Days before distribution
<b>Notification – new or changed construction activities</b>	Notification for residents, businesses and community groups about any upcoming, new or changed construction activities which may impact community	At least five working days before commencing work affecting residents	Fulton Hogan	Submit final no less than 10 Business Days before distribution

NOTIFICATION TYPE	PURPOSE	TIME FRAME FOR DELIVERY	RESPONSIBILITY	APPROVAL TIME
	stakeholders, use of their premises.			
<b>Letter / Notification - extended working hours (Out of hours work / night work)</b>	Inform affected residents by letter of work outside normal working hours. To adhere with the EPL	Five to 14 days prior to work affecting residents	Fulton Hogan	Submit final material no less than 10 Business Days before distribution
<b>Community Update newsletters or postcards</b>	Must include (not limited to) the status, construction progress, upcoming construction activities and changes to traffic and property access conditions, upcoming service outages and the project website address	Regularly, as agreed with the Principal – quarterly at a minimum  Distribute at least five business days prior to the activity or agreed with the Principal	Fulton Hogan / ARTC	Submit final materials 20 Business Days prior to the proposed activity date
<b>eNews</b>	Bi-monthly updates sent for residents, businesses and community groups that have subscribed to the project. eNews will include construction updates, good news stories and milestones	Send date as agreed with ARTC	Fulton Hogan to draft, ARTC to approve	Submit final no less than 10 Business Days before distribution
<b>SMS</b>	Updates sent for residents, businesses and community groups that have subscribed to the project. Also to be used for communication during emergency works or incidents.	As required	Fulton Hogan to draft, ARTC to approve	As agreed/approved by ARTC

#### 7.4. Project meetings

The CRM will hold regular meetings, document and prepare meeting minutes. A monthly forecast of milestones and activities that may create media attention or require pro-active communication tools will be provided during these regular meetings.

These meeting will also provide a mechanism for Fulton Hogan to advise ARTC, the Project Verifier and ER of work that may impact on nearby residents and businesses, share feedback received and work on strategies to improve community outcomes.

## Appendix A – Indicative project staging and milestones

PROJECT MILESTONE	COMMUNITY ACTIVITY AND TOOL	TIMING	RESPONSIBILITY
<b>Early work and detailed design</b>			
Contract award	<ul style="list-style-type: none"> <li>▪ Community / project update</li> <li>▪ Website update</li> <li>▪ Email to registered stakeholders</li> <li>▪ Media release</li> </ul>	Completed	ARTC
Building condition inspections	<ul style="list-style-type: none"> <li>▪ Addressed letter and reports</li> <li>▪ Doorknock</li> <li>▪ Follow up phone calls</li> </ul>	As required	Fulton Hogan
Early work including survey, geotechnical and utility investigations, environmental controls, minor vegetation clearing, fencing, relocation of utilities and establishment of site offices and compounds	<ul style="list-style-type: none"> <li>▪ Stakeholder and resident meetings</li> <li>▪ Project update/notifications letter</li> <li>▪ Website update</li> <li>▪ Email to registered stakeholders</li> <li>▪ Media release</li> </ul>	As required	Fulton Hogan
Detailed design including urban design, traffic staging, pedestrian and cycle staging and landscaping	<ul style="list-style-type: none"> <li>▪ Stakeholder and resident meetings</li> <li>▪ Project update/notifications letter</li> <li>▪ Website update</li> <li>▪ Email to registered stakeholders</li> <li>▪ Media release</li> </ul>	Ongoing	Fulton Hogan
<b>Construction</b>			
Start of major work	<ul style="list-style-type: none"> <li>▪ Stakeholder and resident meetings</li> <li>▪ Project update / notifications letter</li> <li>▪ Website update</li> <li>▪ Email to registered stakeholders</li> <li>▪ Media release</li> </ul>	1 <sup>st</sup> quarter 2022	Fulton Hogan/ ARTC

PROJECT MILESTONE	COMMUNITY ACTIVITY AND TOOL	TIMING	RESPONSIBILITY
	<ul style="list-style-type: none"> <li>Media opportunity</li> </ul>		
Out of hours work	<ul style="list-style-type: none"> <li>OOH notification</li> <li>Traffic update / VMS as required</li> </ul>	As required	Fulton Hogan
Jacque Osmond Reserve retaining structure	<ul style="list-style-type: none"> <li>Social media</li> <li>Website update</li> <li>Email to registered stakeholders</li> </ul>	4 <sup>th</sup> quarter 2022	Fulton Hogan/ ARTC
Cabramatta Creek new underbridge	<ul style="list-style-type: none"> <li>Social media</li> <li>Website update</li> <li>Email to registered stakeholders</li> <li>Media release</li> </ul>	1 <sup>st</sup> quarter 2023	Fulton Hogan/ ARTC
Sussex Street – new underbridge	<ul style="list-style-type: none"> <li>Social media</li> <li>Website update</li> <li>Email to registered stakeholders</li> <li>Media release</li> </ul>	1 <sup>st</sup> quarter 2023	Fulton Hogan/ ARTC
Jacque Osmond Reserve Landscaping completion	<ul style="list-style-type: none"> <li>Engagement / event plan</li> <li>Social media</li> <li>Project update</li> <li>Email blast</li> <li>Website update</li> </ul>	1 <sup>st</sup> quarter 2023	Fulton Hogan/ ARTC
Warwick Farm Power equipment room commissioning	<ul style="list-style-type: none"> <li>Social media</li> <li>Website update</li> <li>Email to registered stakeholders</li> </ul>	2 <sup>nd</sup> quarter 2023	Fulton Hogan/ ARTC
Track civil works completion	<ul style="list-style-type: none"> <li>Social media</li> <li>Website update</li> <li>Email to registered stakeholders</li> <li>Media release</li> </ul>	4 <sup>th</sup> quarter 2023	Fulton Hogan/ ARTC



PROJECT MILESTONE	COMMUNITY ACTIVITY AND TOOL	TIMING	RESPONSIBILITY
Project opening	<ul style="list-style-type: none"><li>▪ Engagement / event plan</li><li>▪ Social media</li><li>▪ Project update</li><li>▪ Email blast</li><li>▪ Website update</li><li>▪ Live traffic update</li><li>▪ Media release</li></ul>	4 <sup>th</sup> quarter 2023	Fulton Hogan/ ARTC

