



Parramatta Light Rail – Stage 1
Westmead to Carlingford via Parramatta CBD and Camellia

Community Communication Strategy



Document Reference: PLR-TFNSW-CBD-PE-PLN-000001

Rev	Rev date	Description	Prepared by	Reviewed by	Approved by
A	19 Dec '16	Initial plan prepared	[REDACTED]	[REDACTED]	[REDACTED]
B	13 Feb '17	Plan updated for Feb CIC submission	[REDACTED]	[REDACTED]	[REDACTED]
C	23 Feb '17	Updated community engagement stats	[REDACTED]	[REDACTED]	[REDACTED]
D	20 March	Updated for FBC	[REDACTED]	[REDACTED]	[REDACTED]
E	11 Dec '17	Updated for SPRs (including document title change)	[REDACTED]	[REDACTED]	[REDACTED]
F	15 Dec '17	Updated for SPRs	[REDACTED]	[REDACTED]	[REDACTED]
G	12 July '18	Updated for COAs and Enabling Works TSRs	[REDACTED]	[REDACTED]	[REDACTED]
H	27 July '18	Removed TSRs specific to Enabling Works (put in Enabling Works CEP); updated key messages to align with latest approved; incorporated comments from others	[REDACTED]	[REDACTED]	[REDACTED]
I	18 Sep '18	Amendments incorporating ER comments	[REDACTED]	[REDACTED]	[REDACTED]
J	16 Oct '18	Utility stakeholders added	[REDACTED]	[REDACTED]	[REDACTED]
K	7 Nov '18	2 nd round of amendments for ER	[REDACTED]	[REDACTED]	[REDACTED]
0	20 Nov '18	No change. Endorsed by ER, submitted to DPE for approval.	[REDACTED]	[REDACTED]	[REDACTED]
1	21 Nov '18	Update compliance matrix	[REDACTED]	[REDACTED]	[REDACTED]
2	8 Jan '19	Revisions as requested by DPE	[REDACTED]	[REDACTED]	[REDACTED]
3	15 Jan '19	Fora changed to forums; source of independent mediator added as per DPE feedback	[REDACTED]	[REDACTED]	[REDACTED]

Rev	Rev date	Description	Prepared by	Reviewed by	Approved by
4	20 Jan. '20	Key messages updated. 8.1 key roles and responsibilities Minor edits for consistency, including updated route map, changes to new government agency names e.g. DPE to DPIE, UrbanGrowth NSW to Infrastructure NSW Amendments to Section 1.3 (Reviewing this Plan) suggesting minor edits able to be approved by the ER			
4(a)	18 Feb '20	Amendments to address ER comments Table 10.14 amended to require hoarding/fencing banners to be replaced every 12 months or by agreement.			
4(b)	23 Mar '20	Amendments to address DPIE comments provided 14 April to Rev4(a)			
5	18 Sep '20	Review and minor edits.			
5(a)	14 Dec 20	Amendments to address DPIE comments provided on Rev 5(a) Updated template of Daily Complaints Register (App.A Fig 12). Added definition of avoidable and unavoidable complaints to Appendix A, Section 3			
5(b)	11 Jan 21	Appendix A updated to address DPIE comment for inclusion of guidance notes in the Response to complaint column			
6	4 Aug 21	Updates to TfNSW organisational structure.			
7	24 Oct 22	Minor edits including: new completion timeframe; updated route map to reflect approved stop names; changes to new government agency names e.g. DPIE to DPE, SCO to CJP; Updated Complaint Register template that includes additional information requested by DPE			

Table of Contents

1	Introduction.....	6
1.1	Purpose of this plan.....	6
1.2	Accountabilities	7
1.3	Reviewing this Plan	7
2	Glossary of Terms and Definitions	8
3	Project overview	9
3.1	About Parramatta Light Rail.....	9
4	Stakeholders and community.....	12
4.1	Definition	12
4.2	Stakeholder categories.....	12
4.3	Community	13
5	Engagement approach.....	22
5.1	Engagement principles	22
5.2	Benefits of engagement.....	22
5.3	Alignment with IAP2 public participation spectrum.....	23
5.4	What we are engaging on?	24
6	Engagement program	26
6.1	Overview	26
6.2	Key Messages.....	28
6.3	Key Opportunities.....	29
7	Key Issues.....	31
8	Structure.....	38
9	Communication tools	40
9.1	Consulting with Government Agencies and Councils.....	40
9.2	Consulting with Businesses	41
10	Protocols and procedures	42
10.1	Stakeholder liaison	42
10.2	Communication and Engagement Plans.....	44
10.3	Communications Management Control Group	45
10.4	Stakeholder database.....	46
10.5	Website	46
10.6	Work Notifications and out-of-hours consultation.....	47
10.7	Project Advertisements.....	49
10.8	Newsletters, email updates and fact sheets.....	50
10.9	Community forums and events	50
10.10	Community email/written correspondence	51
10.11	Community phone enquiries	52
10.12	Community complaints	53
10.13	Media enquiries	53
10.14	Incident and crisis communication	55
10.15	Government relations	55
10.16	Social Media and web-based systems.....	56
10.17	Site signage and hoarding	57

10.18	Branding and logos.....	58
10.19	Site Inductions and Training	58
Appendix A: Complaints Management System		59
1.	Purpose and responsibilities	59
1.1	Document purpose	59
1.2	Roles and responsibilities	59
1.3	Australian Standard for Complaints Handling	62
2.	Receiving complaints.....	63
3.	Classification of Enquiries, Complaints and Resolution	64
4.	Responding to complaints.....	65
4.1	Dealing with complaints	65
4.2	Referring complaints.....	65
4.3	Escalating complaints	67
5.	Complaints Recording and Reporting	68
Appendix B – Stakeholders and issues analysis.....		70
Appendix C – Engagement tools and activities.....		79
Appendix D – Compliance Matrix		84

1 Introduction

1.1 Purpose of this plan

This Community Communication Strategy (CCS) has been prepared for Parramatta Light Rail (PLR) – Stage 1. The purpose of the CCS is to support communication and engagement during the development, pre-construction and construction, and for 12 months following the completion of construction.

Stage 1 of the PLR will connect Westmead to Carlingford via Parramatta CBD with a two-way track spanning 12-kilometres.

The CCS has been prepared in accordance with the NSW Minister for Planning’s Conditions of Approval (Infrastructure Approval SSI-8285). Appendix D outlines how this document complies with the Conditions of Approval. The CCS is a dynamic working document that will be updated throughout the project to reflect the changing social environment and issues as they emerge. It sets out an overarching, high-level engagement framework that:

- Identifies accountabilities for delivering community and stakeholder engagement
- Outlines the engagement objectives and principles
- Outlines the engagement approach, methodology, tools and timeframes
- Sets the framework for engaging with the communities and key stakeholders across the project area
- Incorporates complaints management and resolution procedures

A range of plans and programs are used to describe activities that will be carried out by the project. This includes:

- **Property Acquisition Engagement Plan:** This outlines the approach to liaising with the owners and tenants of residential and commercial properties that will be impacted by acquisition for the PLR project.
- **Business Activation Plan:** This sets out the activities that will be undertaken to support businesses during construction.
- **Communications and Engagement Plan (CEP):** Separate CEPs that include policies, processes, and procedures for proactive communications management will be progressively developed and implemented by our contractors for each delivery package, including a detailed Cumberland Hospital Engagement Plan.
- **Homelessness Strategy.**

Figure 1 provides the hierarchy of PLR community and stakeholder engagement documents.

Figure 1 Hierarchy of PLR community and stakeholder engagement documents



1.2 Accountabilities

The Transport for NSW (TfNSW) Parramatta Communications and Engagement Team is the overarching accountable group for communication and engagement for the Project, led by the Director Parramatta. The TfNSW Parramatta Communications and Engagement Team is part of the Central River City stream of the Community and Place Branch, Greater Sydney Division, TfNSW.

Delivery of communication and engagement is coordinated through the various contractor communication and engagement teams to meet project requirements and achieve communication and engagement goals.

Final accountability for community and stakeholder engagement lies with the PLR Project Director, TfNSW.

This Strategy was submitted to the Secretary and initially approved on 17 January 2019. Refer to the document revision table for further information on the review of this document.

1.3 Reviewing this Strategy

This Strategy will be reviewed every 12 months and includes the requirement for the development of contractor CEPs 30 days prior to the commencement of construction on each delivery package.

Changes to the CCS must be reviewed by the Environmental Representative (ER) in accordance with Condition A23(d) and submitted to the Planning Secretary for approval.

2 Glossary of Terms and Definitions

Abbreviation	Definition
CBD	Central Business District
CCS	Community Communication Strategy
CEP	Community Engagement Plan
CMCG	Communications Management Control Group
CNS	TfNSW's Construction Noise & Vibration Strategy
CNVMP	Construction Noise and Vibration Management Plan
CoA	Conditions of Approval
CoPC	City of Parramatta Council
CSSI	Critical State Significant Infrastructure
DPE	Department of Planning and Environment
EES	Environmental Exhibition Statement
EIS	Environmental Impact Statement
EMI	Electromagnetic Interference
EMS	Environmental Management System
EP&A Act	Environmental Planning and Assessment Act 1979 (NSW)
ER	Environmental Representative
IAP2	International Association for Public Participation
IC	Independent Certifier
LRV	Light Rail Vehicles
Minister, the	Minister for Planning and Environment
Planning Approval	The Planning Approval includes the Conditions of Approval, the EIS and the Submissions and Preferred Infrastructure Report
PLR	Parramatta Light Rail
Project, the	Parramatta Light Rail (Westmead to Carlingford)
CJP	Customer Journey Planning
Sensitive Receiver	Bodies such as places of worship, educational institutions and noise and vibration-sensitive businesses (such as theatres, laboratories, operating theatres, mental health services and accommodation)
SPIR	Submissions Report and Preferred Infrastructure Report
TfNSW	Transport for NSW, overarching accountable group for this document.
TSRs	Transport for NSW's Standard Requirements

3 Project overview

3.1 About Parramatta Light Rail

Stage 1 of the PLR is one of the NSW Government's latest major infrastructure projects being delivered to serve a growing Sydney. Light rail will create new communities, connect great places and help both locals and visitors move around and explore what the region has to offer.

PLR will connect Westmead to Carlingford via Parramatta CBD and Camellia with a two-way track spanning 12-kilometres, and is expected to open in 2024. The route will link Parramatta's CBD and train station to the Westmead Health Precinct, Cumberland Precinct, CommBank Stadium, the Camellia Town Centre, the new science, technology and innovation museum Powerhouse Parramatta, the private and social housing redevelopment at Telopea, Rosehill Gardens Racecourse and three Western Sydney University campuses.

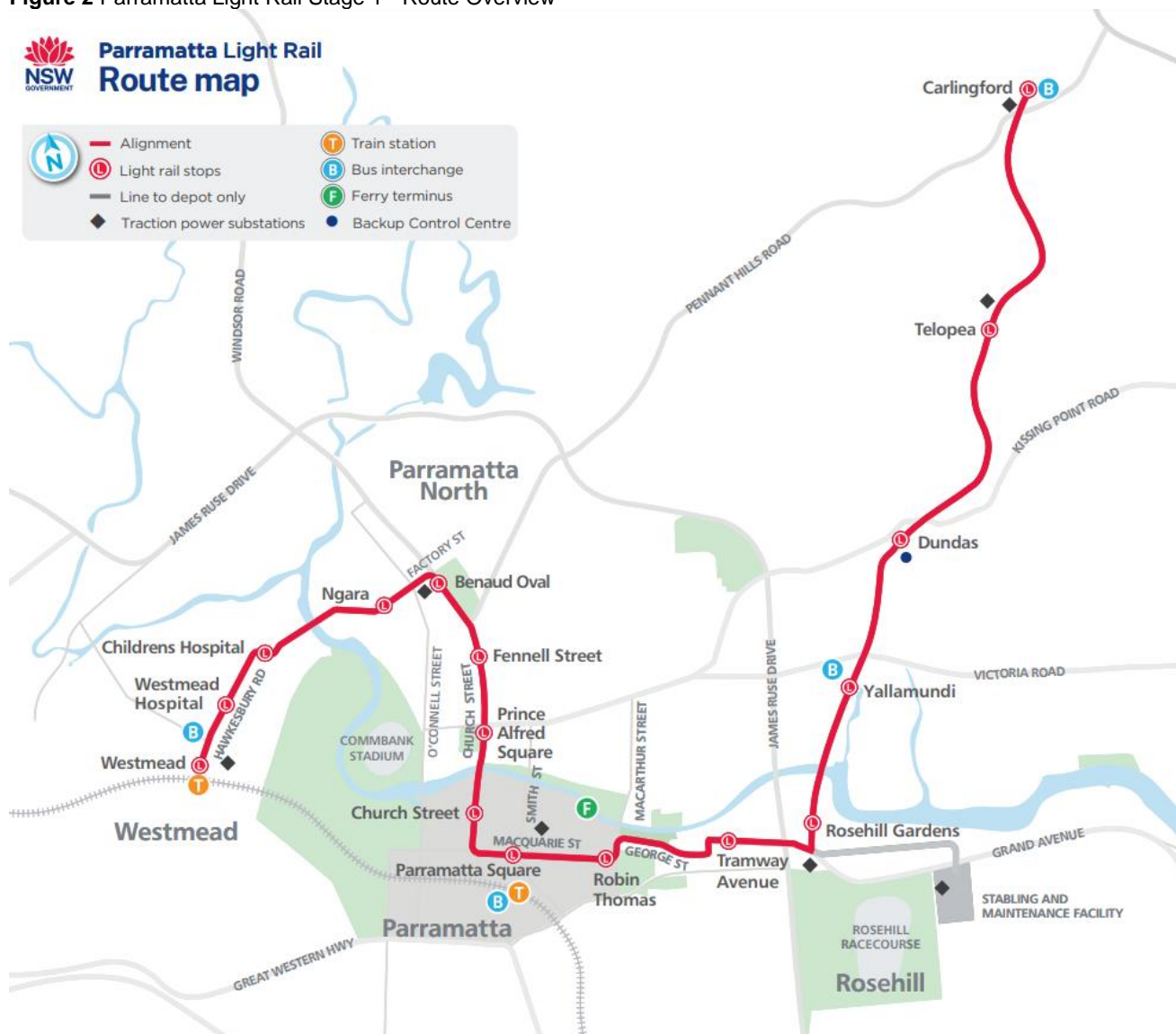
On 30 May 2018, the NSW Government announced that Critical State Significant Infrastructure (CSSI) planning approval had been received for Stage 1 of the PLR project.

An overview of the PLR route is shown in Figure 2 below.

Key features of the Project include:

- A new dual track light rail network of approximately twelve (12) kilometres in length, including approximately seven (7) kilometres within the existing road corridor and approximately five (5) kilometres within the existing Carlingford Line and Sandown Line, replacing current heavy rail services
- Sixteen (16) stops that are fully accessible and integrated into the urban environment, including a terminus stop at each end of Westmead and Carlingford
- High frequency 'turn-up-and-go' services operating seven days a week from 5am to 1am
- Weekday services operating approximately every 7.5 minutes in peak periods
- Modern and comfortable air-conditioned light rail vehicles, nominally 45 metres long and driver-operated, each carrying up to 300 passengers
- Intermodal interchanges with existing public transport services at Westmead terminus, Parramatta CBD and the Carlingford terminus
- Creation of two light rail and pedestrian zones (no general vehicle access) within the Parramatta CBD along Church Street (generally between Market Street and Macquarie Street) and along Macquarie Street (generally between Horwood Place and Smith Street)
- A Stabling and Maintenance (SaM) Facility located in Camellia for light rail vehicles to be stabled, cleaned and maintained
- New bridge structures along the alignment including over James Ruse Drive and Clay Cliff Creek, Parramatta River (near the Cumberland Hospital), Kissing Point Road and Vineyard Creek, Rydalmere
- Alterations to the existing road network include line marking, additional traffic lanes and turning lanes, new traffic signals, and changes to traffic flows
- Relocation and protection of existing utilities.

Figure 2 Parramatta Light Rail Stage 1 - Route Overview



Project benefits

Parramatta Light Rail will revitalise the region and connect the community with great places so that people can explore all the region has to offer, from tourist attractions to education centres, businesses and retail hubs.

The project will support the Greater Sydney Commission's vision for the Greater Parramatta Olympic Peninsula (GPOP) priority growth area.

By 2036, more than half of all Sydneysiders will live in Western Sydney, and the population of the Parramatta Local Government Area will undergo extraordinary growth from 240,000 residents in 2016 to more than 415,000 by 2036.

There is also significant employment growth in Greater Parramatta, increasing from 96,000 jobs to around 160,000 by 2036.

Overall, the project will bring the following benefits to the community and economy:

- City-shaping: reduced urban sprawl, improved housing affordability and reduced socio- economic disadvantage
- Place-making: improved amenity for customers and residents, improved cycling and pedestrian environments and health benefits from increased active transport
- Productivity: reduced transport and logistics costs for businesses, assisting in a transition to a knowledge economy and increased agglomeration benefits from knowledge transfer
- Transport: travel-time savings, reduced crowding, reliability improvements and reduced future road congestion

Table 3-1 refers to the Parramatta Light Rail project timeline and key project milestones.

Table 3-1: Project timeline – Strategic Planning and Construction Key Milestones

Year	Assessment
2012	Strategic Planning The NSW Long Term Transport Master Plan and Sydney's Light Rail Future identified the need to collaborate with City of Parramatta to identify a transport network that serves the future growth of Parramatta.
2013	The Western Sydney Light Rail Feasibility Study is completed by City of Parramatta, which considered 15 strategic corridors. Two preferred routes for the first stage of the network identified: Parramatta to Castle Hill and Parramatta to Macquarie Park.
2014	Corridor Options The NSW Government completes the Parramatta Transport Corridor Strategy, which considered 13 potential routes across nine corridors. In late 2014, four shortlisted corridors with a common Parramatta CBD route are identified and carried forward for further analysis. Key destinations of the fewer shortlisted options included Castle Hill, Macquarie Park, Blacktown and Smithfield.
2015	In December 2015, a preferred network for the corridor is announced by the NSW Government following a multi-criteria analysis of the four shortlisted options in the Strategic Business Case. The preferred network included key destinations such as Westmead, Carlingford and Strathfield.
2016	Alignment Options: Transport for NSW commenced further investigations to inform the preferred route alignment for PLR. Of the 14 possible options in consultation with key stakeholders, nine options are shortlisted and carried further for further analysis.
2017	The NSW Government announced in February its preferred alignment for PLR from Westmead to Carlingford via Parramatta CBD. The preferred route for Stage 2 extending to Sydney Olympic Park is announced in October 2017.
2018	In May 2018 the NSW Government granted Critical State Significant Infrastructure planning approval for the Parramatta Light Rail project (Stage 1). Contracts were awarded to delivery partners: Ventia Pty Ltd (Early Works), Diona Ward Joint Venture (Enabling Works), Parramatta Connect (Infrastructure Works), and Great River City Light Rail (Supply, Operate and Maintain). Early Works at the Stabling and Maintenance Facility, Camellia commenced in August.
2019	Parramatta Connect site investigation works along the alignment commenced in March 2019. Hawkesbury Road widening works commenced in June.

Year	Assessment
2020	January - T6 line closed to heavy rail to commence construction of the light rail. June – Major construction commences in Parramatta CBD. July – Road Enabling Works and Hawkesbury Road Widening works complete. July – Major construction commences in Westmead
2021	May – Bidgee Bidgee Bridge lifted into place over James Ruse Drive December – Commencement of major construction of the Stabling and Maintenance Facility at Camellia
2022	February – Work begins to lay green track on a light rail project April – All track work complete across the alignment June – work to install first light rail stop (Church Street) commences
2023	Testing and commissioning of the Light Rail Vehicles (LRVs)
2024	Completion of major works

4 Stakeholders and community

4.1 Definition

For the purposes of the project, a stakeholder is anybody or group that either currently, or in the future:

- Has an influence on the project (including its processes and outcomes)
- Has an interest in the project
- Is directly impacted by the project.

Stakeholders include local businesses, government agencies, special interest groups, political representatives, community groups, educational institutions and any other organisations that have some level of interface with the project.

A third party is a stakeholder that has entered into a Third Party Agreement with PLR to assist in the delivery of coordinated outcomes relevant to that stakeholder.

See Appendix B for details of identified PLR stakeholders.

4.2 Stakeholder categories

Stakeholders have been divided into the following categories and sub-categories:

- Key stakeholders (local council, organisations that manage key venues and destinations, other government agencies, NGOs, business representative groups and influencers)
- Businesses
- Community organisations (e.g. clubs, places of worship, schools and universities).

4.3 Community

The project will engage with local residents, resident representative groups, and transport network users across the corridor to ensure that they are aware of project developments, how the project will affect them and that they can have their say as appropriate on any plans.

The following maps (Figures 3 to 10) taken from the Environmental Impact Statement (EIS) identify sensitive residential receivers more likely to be affected by construction noise. Other amenity impacts, such as dust and visual impact, are also based on proximity to construction areas, therefore these maps give an indication of a range of these impacts.

During construction planning for each relevant stage of the Parramatta Light Rail, a more detailed understanding of likely construction impacts will be developed, with corresponding mitigation measures. Further, ground truthing (such as door knocking, street based observation etc.) will be undertaken to confirm receiver types and particular sensitivities and incorporated into the package-specific Community Engagement Plans.

Figure 3 Highly noise affected residents - Westmead precinct

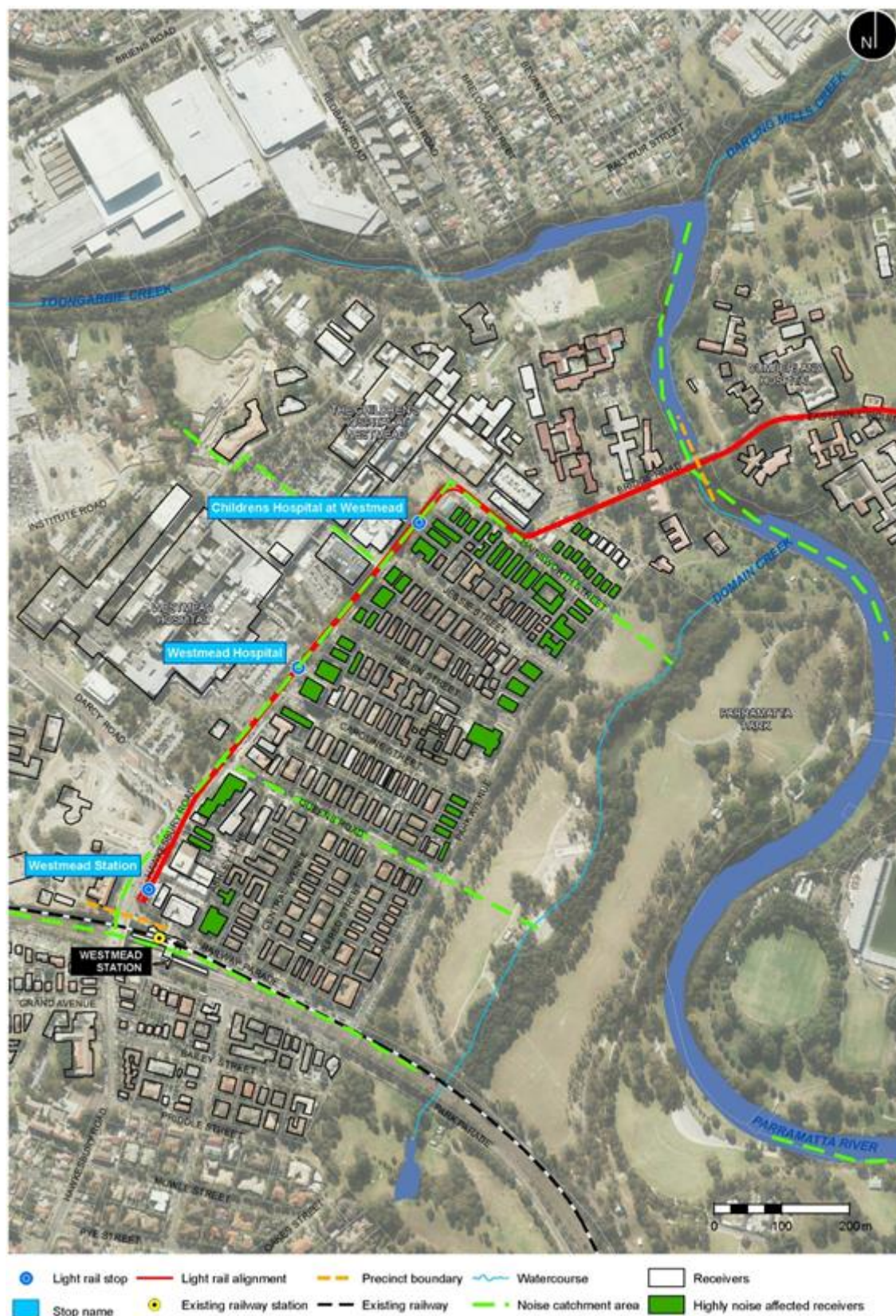


Figure 4: Highly noise affected residential receivers - Parramatta North precinct

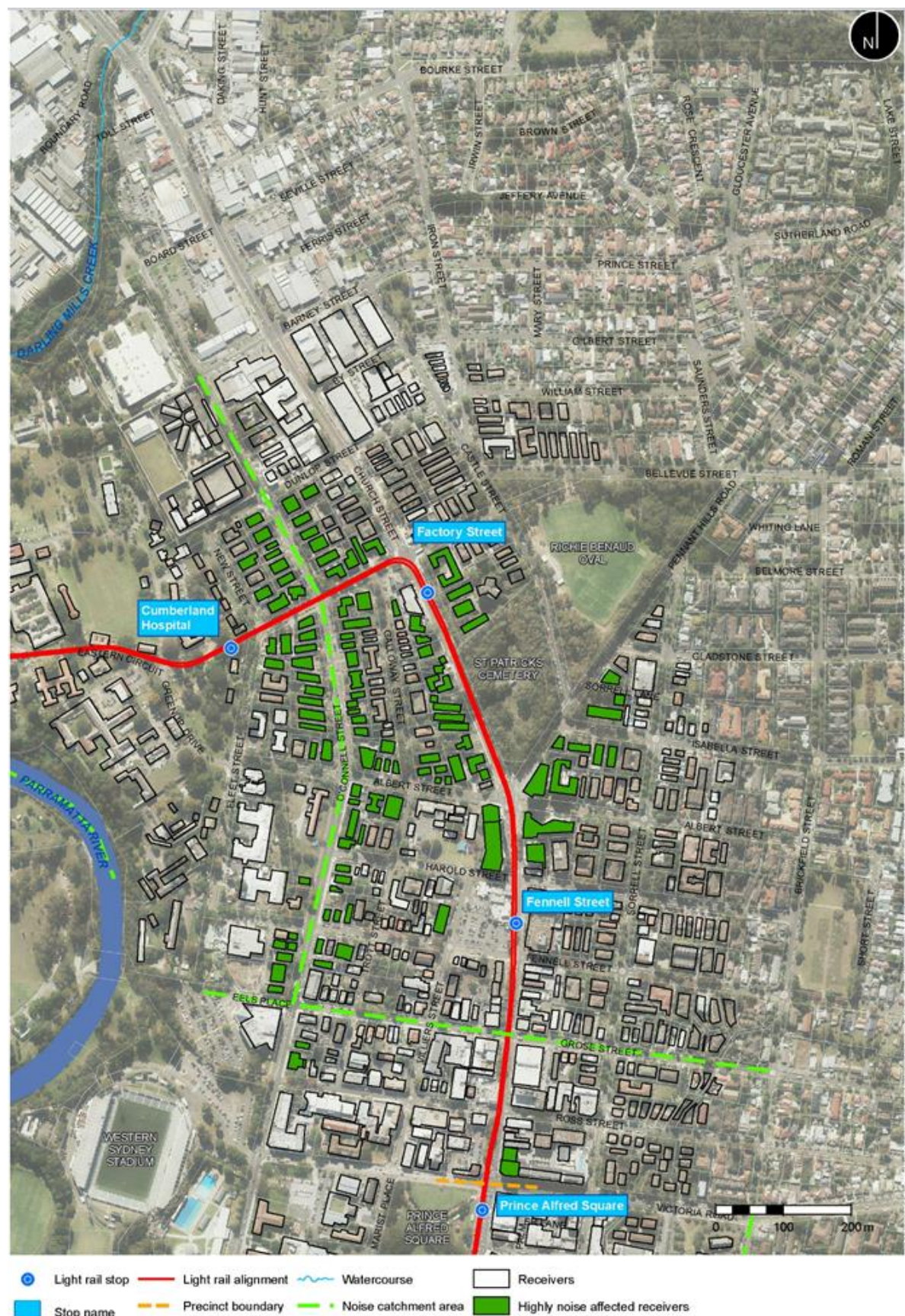


Figure 5: Highly noise affected residential receivers - Parramatta CBD precinct

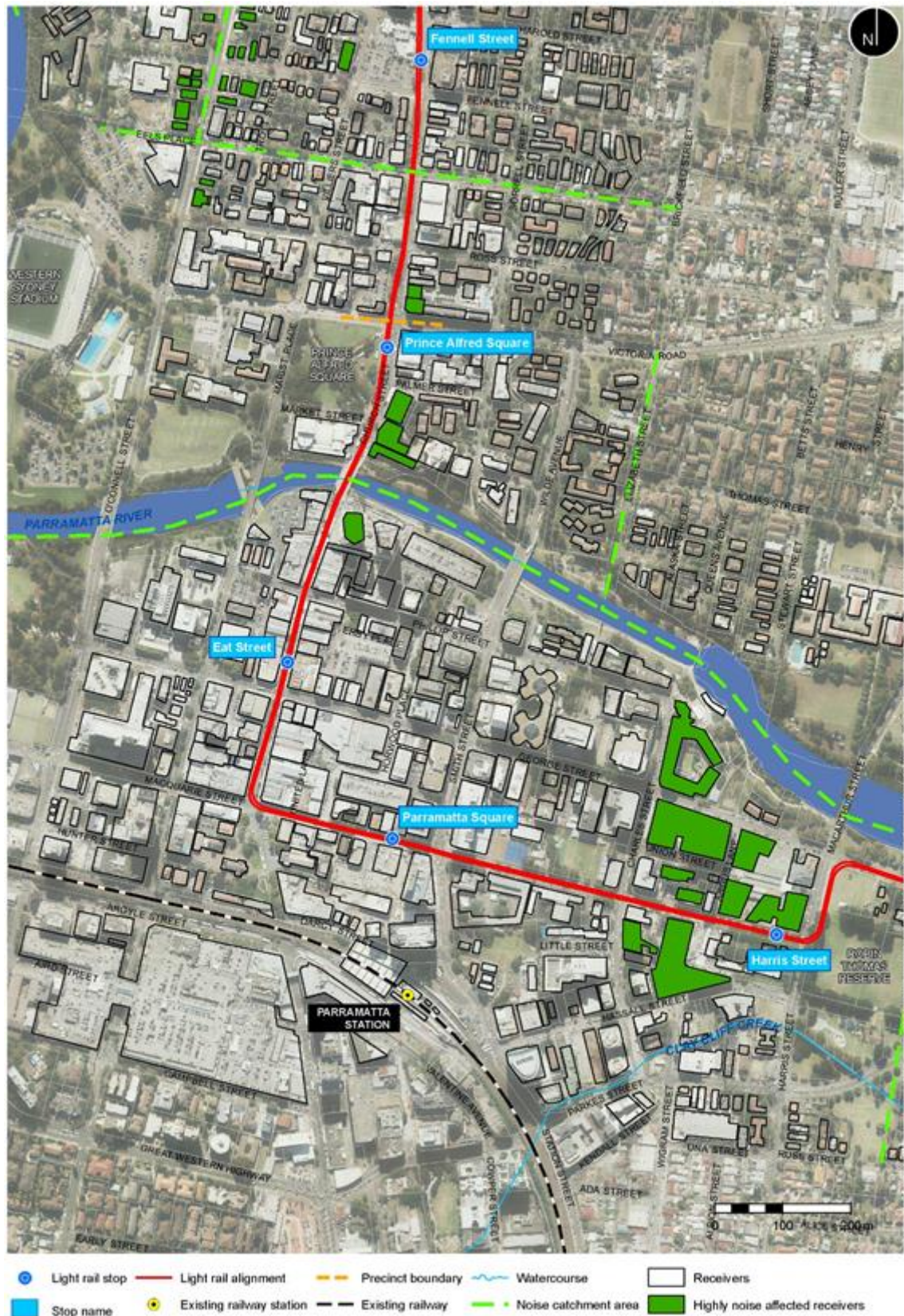


Figure 6: Highly noise affected residential receivers - Parramatta CBD

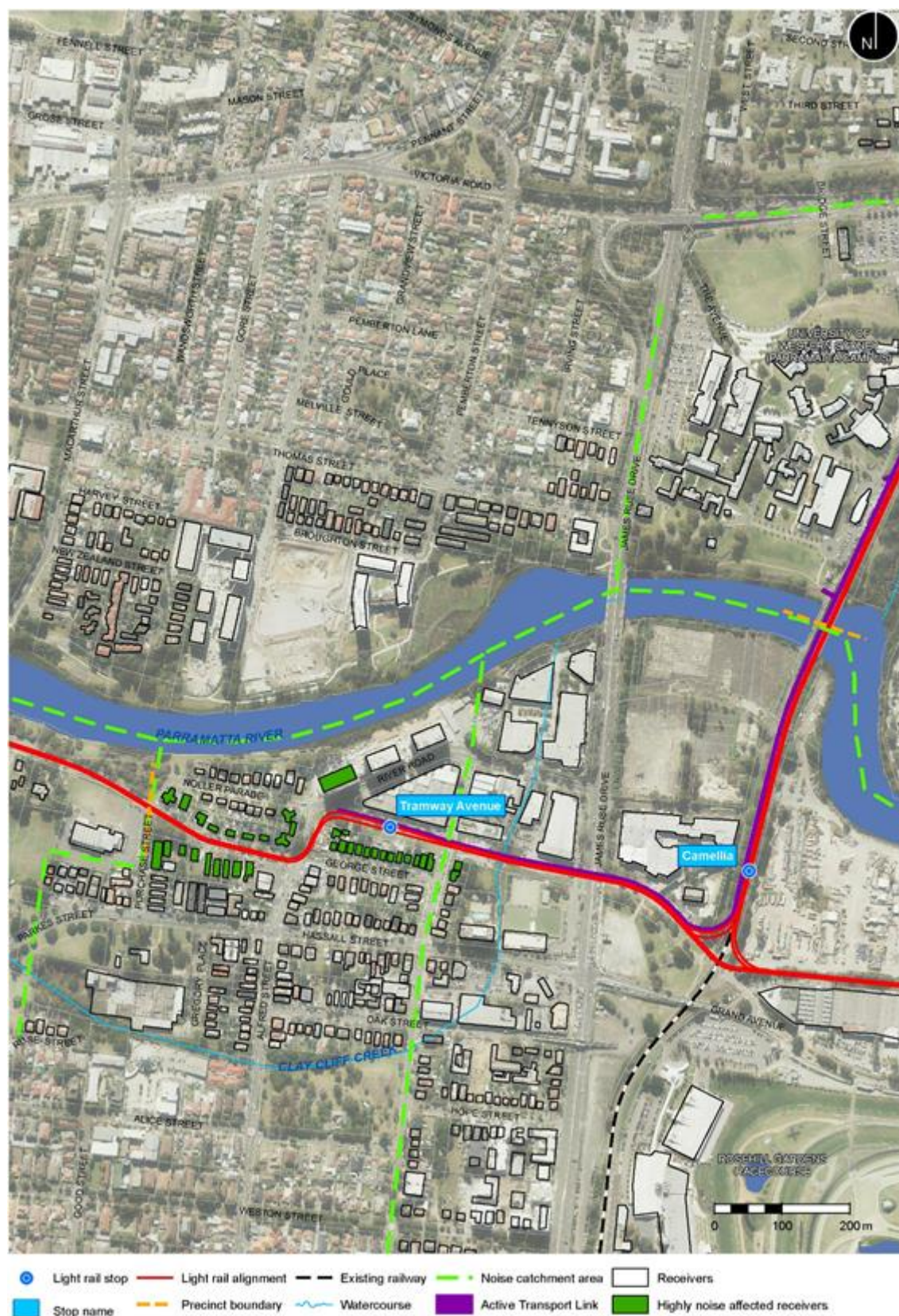


Figure 7: Highly noise affected residential receivers - Rosehill and Camellia precinct

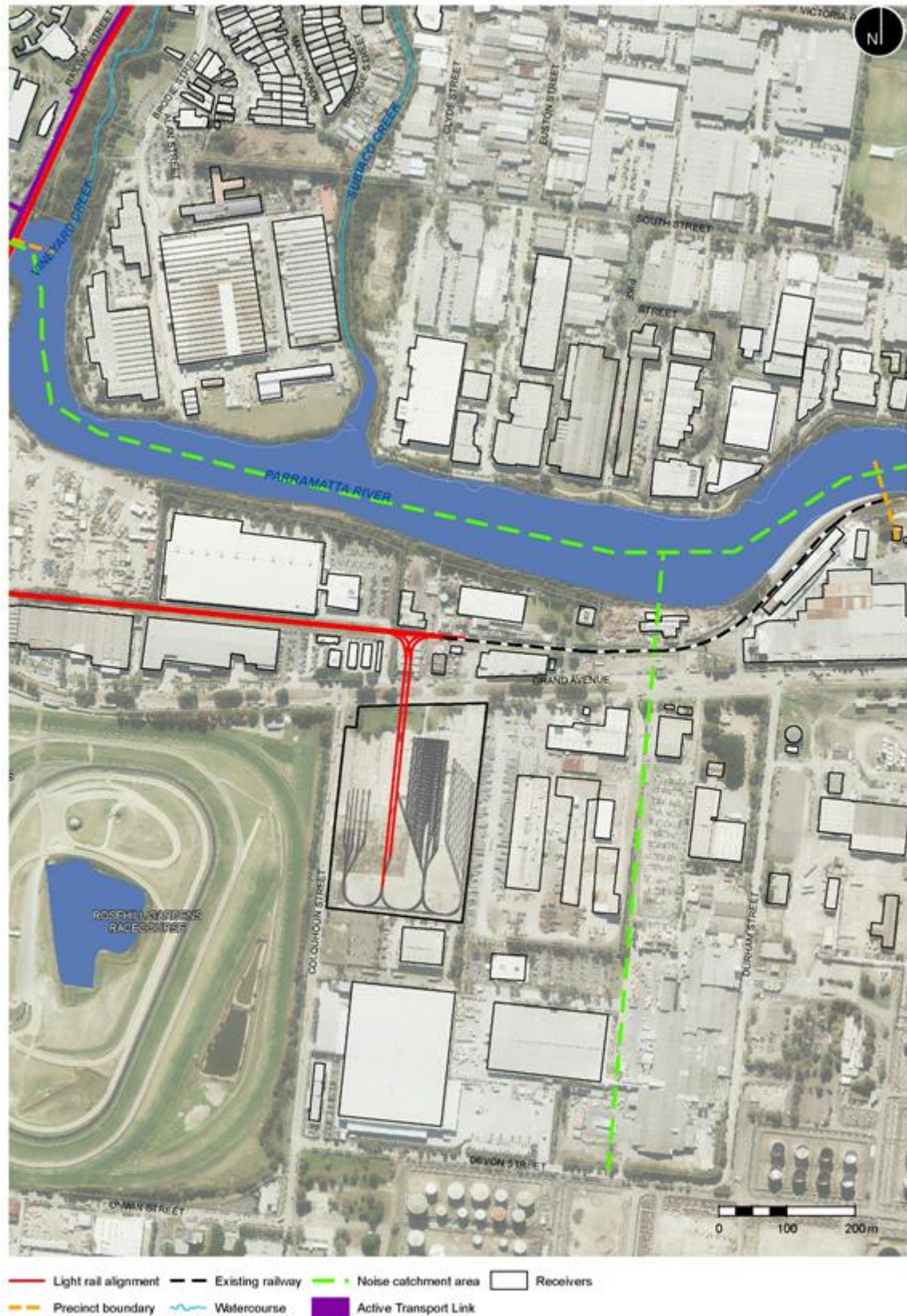


Figure 8: Highly noise affected receivers - Rosehill and Camellia precinct

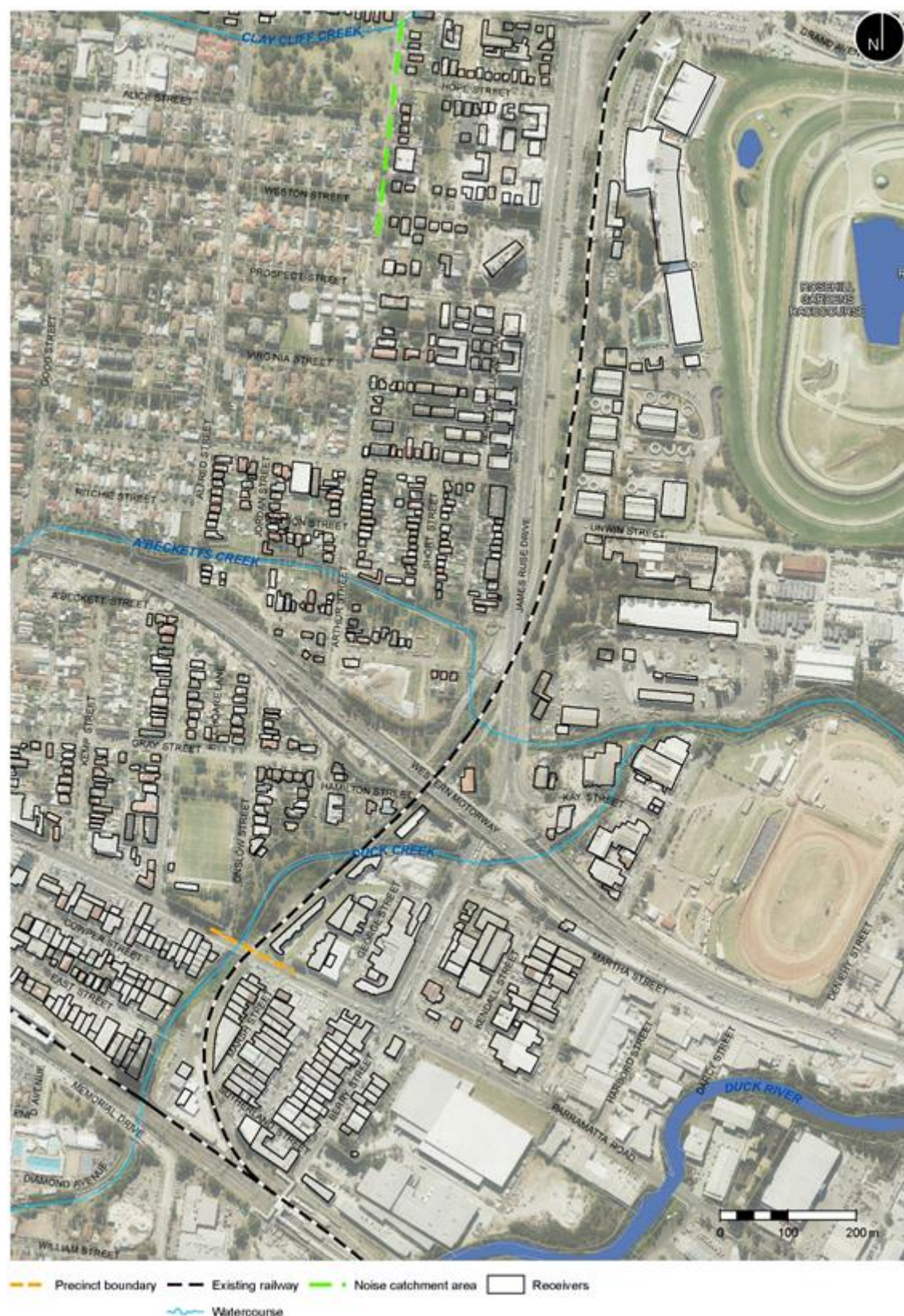
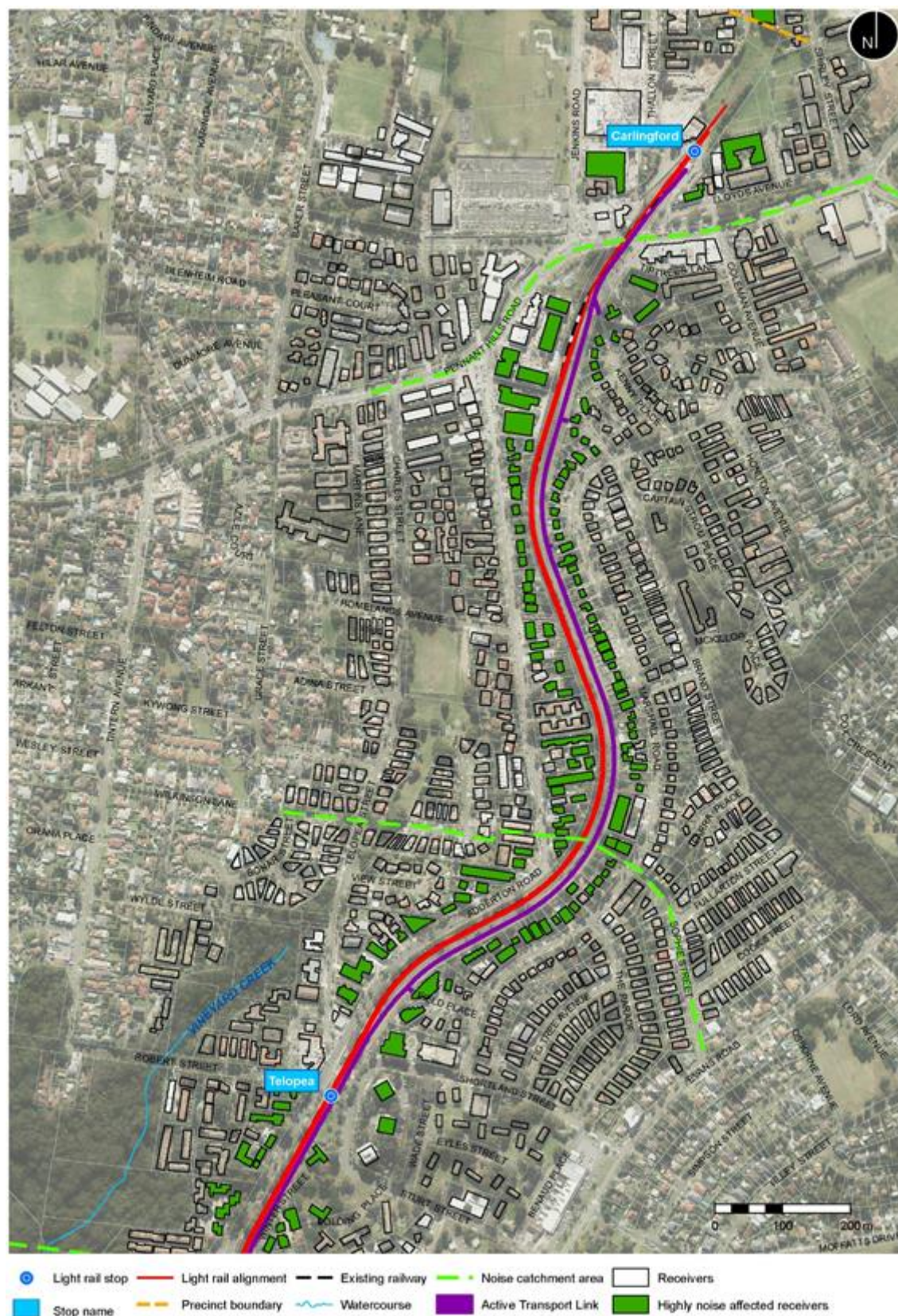


Figure 9: Highly noise affected residential receivers - Carlingford precinct



Figure 10: Highly noise affected receivers - Carlingford precinct



5 Engagement approach

As a transport mode that sits within an urban context, light rail inevitably impacts, benefits and is shaped by the communities and precincts it passes through. Development of many of the areas that will be served by PLR is being managed by third parties. Engagement with these third parties, and with communities affected by and benefiting from light rail, is a critical aspect to the development of the project.

5.1 Engagement principles

The principles that guide community and stakeholder engagement on the Project include:

We know our communities and understand our stakeholders

We have undertaken a thorough analysis and mapping of local communities to identify organisations, businesses and individuals who are potentially interested in, or impacted by the Project, and who have a potential influence over it. We have asked them how they want to be engaged and we listen to their ideas, views and concerns. We have become part of the community by establishing a local project office and seeking out partnerships with local authorities that may also be delivering projects in the area. We will continue to do this throughout the construction period.

We provide direct access to the project team at the right level

We have appointed a team of dedicated Place Managers who are working with our communities to provide a local, single point of contact and be a source of information. PLR Place Managers are responsible for engaging with individuals and community organisations to ensure that identified issues are raised, discussed and circulated within the Project team for feedback and action. They also work with the community to identify, mitigate and manage potential roadblocks and risks. The Place Managers work with businesses to identify their needs and ensure their views are brought to the decision-making table during design, construction and operation.

We meet our stakeholders as often as needed

We hold regular meetings with our key stakeholders and third parties as required. We ensure these meetings are well structured to ensure transparent and open discussion. On occasion, we may need to bring different stakeholder organisations together to work through and resolve issues that require numerous inputs. We have a number of relationship managers responsible for developing and maintaining collaborative relationships between the PLR team and key stakeholders.

We strive to be open and transparent in our decision making

We seek the input of our stakeholders (as appropriate) before critical decisions are made. We aim to provide full explanations of our decisions and be open and honest when we cannot adopt a stakeholder's suggestion or deliver their specific desired outcomes.

We have strong processes for recording and circulating stakeholder feedback

This ensures that all feedback is captured and fully considered during project development. It also assists with reporting back to stakeholders to show where their views did or did not influence the Project and the reasons why.

5.2 Benefits of engagement

Community and stakeholder engagement on PLR is needed for the following reasons:

Benchmarking demonstrates the benefits of early community engagement

The PLR project team has undertaken a detailed benchmarking exercise of other major infrastructure projects including Sydney Metro, Sydney CBD and South East Light Rail and Gold Coast Rapid Transit. This has demonstrated the benefits of undertaking early and ongoing community engagement.

Engagement informs place making and helps design an attractive transport service

Light Rail has the potential to enhance public areas and contribute to the creation of attractive places for people to visit, live and work. People and businesses along the light rail corridor will know the area and as such, they have ideas and thoughts on how light rail could contribute to the enhancement and amenity of their precincts and neighbourhoods.

Engagement helps understanding of, and support for, Parramatta Light Rail

As a high-profile project, of great significance to Parramatta and Western Sydney, the Project will be scrutinised. A perceived lack of community involvement in, or understanding of the Project could undermine public support and create opposition. Conversely, our research has shown that the more people learn about Parramatta Light Rail, the more they are in favour of the Project – demonstrating that the Project is considered to represent positive outcomes for the community.

Engagement identifies potential impacts that could arise during project delivery


Constructing light rail through an established urban environment – including a busy CBD – will mean disruption and, if this is not managed, it could impede the Project's development and delivery and undermine support. Engaging businesses, property owners, residents and other relevant stakeholders about the PLR alignment, likely construction impacts, traffic/pedestrian/cyclist impacts and construction staging, helps to identify specific or unknown issues and works towards mitigation or resolution.

5.3 Alignment with IAP2 public participation spectrum

The PLR project team has used the International Association for Public Participation (IAP2) spectrum of public participation to decide how to work with project stakeholders. The IAP2 elements are shown in Figure 11 below.

'Consultation' for the purposes of this plan is defined as any element of public participation, or combination of elements, outlined in Figure 11 below.

Figure 11: IAP2 Public Participation Spectrum

INCREASING IMPACT ON THE DECISION 					
	INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To provide the public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public
PROMISES TO THE PUBLIC	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. We will seek your feedback on drafts and proposals.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will work together with you to formulate solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

5.4 What we are engaging on

Based on the above analysis, post Environmental Impact Statement (EIS), some key stakeholders and the community were presented with the opportunity to influence the areas outlined in Table 5-1. Table 5-2 broadly outlines how the different stakeholder groups will be engaged. A further breakdown of the level of consultation with stakeholders within these broad groups is at Appendix B.

Where the Conditions of Approval require it, certain local government and other government agencies will be consulted or asked for comment. When consultation on management plans or other documents is required, this will be done in accordance with Condition A5.

Table 5-1: How stakeholders and the community can influence

Issue	What stakeholders and the community can influence
Design	<p>Collaborative engagement process on urban design and place making to provide stakeholders and the community with an influence over:</p> <ul style="list-style-type: none"> • Landscaping • Street furniture • Links to walking and cycling routes • Public art <p>Getting to the PLR network, including input on pick up and drop off, park 'n ride, bus feeder services, walking and cycling routes.</p> <p>The Project also works closely with the local council, with which there is an existing Development Agreement. Community input is considered within the parameters of this agreement. Refer to Table 5-3.</p>
Business activation	Engage with businesses and stakeholders including City of Parramatta Council and Parramatta Chamber on activities and events that will bring people into the Parramatta CBD and surrounding areas.
Construction coordination	Stakeholder and community feedback on construction impacts inform the development of the delivery timeline and methodology. Community members will be made aware of construction activities so that they can make appropriate plans.
Travel demand management	Stakeholder and community input will be required to implement travel demand management programs to minimise car use during construction.
Legacy programs	Involvement of stakeholders in projects related to light rail that will bring lasting benefits to local communities.

Table 5-2: How different stakeholder groups will be engaged

Stakeholder Group	Design	Business activation	Construction coordination	Travel demand management	Legacy programs
Local Government	Col	Col	Col	Col	Col
Venues/Government Departments and Agencies	Col	Inf	Col	Col	Col
Other government	Inf	Inf	Col	Inf	Inv
Non-Governmental Organisations	Inf	Inf	Inf	Inf	Inf
Highly impacted businesses (e.g. Eat Street)	Con	Col	Col	Con	Con
Businesses	Inf	Col	Inf	Col	Inf
Community	Con	Inf	Con	Inv	Inv

Key: Col= collaborate Inf = inform Con = consult Inv = involve

Table 5-3 Parramatta Light Rail – Stakeholder Engagement Mechanisms

Mechanism/ Stakeholder	Advisory Group	Business Reference Group	Design Review Panel	Third Party Agreement/MoU	Meetings	Design Review Sessions/technical workshops	Consultation	Notification	Community Forums / Focus Groups
City of Parramatta Council	✓	✓	✓	✓	✓	✓	✓		
DPC- Heritage			✓	✓	✓	✓	✓		
Parramatta Gaol & <u>Deerubbin</u> Local Aboriginal Land Council			✓		✓	✓	✓	✓	✓
Aboriginal Focus Group					✓		✓		✓
Parramatta Park & Western Sydney Park Trust			✓		✓		✓		
District Historical Society					✓				
Health NSW	✓				✓				
University of Western Sydney	✓			✓	✓				
INSW					✓				
Land and Housing Corporation	✓			✓	✓				
Arthur Phillip High School					✓		✓		

6 Engagement program

6.1 Overview

Community and stakeholder engagement for the PLR Project is being staged from the development phase, through to operation. This Plan relates to Phases 5, 6 and 7 (refer to Table 6-1).

Table 6-1: Engagement program

Phase	Timing	Engagement objectives
Phase 1: Listening	October 2015 to February 2017 (completed)	<ul style="list-style-type: none"> To provide more information to stakeholders and the community on the preferred network announced in December 2015. To start a conversation with stakeholders and the community (centred on the strategic narrative) that outlines the potential for light rail to support and shape growth in a way that benefits new and existing communities. To seek feedback on the outcomes that communities and stakeholders would like light rail to deliver and feed these in to ongoing project definition. To identify concerns about light rail construction and potential mitigation.
Phase 2: Preferred route announcement	February - May 2017 (completed)	<ul style="list-style-type: none"> To announce the preferred light rail route. To provide a robust justification for why options were discounted. To begin consultation with potentially impacted property owners. To involve key stakeholders (delivery partners) in Project design.
Phase 3 Pre-Environment Impact Statement (EIS) consultation Legacy and impact mitigation Third party agreements (pre-EIS)	January – July 2017 (completed)	<ul style="list-style-type: none"> To identify with key stakeholders, issues and concerns about light rail construction and potential mitigation. To identify initiatives that will leave a long-term legacy e.g.: urban design, schools program and public art. To continue consultation with potentially impacted property owners. Develop term sheets and full third-party agreements with key stakeholders.

Phase	Timing	Engagement objectives
Phase 4 EIS public display	August - October 2017 (completed)	<ul style="list-style-type: none"> • One on one consultation with stakeholders to inform their EIS submissions. • Statutory community consultation on EIS and submissions sought (including with businesses). • To provide display material and access to the EIS to the public in order to provide the community, stakeholders and agencies with an outline of expected environmental and social impacts and proposed management and mitigation measures. • Commence PLR Advisory Group and start attending City of Parramatta Council Advisory Group.
Phase 5 Submissions Report and Preferred Infrastructure Report (SPIR) release Pre-construction and early/enabling works	Late 2017-2019 (completed)	<ul style="list-style-type: none"> • Finalise third-party agreements with key stakeholders. • Educate community about the impacts and benefits of the Project. • Consultation about impacts of off-corridor works with impacted residents and businesses. • Commence business support including planning for disruption and what construction means for small businesses. • SPIR release includes response to submissions received on the EIS. • Roll out Business Activation program. • Ongoing consultation during early and enabling works. • Ongoing detailed design considerations with key stakeholders. • Identification and implementation of 'legacy projects' with key stakeholders (including workforce development, public arts, education). • CEPs to be developed and implemented by the contractors in collaboration with the Project.
Phase 6 Construction	2019 - 2023	<ul style="list-style-type: none"> • Travel demand management • Continue business support and business activation program. • Regular community updates about construction and impacts. • Ongoing education about and promotion of anticipated program benefits. • Implementation of 'legacy projects'. • Consultation on construction program preferences and developing Business/Community Agreements, where relevant.

Phase	Timing	Engagement objectives
Phase 7 Operations	From 2023 (ahead of operations in 2024) – 2025 (first year of operations)	<ul style="list-style-type: none"> Education of potential users about light rail and associated impacts (e.g. traffic and parking, how to use light rail).

6.2 Key messages

Key messages will provide the foundation for all communications activities and seek to convey the needs, benefits and outcomes associated with the project. Messages will be tailored and will be continuously reviewed and updated throughout the life of the Project to ensure relevance and accuracy. The key messages include:

- The Parramatta Light Rail forms part of the NSW Government's largest transport infrastructure program in Australia with \$57.5 billion of investment over the next four years.
- Parramatta Light Rail will connect great places, revitalise communities and transform the way people move around Western Sydney.
- By 2026, around 28,000 people will use the Parramatta Light Rail every day.
- Parramatta Light Rail will provide high-frequency 'turn-up-and-go' light rail services seven days a week, departing approximately every 7.5 minutes in peak periods.
- Construction commenced on the Parramatta Light Rail in 2018, with services to start in 2024.
- The new light rail network will span 12 kilometres, with 16 stops, connecting destinations, jobs and communities.
- By 2026, an estimated 130,000 people will be living within walking distance of Parramatta Light Rail stops.

Public transport

- Parramatta Light Rail will provide an attractive transport choice for local residents and visitors alike with modern, comfortable, air-conditioned, driver-operated light rail vehicles.
- This important addition to the existing public transport network will connect customers to major rail and bus interchanges at Westmead, Parramatta CBD and Carlingford, and ferries at Parramatta.
- Transport for NSW will deliver convenient active transport links as part of the Parramatta Light Rail project, including cycling paths and walkways along sections of the route.
- Parramatta Light Rail will reduce the need for people to travel by car around Parramatta CBD and the Greater Parramatta region, taking the equivalent of 25,000 cars off the road by 2041.
- Parramatta Light Rail will integrate into the existing Opal ticketing system and contactless credit card payment, providing a seamless journey for customers.

Business support

- Light rail on Church Street and Macquarie Street in Parramatta will create an exciting, vibrant pedestrian-friendly entertainment and restaurant precinct, connecting the river with Parramatta city's commercial centre.
- The Parramatta Light Rail will transport around 16,000 customers to the Church Street light rail stop each day.
- The NSW Government is committed to developing activities and events that will attract people into the Parramatta CBD and across the wider area during construction of the Parramatta Light Rail.

- Transport for NSW recognises the importance of supporting and managing impacts on business during construction. The team works closely with businesses to ensure they have the information and support they need.
- Dedicated Place Managers work directly with business owners to provide information and updates on the project, answer any questions and ensure issues are identified early and solutions developed.
- Transport for NSW has engaged business advisory service Realise Business to provide free one-on-one business support services during light rail construction, where requested.
- A Parramatta Light Rail Business Reference Group has been established, to give local business owners along the alignment a voice in the Project.

Economy

- The Project supports the development of Parramatta as Sydney's second CBD and will be a catalyst for further growth:
- Parramatta leads the nation with the highest number of housing completions and is at the centre of an economic boom, with around 40 developments currently approved or under construction across the Parramatta CBD (Source: Deloitte inaugural Parramatta Crane Survey Dec 2017).
- More than half of all new jobs in Sydney are predicted to be created in Western Sydney by 2031.
- Parramatta Light Rail will also support the significant jobs growth underway in Greater Parramatta, increasing from 96,000 jobs to around 160,000 by 2036 (Source: Greater Sydney Commission, 2016).
- The project is expected to generate about 5,000 direct and indirect jobs.
- The population of Parramatta LGA will grow almost by half over the next 20 years from 260,951 to 390,302 people in 2041 (Source: Department of Planning portal 2022).

Construction

- Building this project in the heart of Parramatta CBD involves significant challenges, and we will deliver this in the most efficient way possible to minimise disruptions and keep the city moving.
- Construction will take place in stages to minimise disruption to residents, businesses and commuters.
- Lessons learned from previous projects have informed construction planning to minimise disruption to businesses and the community.
- Regular information will be provided to businesses and properties during construction and operation of light rail so that any issues are identified quickly, and solutions implemented.

6.3 Key opportunities

Key opportunities include:

- Providing early public transport and amenity benefits as these are introduced.
- Keeping the community and stakeholders informed of the successful project milestones to develop confidence in the Project.
- Providing clear information with personalised and flexible consultation on issues
- Delivery that is considerate of community preferences.
- Promoting the reputation of light rail as a modern, progressive and sustainable mode that contributes to urban amenity.
- Testing and reporting on improvements for public transport customers at the completion of the Project to build confidence in public transport.
- Community outreach to create a sense of ownership through public art and education programs.
- Promote the history of Parramatta through any archaeological finds, including through exhibitions.
- Examples of stories include:

- Award of major contracts
- Environmental Impact Statement exhibition and submissions report
- Project planning approval
- Light rail rolling stock arrival
- Community initiatives and activities
- Business support programs
- Public art activities or works
- Local employment and apprentices
- Archaeological finds.

7 Key issues

This Strategy has been developed for engagement across the project phases of pre-construction, construction and commencement of operations and includes key issues and impacts during this progression. It will be updated as the project progresses and more information about issues becomes available, through package-specific Community Engagement Plans.

Through each engagement phase with stakeholders and the community, PLR has identified a range of issues and concerns in relation to the pre-construction, construction and operation phase of the project.

Table 7-1 is a summary of the key issues identified and the strategies and tools to manage their impacts. An additional breakdown of issues by stakeholders and issues is at Appendix B.

Table 7-1: Summary of key issues identified and their management strategy

Issue	Potential Impacts	Management Strategy
Pre-Construction		
Access to properties for surveys prior to construction	Identification of property owners not possible Damage to property Access to property not provided by owners	<ul style="list-style-type: none"> • Separate property condition survey communications procedure prepared by Contractors. • Induction for all staff about communication requirements and protocols. • Documented and signed property access agreements. • Close cooperation with property owners and clear explanation of what to expect during the surveys. • Preparation of Condition Surveys.
Geotechnical and utility investigations and surveying	Noise Vibration Work at night	<ul style="list-style-type: none"> • Early notification of work. • Induction of staff doing the work. • Property access agreements to be signed prior to accessing private properties. • Noise and vibration minimisation measures in place.

Construction Phase		
Noise and Vibration	<p>Noise and/or vibration caused by:</p> <ul style="list-style-type: none"> • Intrusive construction activities such as saw-cutting • Reversing beepers • Night work • Increased construction traffic and heavy vehicle movements • Use of site compounds • Ground-borne noise and vibration • Proximity to mental health facilities. 	<ul style="list-style-type: none"> • Explain to residents and businesses how noise will be managed and how complaints will be resolved. • Preparation of a Construction Vibration and Noise Management Plan (CNVMP) for each project package which identifies mitigation and management measures for the relevant works with reference to the NSW Interim Construction Noise Guideline (ICNG) and Transport for NSW Construction Noise and Vibration Strategy (CNVS). • Consultation with sensitive receivers will be addressed as part of the Construction Noise and Vibration Impact Statements (CNVIS) prepared for each major construction activity. Each CNVIS would be prepared to implement the CNVMP at a localised level, by identifying receivers, impacts and appropriate mitigation for each construction site. • Ongoing consultation with stakeholders including places of worship, childcare centres, education institutions and noise and vibration-sensitive businesses and critical working areas (such as theatres, laboratories, operating theatres, mental health services and accommodation) and hospitals to ensure any noisy works is timetabled outside of sensitive periods, or as agreed with affected institutions. • Limit out-of-hours works and offer respite periods/temporary relocations in accordance with environmental approvals. • Provide advance notice of noisy activity through emails, letterbox notifications, website information and resident meetings. • One-on-one meetings with those most impacted and responding to individual needs where necessary. • Effective and timely response to complaints and enquiries. • Ongoing noise monitoring during critical periods. • Schedule of upcoming work locations uploaded to the PLR website regularly.

Traffic and Transport Impacts	<p>Construction impacts to traffic and transport including:</p> <ul style="list-style-type: none"> • Disruptions, temporary detours, traffic switches during construction • Maintain vehicle access and minimise disruption to local residents and businesses • Permanent changes to roads and impacts on public transport • Increased construction traffic • Access for emergency services • Loss of parking • Spoil haulage • Cumulative network impacts 	<ul style="list-style-type: none"> • Provide up-to-date information to the community, including public transport customers and road users about changes to transport and traffic. • Advertisements in local papers and/or online • Regularly update information on the website, social media and through live traffic networks where possible. • Effective and timely responses to complaints and enquiries. • Provide advance notice of construction activity through emails, letterbox notifications, website information and meetings. • VMS signs. • Convey information early through procedures set out in the Traffic, Transport and Access Management Plan. • Coordination with council and government agencies to minimise cumulative network impacts. • List of upcoming road closures and traffic changes uploaded regularly to the PLR website.
--------------------------------------	--	---

<p>Property access and land use for residents and businesses</p>	<ul style="list-style-type: none"> • Disruption to access private property, businesses and community facilities • Impact to deliveries to/from businesses • Displacement of existing land use activities, dwellings and infrastructure • Access closures and alternative routes • Special event strategies • Changes to loading zones and other servicing and delivery requirements • Changes to taxi ranks and parking 	<ul style="list-style-type: none"> • Provide advance notice of construction activity through emails, letterbox notifications, website information and meetings. • Consultation with the surrounding businesses, the local community and key stakeholders including City of Parramatta Council, Western Sydney University, NSW Health, Infrastructure NSW, Greater Sydney Commission and other potentially impacted stakeholders prior to and throughout construction to advise them in advance of proposed works and any temporary access arrangements required. • One-on-one meetings with those most impacted and responding to individual needs where necessary. • Documented consultation with individual properties impacted by construction and/or operation of the Parramatta Light Rail to inform the preparation and implementation of Access Plans¹, including the maintenance of access to all properties unless otherwise agreed with the owner and occupier, and/or reinstatement of any access affected by the Project. • Consultation with emergency services and NSW Health, to always ensure emergency vehicle access to Westmead Hospital (along Hawkesbury Road) and between the two parts of the Cumberland Hospital site and are documented in an Access Plan. • Signage changes to access must have clear directions and be prominent. • Effective and timely responses to property owners and/or occupiers on issues, complaints or disputes regarding access arrangements. If disputes arise, procedures and mechanisms must be followed in accordance with Appendix A Complaints Management Procedure (Condition B2).
---	--	--

¹ The access plans must establish:

- (a) road and access closures and provision of alternative routes;
- (b) provision for pedestrian and cyclist access;
- (c) special event strategies;
- (d) provision of servicing and delivery requirements for loading zones and waste disposal;
- (e) access periods or alternative access arrangements for businesses, landowners or tenants affected by the CSSI;
- (f) strategies to maintain emergency and incident response access at all times;
- (g) potential future access strategies for the Westmead Hospital and Westmead Railway Station; and
- (h) access to taxi ranks and loading zones.

Impacts on businesses	<ul style="list-style-type: none"> • Businesses cannot get/make deliveries due to traffic disruptions • Impacts on usual business processes due to noise/dust/vibration • Access and visibility is impacted, impacting customers 	<ul style="list-style-type: none"> • Provide advance warning of upcoming construction schedule. • Involve businesses in close proximity in design/planning of work. • One-on-one meetings with those most impacted and responding to individual needs where necessary. • Place Managers who meet regularly with business owners across the alignment to provide information and ensure issues are identified early and solutions developed. • Adequate notification and consultation to ensure appropriate signage and access requirements. • Development of a business activation plan to provide a framework to support businesses and activate streets and key public places in the Parramatta CBD and across the wider area before and during construction and operation. • A business impact risk register would be developed to identify, rate and manage the specific construction impacts for individual businesses.
Air quality	<ul style="list-style-type: none"> • Dust and pollution from construction work involving earthworks 	<ul style="list-style-type: none"> • Regular public reporting and tracking of environmental performance • Effective and timely responses to complaints and enquiries.
Heritage	<ul style="list-style-type: none"> • Impacts to Aboriginal and non-Aboriginal heritage items, archaeology and areas 	<ul style="list-style-type: none"> • Preparation of management plans to identify and minimise potential impacts. • Consult with registered Aboriginal stakeholders to incorporate appropriate Aboriginal heritage interpretation into the design of the project. • Input of an independent heritage architect in the design of the Project and, for Lennox Bridge, a heritage engineer, qualified archaeologist and relevant stakeholders at key locations. • Provide up-to-date information to the community regarding heritage impacts and finds. • Establish a temporary heritage exhibition to present the findings of the archaeological works.
Trees and natural Environment	<ul style="list-style-type: none"> • Impacts to flora and fauna • Tree and vegetation removal • Distressed/displaced Grey-Headed Flying-Fox 	<ul style="list-style-type: none"> • Preparation of management plans to identify and minimise potential impacts. • Liaise with key stakeholders and local government prior to tree removal and tree planting. • Provide up-to-date information to the community regarding impacts on the natural environment. • Ensure stakeholders are aware of planned vegetation removal and that work will be in accordance with the approved Flora and Fauna Management Plan. • Involve local groups who have expressed an interest in being part of the process.

Lighting and visual impacts	<ul style="list-style-type: none"> Residents and businesses adjacent to the work being carried out 	<ul style="list-style-type: none"> Provide advance notice of night activity through emails, letterbox notifications, website information and/or meetings. One-on-one meetings with those most impacted and responding to individual needs where necessary. Effective and timely responses to complaints and enquiries.
Community, sporting events and facilities	<ul style="list-style-type: none"> Impacts to community events as a result of construction Impacts to public areas, open space and community and sporting facilities during construction Temporary loss of public parkland Changes to recreational facilities 	<ul style="list-style-type: none"> Provide advance notice of activities through emails, letterbox notifications, website information and/or meetings. One-on-one meetings with those most impacted and responding to individual needs where necessary. Effective and timely responses to complaints and enquiries. Responsiveness to needs where events and facilities may be impacted, including considered scheduling of works. Provide clear directions and prominent signage regarding changes to access or construction impacts.
Temporary changes to pedestrian access	<ul style="list-style-type: none"> Residents and visitors navigating their way through construction areas 	<ul style="list-style-type: none"> Provide clear directions and prominent signage regarding changes to access. Provide advance notice of activities through emails, letterbox notifications, website information, on-location signage and/or meetings. One-on-one meetings with those most impacted and responding to individual needs where necessary. Effective and timely responses to complaints and enquiries.
Local infrastructure and utilities	<ul style="list-style-type: none"> Coordination of works 	<ul style="list-style-type: none"> Third Party Agreements. Liaison with councils and utility providers. Liaison with other projects in the area. Consultation for suitable arrangements for access to and support of utilities and local infrastructure. Advise local residents and businesses affected before any planned disruption of service occurs.
Outside of project scope impacts		
Unprecedented circumstances due to force majeure (i.e. extraordinary event/circumstance beyond control such as global events or extreme weather)	<ul style="list-style-type: none"> Coordination of works, sufficient notification to community and stakeholders 	<p>Where there are circumstances outside of the project scope, and construction works can continue for the benefit of the community/stakeholders and/or the project, the communication and engagement process will be re-evaluated. The Director Parramatta (TfNSW) will determine what reasonable communications and engagement will be at the time. For example, use of digital engagement methods during the COVID-19 pandemic.</p>

Operational Commencement (<i>initial possible issues with operations</i>)		
Pedestrian and vehicle interaction with light rail	<ul style="list-style-type: none"> Unfamiliar with new transport mode 	<ul style="list-style-type: none"> Education of potential users about light rail and associated impacts (e.g. traffic and parking, how to use light rail).
Operational noise and vibration	<ul style="list-style-type: none"> Noise/vibration levels are greater than expected 	<ul style="list-style-type: none"> Validate expected levels of noise and vibration and consult on additional mitigation measures if required.

8 Structure

TfNSW is the overarching accountable group for coordination of community information and involvement. The TfNSW Parramatta Communication and Engagement Team supporting the project is led by the Director Parramatta. The team sits in the Central River City stream of the Community and Place Branch, Greater Sydney Division, TfNSW. The team works in close collaboration with the various contractor communication and engagement teams to meet project requirements and achieve communication and engagement goals.

The following positions hold key responsibilities for the engagement activities (Table 8-1).

Table 8-1: Key positions and responsibilities

Position	Responsibilities
PLR Project Director, TfNSW	High-level relationship management, ensuring alignment with broader project priorities.
Director Parramatta, TfNSW	Oversight and guidance of the stakeholder engagement and communications process and materials.
Senior Manager Communication and Public Affairs, TfNSW	Manage reputational risk and identify story opportunities by working closely with the Communications and Engagement Contract Manager to amplify the work of the contractor and project teams and ensure seamless delivery of public communications.
Senior Manager Engagement and Business Support, TfNSW	Provide input and advice in relation to engagement and required material.
Senior Advisor Communications and Public Affairs, TfNSW and Senior Social Media and Digital Officer, TfNSW	Manage online and social media and media enquiries, with the support of the contractor(s)' communication team leads.
Communications and Engagement Contract Manager, TfNSW	Develop communications collateral approval process with contractor stakeholder leads, attend meetings with stakeholders, manage the community notifications process and manage enquiries and complaints processes.
Manager Communication and Stakeholder Engagement, TfNSW	Provide input in relation to issues and potential issues of concern for local community and stakeholders and attend meetings with local stakeholders as required.
Contractors' Stakeholder Lead	Support the development and maintenance of ongoing relationships with stakeholders and the community and act as a key conduit for the flow of information to / from the Contractor's project team.
Contractors' Communications Lead	Support PLR with communications support, media and public affairs management as required.

Contractors will appoint suitably qualified and experienced communication and engagement personnel as outlined in the Contract Deed.

The effectiveness of this strategy also relies on the support of the wider project team, in particular the design, construction and environmental teams to ensure that the impacts on community and stakeholders are factored into decision making in order to minimise these impacts.

9 Communication tools

Given the scale of the Project and the unique characteristics of business precincts and communities along the route, a variety of engagement tools and techniques are essential to achieve the objectives of the engagement program. These tools include a project website, a 24-hour, seven days a week toll-free project information line, information brochures, fact sheets, maps and community information sessions.

Appendix C provides a list of tools that will be used throughout the life of the Project. Other tools may be used by the contractor delivery teams with the approval of PLR Communications and Engagement.

The procedures and mechanisms for communicating with stakeholders and the community, including a broad outline of the responsibilities between PLR and contractor engagement teams, are described in Section 10.

Communication tools (for example face-to-face engagement) was directly impacted during periods of public health restrictions resulting from the COVID-19 pandemic beginning March 2020. Consultation techniques and tools have been adapted as required, however certain elements were not able to be put in place or were delayed in its action. With the easing of restrictions, consultation activities have generally returned to business as usual.

9.1 Consulting with Government Agencies and Councils

In addition to the consultation and communication processes described in Appendix B, PLR will consult with identified Government Agencies and Councils during the design phase and the development of management plans and other required documentation (as per specific CoAs).

Government Agencies and Councils will be given an appropriate opportunity to provide input on documentation and any relevant input will be considered.

Interface protocols have been incorporated to enhance collaboration and information sharing between the project team and relevant local and state government agencies. This will ensure clear lines of communication are established for the sharing of information, input and feedback on a range of project matters and the preparation of plans and strategies, as well as to assist with the resolution of any potential concerns before they escalate. The Project has dedicated interface managers with key agencies and councils to attend regular interface meetings and provide an update on relevant community and stakeholder matters.

Specific plans which require relevant Government Agency and/or Council consultation during their preparation include:

- Property Survey and Issues Rectification Plan
- Business Activation Plan
- Urban Design Requirements Report
- Parking Management Strategy
- Heritage matters including any plans and sub-plans
- Residual land management
- Construction Environmental Management Plan (CEMP) Sub-plans and Monitoring Programs
- Flood Management Design Report
- Transport and Access, including pedestrian and cycleway network plans and sub-plans.

9.2 Consulting with Businesses

Parramatta Light Rail will bring major benefits to businesses, support the development of Parramatta as Sydney's second CBD, and provide a catalyst for further investment in the local area.

Building in the heart of existing communities involves significant challenges. The Project team is committed to proactively engaging with and supporting businesses that are on, or in close proximity to, the light rail route.

A separate Business Activation Plan has been developed in consultation with key stakeholders including Customer Journey Planning (previously known as Sydney Coordination Office (SCO)), City of Parramatta Council, Parramatta Chamber of Commerce and the Business Reference Group to ensure a coordinated approach to minimising the impact of light rail construction. The plan provides a framework to:

- Maintain foot traffic during construction.
- Ensure affected businesses are supported prior to and during construction of the light rail.
- Create unique experiences that encourage the continued use of places along the alignment and the patronage of businesses.
- Activate streets and spaces in close proximity to construction sites.
- Minimise the extent to which construction adversely affects public amenity, including noise, dust and obstructions to pedestrian movement.

Strategies identified in the Plan for managing impacts and supporting businesses prior to and during construction include:

- A business impact risk register to identify, rate and manage the specific construction impacts for individual businesses.
- Appointment of a business advisory service prior to disruptions to deliver business support services to businesses affected by the construction.
- Development of visually engaging hoardings and business-specific wayfinding signage for pedestrians and customers before and during construction, to communicate changed access arrangements to businesses that may be visually obstructed as a result of construction.
- Consultation and reasonable endeavours to obtain agreement from affected businesses before any disruptions about implementation of alternative pedestrian and vehicular access.
- A program of support services including business forums and networking, marketing and promotion campaigns, a business support pack.
- Establishment of a Business Reference Group to provide local knowledge, advice on out-of-hours-work (when required), and recommendations to better support businesses and mitigate impacts along the alignment.
- Establishment of business forums as required to address specific issues of interest for businesses.
- Place Managers to work with businesses across the alignment to provide information and ensure issues are identified early and solutions developed.

The Business Activation Plan is available on the PLR website and is intended to generate discussion, stimulate ideas and propose solutions and actions during the life of the Project. It will evolve with the proposed construction activities.

The effectiveness of business activation measures will be monitored, assessed and reported on using a number of quantitative metrics, including business feedback, and will be made available to the Secretary.

10 Protocols and procedures

Stakeholder and community liaison is a shared responsibility between the TfNSW Parramatta Communications and Engagement team and the Contractor communications and engagement teams. This section outlines the breakdown of processes and responsibilities between PLR and its contractors in engaging with stakeholders and the community. Appendix C provides further details of the engagement tools that will be used throughout the life of the Project. Specific responsibilities to individual contractors are identified in the Transport for NSW's Standard Requirements (TSRs) for each package of works.

All communication materials will comply with the PLR Branding Guidelines for Contractors and the Transport for NSW Editorial Style Guide.

All publicly distributed communication materials required to be uploaded to the PLR website must be provided in a .pdf format that complies with the Level AA accessibility requirements in the Web Content Accessibility Guidelines (WCAG 2.0).

10.1 Stakeholder liaison

A coordinated approach to stakeholder liaison across works packages, construction sites and contractors is necessary to ensure clear communication with our stakeholders (Table 10-1).

Table 10-1 Stakeholder liaison

Role	Responsibility
Parramatta Communications and Engagement Team	<ul style="list-style-type: none"> • Prepare, manage and implement the PLR Community Communication Strategy (this Plan). • Manage contractor delivery communication teams to ensure they fulfil the requirements of the relevant contract. • Maintain relationships with directly affected community during a transition of relationships to contractors.

Role	Responsibility
Contractor delivery communication teams	<ul style="list-style-type: none"> • Implement CEP for contractor activities which reflect the requirements of the CCS (this Plan). • Manage and coordinate stakeholder and community liaison, consultation and notification in relation to the contractor's activities. • Prior to works commencing, ensure the correct stakeholders are identified by ground-truthing, i.e. on-location observance, and appropriately engaged relevant to the works. • Work cooperatively with PLR to provide a coordinated approach to stakeholder and community liaison. • Appoint suitably qualified and experienced community relations personnel to fulfil the stakeholder and community relations obligations in accordance with the requirements of the relevant contract. • Provide a person who is available at all times that any activities are being performed on any construction site to answer any questions, concerns, complaints or enquires in relation to activities. • Provide accurate and adequate information on the status of activities and impacts and ensure that PLR is given the opportunity to be involved in the planning and coordination of all meetings, presentations, and site visits attended by stakeholders and members of the community. • Work closely with PLR to coordinate consultation activities with stakeholders and the community and to ensure consistency across any activities being carried out by any other contractor. • Make every effort to protect the reputation of the NSW Government and PLR in delivery of obligations under the contract. • Inform PLR of all issues raised by an Authority in relation to the contractor's activities and invite them whenever a contractor meets directly with an Authority. • Contact PLR immediately in relation to any planned or unplanned community protests. • Advise the need for any consultation activities before these are organised, through stakeholder and community plans and the Communications Management Control Group. • Comply with the CCS.

10.2 Communication and Engagement Plans

The CCS has been prepared to guide the approach to stakeholder and community liaison across the Parramatta Light Rail project. A CEP is required by the contractor appointed for each works package to guide stakeholder liaison around their activities during the life of the Project (refer to Table 10-2). Each CEP will be operational at the commencement of activities that make up each works package and include confirmed receivers, sensitivities and key issues.

Table 10-2: Roles and responsibilities for the Communication and Engagement Plans

Role	Responsibility
Parramatta Communication and Engagement Team	<ul style="list-style-type: none"> Develop and implement the CCS. Review, amend and update this strategy on a six-monthly basis. Ensure contractors develop a CEP for the package of project works in accordance with the Conditions of Approval and relevant contract. Review and approve each CEP prior to works package commencing and review contractor performance against CEP on at least a 12 monthly basis.
Contractor delivery communication teams	<ul style="list-style-type: none"> Develop a CEP 30 days prior to works commencing and in accordance with the relevant contract requirements including policies, processes and procedures for proactive communications management, including: <ul style="list-style-type: none"> details of relevant resources, including personnel who may be on call 24/7 and contact details comprehensive, project-specific issues analysis, including strategies to manage these issues stakeholder list, highlighting issues, interests and strategies for dealing with each audience procedures for responding to community feedback, enquiries and concerns policies and procedures for incident management and reporting indicative program of community liaison activities, including commencement and completion dates, identification of community impacts and mitigation measures and how the community will be informed monitoring and evaluation activities to evaluate the effectiveness of the community liaison program. Ensure timeframes for review and approval and resources for materials development, consultation and notification are incorporated in the CEP.

10.3 Communications Management Control Group

The role of the Communications Management Control Group (CMCG) is to provide a forum for the exchange of information, and coordinate communication and consultation activities between contractors to ensure a consistent approach to stakeholders, the community and others is delivered (refer to Table 10-3).

Table 10-3: Role and responsibility of the Communications Management Control Group

Role	Responsibility
Parramatta Communications and Engagement Team	<ul style="list-style-type: none"> • Convene the CMCG prior to the commencement of any contractor activities. • Arrange fortnightly meetings (or as otherwise required). • Invite representatives from interfacing projects to discuss and coordinate activities where cumulative impacts are likely.
Contractor delivery communication teams	<ul style="list-style-type: none"> • The contractor's lead representative (as defined by the relevant contract) and relevant team members (as requested) must attend all meetings unless otherwise agreed. • Provide all relevant information regarding any activity with the potential to impact on stakeholders and the community including local residents, property owners, businesses and transport users, including: <ul style="list-style-type: none"> ○ a summary of current and upcoming activities (including a two-week and four-week look ahead), likely impacts, and proposed communication strategies to address these impacts ○ an update on any current or emerging issues and/or any promotional opportunities ○ an update on complaints received and action taken to resolve them ○ latest requested publications e.g. project newsletters ○ other information as requested. • Exchange information and coordinate communication and consultation activities with other contractors, interfacing projects and PLR.

10.4 Stakeholder database

Details of all complaints, phone calls, emails, interactions with residents and businesses, notifications and/or newsletters, along with all engagement events, are recorded in Consultation Manager. PLR is using the TfNSW Consultation Manager protocols to guide the systematic recording of information across the team and multiple packages. This includes the use of actions to record commitments made and to send reminders for anything that requires follow-up. Notes from community meetings are recorded and distributed to attendees within one week of the event.

Details of all interactions with stakeholders and the community should be recorded within 48 hours of the interaction taking place.

10.5 Website

Information about the Project is uploaded to the Parramatta Light Rail website, which will be referenced in all communication materials as a source of information. The website will include information on activities, schedules and milestones across the Project construction sites (refer to Table 10-4). The website will be maintained for a minimum of 24 months following completion of construction.

Table 10-4: Parramatta Light Rail website requirements

Role	Responsibility
Parramatta Communications and Engagement Team	<ul style="list-style-type: none"> Establish and maintain the website (www.parramattalightrail.nsw.gov.au) prior to the commencement of works and for a minimum of 24 months following the completion of construction (information relating solely to construction may be removed 12 months following construction completion). Provide contact details on the website including the telephone number, postal address and email address. Upload the Environmental Impact Statement and Submissions Report. Upload the Conditions of Approval and documentation relating to any modifications made to the CSSI or terms of approval. Upload a consolidated copy of the Conditions of Approval, (including any approved modifications to its terms), and copies of any approval granted by the Minister to any modification/s. Upload copies of each statutory approval, licence or permit required in relation to the Project. Upload a current copy of each approved document required under the Conditions of Approval and any endorsements, approvals or requirements from the ER, AA and Secretary before the commencement of any works to which they relate or before their implementation. Upload copies of all public materials and reports to the website on the day they are delivered or released to the public. Upload compliance reports as required by the Conditions of Approval.
Contractor delivery communication teams	<ul style="list-style-type: none"> Provide electronic copies of all final communication material, such as advertisements, traffic alerts, notification letters and other public material related to the contractor's activities, that have been published or publicly distributed by the contractor.

Role	Responsibility
	<ul style="list-style-type: none"> • Provide information on the current status of the Project including site construction activities, schedules and milestones. • Provide photos of current and completed construction, community, environmental and sustainability activities. • Photography and video as required by contract, including time-lapse footage. • Any other information requested by PLR. • Provide supporting information for community consultation purposes. • Publish agreed Community Agreements for OOHW.

10.6 Work notifications and out-of-hours consultation

Notifications or similar medium will be used to advise the community and stakeholders of any activities with the potential to cause impact. Table 10-5 identifies the different roles and responsibilities for notifications. Ongoing consultation is required for out-of-hours work with sensitive receivers where noise levels exceed approvals.

Table 10-5: Notifications and out-of-hours consultation and how responsibility is dispersed

Role	Responsibility
Parramatta Communications and Engagement Team	<ul style="list-style-type: none"> • Approve key messages to be used in project notifications. • Approve notifications within five business days. • Regular meetings between PLR and DPE will discuss upcoming out-of-hours work and other project milestones (<i>approval process for OOHW in accordance with the Protocol with low/med risk – sent to ER/AA for approval; high risk – sent to ER for endorsement and Secretary for approval</i>). • Provision of all approved notifications to DPE prior to works commencing using the established email protocols with DPE. • Upload all notifications to PLR website.
Contractor delivery communication teams	<ul style="list-style-type: none"> • Proactively notify stakeholders and the community of current and upcoming activities with the potential to impact them, including: <ul style="list-style-type: none"> ○ construction commencement ○ construction activities and schedules ○ significant milestones ○ substantial changes to scope of work ○ changes to traffic conditions requiring traffic alerts, modifications to pedestrian routes, cycle ways and bus stops ○ out-of-hours work ○ disruption to residential or business access ○ disruptions or changes to utility services ○ investigation works. • Consult on an ongoing basis with affected residents regarding construction activity and respite periods for out-of-hours work including, but not limited to, providing the community with:

Role	Responsibility
	<ul style="list-style-type: none"> ○ a schedule for likely out-of-hours work in accordance with E39, that is for a period of no less than 2 months for medium to high risk work and no less than 7 days for low risk work. Note risk is defined in the Out-of-hours Protocol as required by Condition E28 ○ the potential works, location and duration ○ the noise characteristics and likely noise levels of the works ○ likely mitigation management measures ○ specific notifications (in accordance with TfNSW Construction Noise and Vibration Strategy and where applicable an Environmental Protection Licence), individual briefings at least 48 hours ahead of proposed work, respite offers and/or alternative accommodation where eligible. • OOHW notification letter - notify affected community at least 7 days (or, for works approved under the EPL, not less than 5 days and not more than 14 days) in advance of approved out of hours works • Where out-of-hours construction noise levels exceed 65 dB(A) LAeq (15 mins) at the façade of the building of a residential receiver, consult with residents to determine the scheduling of work (to a maximum of 4 nights in any 7 day period), and /or <ul style="list-style-type: none"> ○ Prepare community consultation reports or Business/Community Agreements regarding OOHW respite. • Consider and respond to the impacted community's preference for alternative hours and/or duration <ul style="list-style-type: none"> ○ Including providing publicly available supporting information to allow informed decision-making. ○ Collect community preferences through supported mechanisms of this document such as on-line surveys and community forums, as appropriate. • Proactively call specific stakeholders if requested within seven days of proposed work as follow up to the works notification. • Ensure approval by the ER, in consultation with the AA, for low and moderate risk activities and approval for high risk activities by the Secretary, unless undertaken in accordance with an EPL. • Make available to the AA, ER and the Secretary, the outcomes of community consultation, the identified respite periods and scheduling of out-of-hours work. • Consult with noise and vibration-sensitive receivers, such as Westmead Research Zone, throughout construction to schedule works around sensitive periods and consider mitigation measure, e.g. the relocation of vibration sensitive equipment to reduce impacts and noise and vibration monitoring within receivers' facilities to ensure noise and/or vibration levels are within acceptable levels.

Role	Responsibility
	<ul style="list-style-type: none"> Consult with sensitive receivers operating outside standard construction hours, e.g. hospitals, on the development of reasonable noise mitigation options and measures. Provision of noise monitoring at sensitive receivers and in response to complaints to assist managing high risk events. Distribute written notifications to all properties within 500 metres (or as determined by the CNVIS or agreed with the PLR team) of activities. Email notifications to key stakeholders, including Council. Document consultation undertaken with properties impacted by construction and/or operation of the Parramatta Light Rail to inform the preparation and implementation of Access Plans. 7 day - Traffic alert email - issue traffic alert seven days before changes to traffic and access arrangements by email to all key traffic and transport stakeholders. Provide updates to user groups, such as cycle clubs, regarding any changes to cycle access. 7 day – Utility notification - provide notification to relevant authorities seven days before starting work on utility services, to affected parties who will experience any utility outage. Provide the PLR team with five business days to approve all notifications. Will not start work until required notification timeframes are given.

10.7 Project advertisements

Advertisements will be used where required to notify the community of all significant traffic detours and disruptions (refer to Table 10-6).

Table 10-6: Project advertising requirements and allocated responsibility

Role	Responsibility
Parramatta Communications and Engagement Team	<ul style="list-style-type: none"> Approve key messages used in project advertisements. Approve advertisements from Contractor delivery communication teams within five business days. Liaise with and seek approvals from relevant NSW Government traffic coordination bodies, including Transport Coordination, with respect to planned disruption campaigns and communications activity. Project commencement advertisement – publish the telephone number, postal address and email address in a local newspaper before commencement of construction.
Contractor delivery communication teams	<ul style="list-style-type: none"> 7 day - Project advertisement - advertise in local newspapers and/or promote online (that cover the geographical areas of the contractors' activities) of significant traffic management changes, detours, changes to public transport and local pedestrian and cycle access traffic disruptions at least 7 days before any detour, disruption or

Role	Responsibility
	<p>change occurs. Ensure all project advertisements include the PLR telephone, email and postal contact details.</p> <ul style="list-style-type: none"> • Provide PLR with five business days to approve advertisements. • Provide PLR with material/content for advertisements if it is determined that the advertising campaign will be delivered under a Transport for NSW branding identity.

10.8 Newsletters, email updates and fact sheets

Quarterly newsletters will provide a general update on the entire Project and upcoming activities to key stakeholders and the broader community, including residents and businesses along the light rail alignment. These will be used to inform the community of the progress and key milestones or activities taking place during the following three months, including changes to public transport and local pedestrian and cycle access.

Email updates to subscribers will be used to supplement, not replace, activity specific notifications as per Section 10.6.

Fact sheets will be used as required to explain key aspects of the Project to the community and stakeholders.

PLR will work with contractors to develop and approve content in all public materials in accordance with individual Contract Deed requirements.

10.9 Community forums and events

Community events will be held (subject to public health guidelines) and issue or location-based community forums may be formed, as required, by contractors or PLR to focus on key environmental management issues of concern and provide the opportunity for the community and business stakeholders to provide feedback. Table 10-7 identifies responsibilities across the different roles.

Table 10-7: Community forums and allocated responsibilities

Role	Responsibility
Parramatta Communications and Engagement Team	<ul style="list-style-type: none"> • Establish the Greater Parramatta Group (formerly known as the PLR Advisory Group) and convene quarterly meetings (at least) to provide advice, local knowledge and expertise to the Project team, and to represent the needs of key stakeholders, the community and businesses along the route. Membership (by invitation) includes City of Parramatta Council, business chambers, universities and government agencies. • Establish the Business Reference Group (via expressions of interest), in advance of construction and convene meetings quarterly. • Organise community events, including pop-ups and community information sessions, to consult with the local communities about construction activities, milestones, traffic impacts and changes to public transport and local pedestrian and cycle access. • Approve all materials in accordance with PLR Brand Style Guidelines.

Role	Responsibility
Contractor delivery communication teams	<ul style="list-style-type: none"> • Provide appropriate personnel, including technical experts, to attend community forums as required and requested by the PLR, including pop-ups, site open days and community information sessions. • Arrange location-based forums, if required, to consult with the local communities about changes to public transport and local pedestrian and cycle access. • Arrange location-based forums, if required, to consult with noise and vibration-sensitive businesses and institutions, ensure noise-generating works are not timetabled within sensitive periods, unless agreed with affected institutions and at no cost to the institutions. • Provide materials or information for the community forums, and as requested by the Principal's Representative. • Prepare any material for the forums in accordance with PLR Brand Style Guidelines. • Ensure appropriate mechanisms are in place to capture stakeholder feedback. • Record all forums on Consultation Manager in accordance with Consultation Manager data entry procedure within 48 hours.

10.10 Community email/written correspondence

Email and written correspondence provide the opportunity for the community to make enquiries and give feedback on the Project at any time, and for the Project team to respond to issues and concerns raised. Responsibilities are allocated to the different roles as identified in Table 10-8.

Table 10-8: Community email and written correspondence

Role	Responsibility
Parramatta Communications and Engagement Team	<ul style="list-style-type: none"> • Establish project email address. • Manage emails to the community email account and redirect to appropriate team members or contractors. • Provide an initial response to emails within 24 hours. • Provide a written response to letters within 5 business days • PLR team Place Managers to maintain relationships with directly affected community members during a transition of relationships to contractors. • Lead or be involved in any consultation activities arising from community enquiries as notified by the contractor.
Contractor delivery communication teams	<ul style="list-style-type: none"> • Manage and respond to all email/written correspondence redirected from PLR and those received directly at all times during construction hours. • Summarise the content of enquiry/feedback received and prepare response (seeking technical advice where necessary to inform this). • Send response via preferred method identified by the community member/stakeholder. • Provide an initial response to an email within 24 hours.

Role	Responsibility
	<ul style="list-style-type: none"> • Provide a written response to letters within 5 business days. • Provide feedback to requests for information from the PLR Communications and Engagement team within two hours. • Refer enquiries not associated with contractor activities to Project Communications team immediately. • Record all information about the enquiries/feedback, response and outcome in Consultation Manager.

10.11 Community phone enquiries

The Community information line has been established and will be promoted to enable the community and stakeholders to make enquiries and/or provide feedback at any time, 24 hours a day, seven days a week, on the Project.

Community phone enquiry responsibilities are identified in Table 10-9.

Table 10-9: Community phone enquiries

Role	Responsibility
TfNSW Public Affairs and Engagement	<ul style="list-style-type: none"> • Manage the TfNSW community information line. • Forward any phone enquiries regarding PLR to the PLR Communications and Engagement phone line, team or relevant contractors.
Parramatta Communications and Engagement Team	<ul style="list-style-type: none"> • Establish a 1800 project information line operational 24/7 to receive enquiries or feedback from the community about any aspect of the Project. • PLR to maintain relationships with directly affected community members during a transition of relationships to contractors. • Redirect calls related to construction to the relevant contractor. • Lead or be involved in any consultation activities arising from community enquiries as notified by the contractor.
Contractor delivery communication teams	<ul style="list-style-type: none"> • Answer all phone calls from the community information line during standard construction hours (calls to be answered by a team member, not an answering machine). Manage and respond to calls redirected from PLR and those received directly at all times during construction hours. • Provide at least a verbal response to telephone calls, enquiry or feedback received during standard construction hours within four hours or the next business day, unless otherwise agreed with the enquirer. • Summarise the content of enquiry/feedback received, and prepare a response (seeking technical advice where necessary to inform this). • Send response via preferred method identified by the community member/stakeholder. • Provide feedback to requests for information from the PLR team within two hours.

Role	Responsibility
	<ul style="list-style-type: none"> Refer enquiries not associated with contractor activities to PLR immediately. Call specific stakeholders if requested, within seven days of proposed work as follow up to works notifications. Record all information regarding enquiries and community feedback and responses in Consultation Manager.

10.12 Community complaints

A complaints management procedure has been developed that sets out the Project's approach to handling complaints and is included at Appendix A to this plan. It will be operational from the Planning Approval date and for 12 months following completion of construction.

Complaints may include any interaction with a community member or stakeholder who expresses dissatisfaction with the Project, policies, contractor's services and staff members, and actions or proposed actions that may arise in relation to construction including disputes regarding rectification or compensation.

Complaints may be received directly by members of the PLR team or their contractors, or via PLR's 24 hour community information line (1800 139 389), the postal address (Level 10, 130 George Street, Parramatta NSW 2150), or the Project's community email address (parramattalightrail@transport.nsw.gov.au).

All Project communication materials, the website, and on-site hoarding at each construction site will contain these central contact details.

Once construction is underway, contractors are responsible for responding to complaints in line with their contractual requirements. The Director Parramatta (TfNSW) is ultimately responsible for managing all enquiries and complaints relating to the Project.

Independent mediation services will be utilised where a complaint cannot be resolved with the PLR project team.

Property acquisition enquiries and complaints

A dedicated Property Acquisitions Information Line (0439 435 993) has been set for the PLR project and has been provided to members of the community whose properties are being acquired. This line is managed by the Property Manager Acquisitions and is separate to the TfNSW general complaints and enquiries community information line.

More information about the Property Acquisitions Information Line and the property owner acquisition enquiry and support service procedure can be found in the Property Acquisition Engagement Plan.

10.13 Media enquiries

PLR and its contractors will take a collaborative approach to media relations.

A planned approach will be undertaken throughout the life of the Project to ensure successful media engagement. Media coverage will be monitored and results will be actively evaluated. Refer to Table 10-10.

The objectives of the communications and media strategy are to:

- Increase community and stakeholder understanding of the Project and its objectives and benefits.
- Strengthen the brand and image of the Project among the community and stakeholders.
- Provide opportunities for proactive media and communications actions.
- Keep people informed about the Project phases and ensure that project information is distributed to the community and stakeholders in an effective and timely manner.

- Identify concerns and address them where practical and appropriate.
- Ensure that community, media and stakeholder enquiries regarding the Project are managed and resolved effectively.

The principles that will be used to guide media and communications on the Project include:

- Proactive
- Inclusive
- Accessible
- Transparent and accountable
- Responsive
- Sensitive.

Table 10-10: Media enquiries

Role	Responsibility
Parramatta Communications and Engagement Team	<ul style="list-style-type: none"> • Manage media enquiries in consultation with TfNSW Communications and Public Affairs. • Provide information to the media on behalf of the Project. • Draft responses to media enquiries, seeking input as necessary from across the Project, including contractors or TfNSW. • Seek appropriate approvals of draft media responses. • Provide the contractor with a TfNSW media phone contact to provide to any media that arrive on site without prior planning.
Contractor delivery communication teams	<ul style="list-style-type: none"> • Refer all media enquiries to PLR immediately, within 2 hours. • Assist in the management of media relations 24 hours a day, 7 days a week. • Ensure all personnel and subcontractors are advised not to make any statement (verbal or written) or provide any video, photographs or illustrations to the media regarding contractor activities without the prior written permission of PLR. • Ensure subcontractors seek approval from PLR for content and/or images prior to external publication, including on any website, print and social media platforms. • Assist PLR in the management of media as required and as requested 24 hours a day, seven days a week. • Provide verbal or written feedback to requests for information from PLR within 30 minutes to support a holding statement, and within two hours to support full responses. • During an ongoing event, including during an emergency or crisis, updates must be provided every hour. • Endeavour to provide eight weeks' written notice of the dates for starting construction activities and dates for completion of any portion to enable PLR to organise official media events. • Endeavour to advise PLR 20 business days prior to significant project milestones to enable PLR to organise official media events or announcements. • Include opportunities for media events in the Community Engagement Plan.

10.14 Incident and crisis communication

Responsibilities for the different roles are identified in Table 10-11.

Table 10-11: Incident and crisis communication

Role	Responsibility
Parramatta Communications and Engagement Team	<ul style="list-style-type: none"> • Approve contractor's Incident and Crisis Communications Plan. • Manage media and stakeholder engagement regarding incidents. • Record all interactions with stakeholders in Consultation Manager in accordance with Consultation Manager data entry procedures.
Contractor delivery communication teams	<ul style="list-style-type: none"> • Develop an Incident and Crisis Communications Plan in accordance with the contract safety management requirements. • Immediately inform PLR of any incident that may have an impact on the community, environment, personnel or subcontractors, which may attract the attention of the media, the Minister for Transport, local MPs, local council or the broader community. • Provide all communication materials or information that may be requested by PLR as a result of an incident. • Must not contact or provide information to any person other than those required to directly manage the incident or comply with the law, without prior approval from PLR. • Provide suitably qualified and experienced personnel to support PLR in responding to stakeholders, the media or public or attending meetings as required.

10.15 Government relations

Face-to-face briefings will be used to update local elected members, ministers and government stakeholders on major Parramatta Light Rail milestones (Table 10-12).

Table 10-12: Government relations

Role	Responsibility
Parramatta Communications and Engagement Team	<ul style="list-style-type: none"> • Provide project information to state and local elected representatives through briefings and other communications channels. • Assist TfNSW to respond to ministerial letters, house folder notes, ministerial briefing notes, and cabinet minutes as required. • Prepare presentations and other collateral as required. • Respond to project enquiries as required. • Record interactions with stakeholders in Consultation Manager in accordance with Consultation Manager data entry procedures.

Role	Responsibility
	<ul style="list-style-type: none"> Obtain relevant approvals prior to releasing information to be used in responding to government enquiries.
Contractor delivery communication teams	<ul style="list-style-type: none"> Assist in the management of government relations 24 hours a day, seven days a week as requested by PLR. Refer all enquiries from elected representatives to PLR Communications and Engagement team within 2 hours. Provide information as required to respond to government enquiries within 30 minutes and verbal or written information to support full responses within two hours. Ensure all personnel and subcontractors are advised not to make any statement (oral or written) or provide any video, photographs or illustrations to an elected government representative regarding contractor activities without the prior permission of the PLR Communications and Engagement team. Obtain approval from PLR before allowing access to the construction site by a government representative.

10.16 Social media and web-based systems

When incorporated into a broader media and communications strategy and connected to other engagement processes, social media can help to include groups and individuals who might not normally participate in more traditional consultation methods and decision-making processes, policies and strategies (Table 10-13). Other mobile and web-based systems may be used such as apps on personal devices.

Table 10-13: Social media

Role	Responsibility
Parramatta Communications and Engagement Team	<ul style="list-style-type: none"> Develop specific messages targeted towards social media audiences based on the Project's overarching key messages. Use social media tools such as Facebook, Twitter and Instagram as appropriate, in line with Transport for NSW's Social Media Strategy, to reach stakeholders and local community about specific construction activities, milestones or traffic changes, changes to public transport and local pedestrian and cycle access as well as target commuters who may not live in the notification areas but pass through them. Approve content on other web-based systems including on-line surveys/text notifications or apps.
Contractor delivery communication teams	<ul style="list-style-type: none"> Supply written or verbal information and images or video to support PLR social media activity in accordance with contract requirements. Must not engage in social media activity regarding the Project, whether in a personal or professional capacity, without prior agreement. Prepare and maintain content for web-based systems for the purpose of community consultation, where appropriate.

10.17 Site signage and hoarding

Site signage and hoarding banners will identify the NSW Government, explain the Project need and provide contact information, including the Project's 1800 number, postal and email address(es). Signage is used to notify stakeholders of site investigation works, construction sites, construction schedules and milestones, traffic changes, and changes to public transport and local pedestrian and cycle access (Table 10-14).

Table 10-14: Site signage and hoarding

Role	Responsibility
Parramatta Communications and Engagement Team	<ul style="list-style-type: none"> Ensure all review comments are addressed satisfactorily prior to approval. Arrange for the design promotional signage and hoarding banners including: <ul style="list-style-type: none"> details of community information line, postal address and website consideration of graphics and images on hoardings to enhance the visual appearance of temporary works in high visibility locations information on benefits of works at each site and construction progress. <p>Review banner artwork within 10 business days.</p>
Contractor delivery communication teams	<ul style="list-style-type: none"> Provide and erect (electronic and static) signage that identifies changes to traffic, public transport, and local pedestrian and cycle access arrangements seven days before the changes take place. Produce, install and maintain external-facing hoarding and fencing banners on establishment of a site in accordance with the landscape and temporary works management plan required under the CEMP. Replace site hoarding and fencing banners or shade cloth every 12 months, to ensure these remain clean and fit for purpose, unless otherwise agreed with PLR. Provide at least 10 business days for PLR to review all banner artwork print proofs. Address all comments provided to the satisfaction of PLR prior to final approval. Provide at least 10 business days to PLR to review and comment on hoarding and fencing banner installation plans. Submit installation plans for all hoardings and fencing banners. Follow the PLR Branding Guidelines for Contractors. Ensure all hoardings, site sheds, fencing, acoustic walls and other structures are maintained free of graffiti and unauthorised advertising. Remove or cover graffiti or unauthorised advertising in accordance with timeline requirements within the contract.

10.18 Branding and logos

Consistent use of branding and logos to identify Parramatta Light Rail activities across contractors and enable the community to identify work associated with the Project (Table 10-15).

Table 10-15: Branding and logos

Role	Responsibility
Parramatta Communications and Engagement Team	<ul style="list-style-type: none"> All issues relating to PLR branding. Prepare and manage PLR Branding Guidelines for Contractors. Use the TfNSW logo according to the TfNSW Style Guide. Prepare project communication materials in accordance with PLR Branding Guidelines for Contractors.
Contractor delivery communication teams	<ul style="list-style-type: none"> Comply with PLR Branding Guidelines for Contractors and TfNSW Editorial Style Guide for all branding and logos used on any items, including: <ul style="list-style-type: none"> site safety signage hoarding and site fencing cranes and their flags construction spoil haulage vehicles plant any marketing and promotional material approved by PLR clothing and personal protection equipment other structures or items. All road-registered construction vehicles must be identified in such a manner to enable immediate identification within at least 50 metres of vehicles and plant – for example, with a magnetised sign.

10.19 Site inductions and training

Project site inductions must include communication and engagement requirements to ensure all members of the Project and contractor teams are aware and respectful of residents and businesses in the neighbouring work areas (Table 10-16).

Table 10-16: Site inductions and training

Role	Responsibility
Parramatta Communications and Engagement Team	<ul style="list-style-type: none"> Review, amend and approve contractor site induction documents.
Contractor delivery communication teams	<ul style="list-style-type: none"> Ensure its personnel and subcontractors are inducted and trained in incident management, incident report procedures, community enquiries, and media and government enquiries prior to commencing any activities. Submit all material produced for site inductions to PLR for review and comment at least 10 business days prior to its release. Address all comments on site induction documents to the satisfaction of the PLR prior to its final approval. Update site induction materials and personnel training as required and ensure stakeholder and community liaison procedures and protocols are understood and current.

Appendix A: Complaints Management System

1. Purpose and responsibilities

1.1 Document purpose

This Complaints Management System (CMS) describes how the Parramatta Light Rail project team and its contractors will manage complaints through the construction of the light rail.

The Parramatta Light Rail project will manage complaints in line with Transport for NSW's Customer Complaints and Feedback Policy. The Project will make complaint systems accessible and support people that may require assistance when making a complaint. If a matter concerns an immediate risk to safety or security, the response will be immediate and will be escalated appropriately.

This appendix outlines the processes for managing complaints made during construction of Parramatta Light Rail. It includes:

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

This CMS will be reviewed every six months for the duration of construction to assess how well the system is working in meeting expectations of all stakeholders and in managing response timeframes. The outcomes of the review will be used to make any changes if required.

1.2 Roles and responsibilities

Complaints handling is the responsibility of all team members who come into contact with the community and stakeholders. The Director Parramatta (TfNSW) is the member of the Project's Senior Leadership Group with responsibility for complaints management. However, there are a number of teams with roles and responsibilities for managing complaints.

Parramatta Light Rail engaged a call centre provider to manage a dedicated phone line for community enquiries and complaints. The call centre is contracted to forward any complaints to the Communications and Engagement Team or the relevant contractor for action and response. The Project's Communications and Engagement Team, under the direction of Director Parramatta (TfNSW), will maintain the complaints management system and assist the contractor in resolving complaints. If a complaint cannot be resolved, the Director Parramatta (TfNSW) will notify the PLR Project Director.

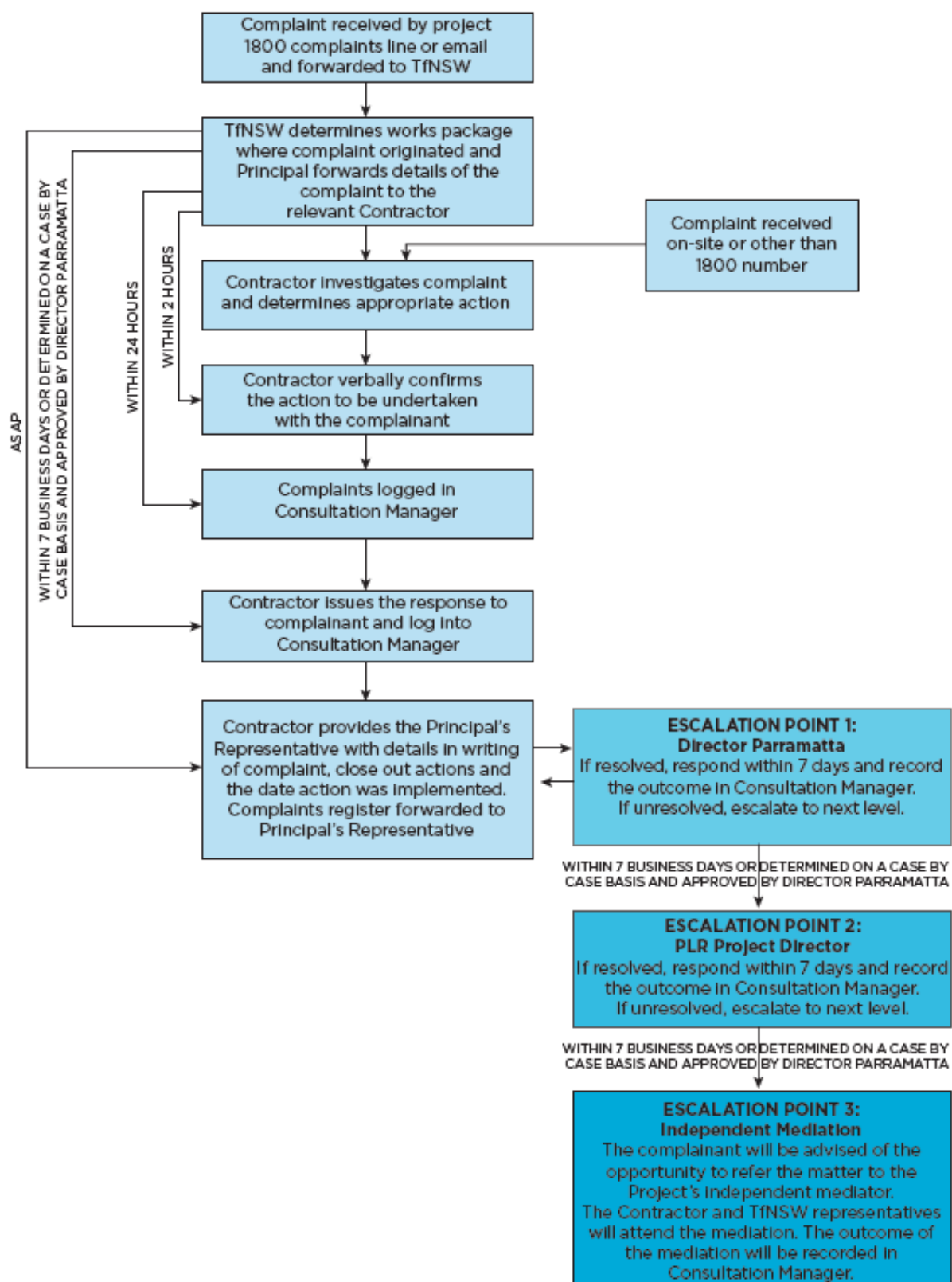
The contractors will have the following responsibilities:

- Answer all phone calls transferred by the call centre from the community information line (calls to be answered by a team member 24/7, not an answering machine while construction activities are occurring).
- Develop and implement procedures for managing and resolving complaints, in accordance with the Community Complaints Process (see section 10.13) and the Australian Standard for Complaints Handling (see section 1.3).
- Refer complaints not associated with contractor activities to PLR immediately.
- Investigate and determine the source of a complaint immediately, including an initial call to the complainant within 2 hours (when received by phone or where a telephone number was provided or available on Consultation Manager).
- Provide a written response to emails received within standard construction hours within two hours (or verbally if a phone number is provided or available on Consultation Manager).

- Provide an automated email response confirming receipt and including the 24-hour 1800 project line explaining that a full response will follow and then within the first four hours of the next business day, provide a written response as approved or agreed to by PLR.
- Provide a written response to letters within 24 hours (or verbally within two hours of receipt by the contractor if a phone number is provided or available on Consultation Manager).
- Keep the complainant informed of the process until the complaint is resolved.
- Provide feedback to requests for information from the Parramatta Communication and Engagement Team within two hours.
- Take all actions and implement all measures to prevent the recurrence of the complaint.
- Close out complaints within the agreed timeframe (with complainant).
- Notify PLR if the complaint does not relate to a contractor's activities.
- Record all complaints in Consultation Manager or where this is not possible, the Daily Complaints Register and send an updated version of the spreadsheet to PLR within 24 hours of an enquiry being received and/or a response being provided or as agreed.
- Escalate complaints in accordance with the Escalation and Dispute Resolution Process (as per section 4.3).
- If a complainant requests follow up information and wishes to receive calls, they would be added to the list of specific stakeholders to be called within 7 days ahead of proposed work as per section 10.12.

The complaints management process is summarised in Figure 12. The complaints management process identifies timeframes for escalation for the Project. For property impacts, complaints and/or damage, this timeframe may require extension while investigations are being performed. Escalation of complaints is outlined in section 4.3).

Figure 12: Complaint management process



1.3 Australian Standard for Complaints Handling

Parramatta Light Rail's approach to managing complaints is based on the Australian Standard for Complaints Handling 'Customer Satisfaction-Guidelines for complaints handling in organisations – ISO 10002:2004, MOD' (Formerly AS4269: Complaints Handling). The standard requires the following guiding principles:

Visibility

'Information about how and where to complain should be well publicised to stakeholders'.

All Parramatta Light Rail public materials will direct stakeholders wishing to make a complaint to use our:

- Community information line
- Community email address
- Community information centre and mobile displays
- Project postal address.

Accessibility

'A complaints-handling process should be easily accessible to all complainants'.

Information and assistance for making complaints will be clearly available on the project website and other project communications collateral. Complaints can be made by phone, email, post, or in person to a member of any member of the Project or contractor teams, and Transport for NSW will not charge the complainant to make a complaint.

Responsiveness

'Receipt of each complaint should be acknowledged to the complainant immediately'.

The complainants should be treated courteously and kept informed of the progress of their complaint through the complaint-handling process.

Our responsibilities for complaint handling include:

- Investigate and determine the source of a complaint immediately, including a call to the complainant (when received by phone) within 2 hours.
- Provide an initial response to all complaints within two hours of receipt by the contractor (where a phone number is provided or available on Consultation Manager) from the time of the complaint unless the enquirer agrees otherwise.
- Keep the complainant informed of the process until the complaint is resolved.
- Where the complaint is not resolved, the complaint will be escalated with the option to refer to independent mediation services if required.

Objectivity

'Each complainant should be addressed in an equitable, objective and unbiased manner through the complaint-handling process'.

Our contractors develop and manage their own construction complaints management systems. Complaints that the contractor considers cannot be resolved within the agreed timeframe must be referred to the Director Parramatta (TfNSW) who may assist with resolving the complaint.

Confidentiality

'Personally identifiable information concerning the complainant should be available where needed, but only for the purposes of addressing the complaint within the organisation and should be actively protected from disclosure, unless the customer or complainant expressly consents to its disclosure'.

A stakeholder's contact information along with their complaint record will be recorded for the purposes of resolving their complaint. Should they wish to remain anonymous, the complaint will be registered under an 'Anonymous' stakeholder record for record-keeping and reporting purposes.

Customer-focused approach

'The organisation should adopt a customer-focused approach, be open to feedback including complaints, and show commitment to resolving complaints by its actions'.

The Project will monitor complaints and complaint topics and will implement changes to work practices if necessary as a result of complaints.

Accountability

'The organisation should ensure that accountability for and reporting on the actions and decisions of the organisation with respect to complaints handling is clearly established'.

This process sets out accountability for complaints handling within the Project. The Director Parramatta (TfNSW) is the member of the Project's Senior Leadership Group with responsibility for complaints management.

Continual improvement

'The continual improvement of the complaints-handling process and the quality of products should be a permanent objective of the organisation'.

This construction complaints management system will be reviewed and reissued every six months, or as required.

2. Receiving complaints

Parramatta Light Rail has established the tools shown in the table below for receiving complaints from the community. At a minimum, the telephone number, the postal address and the email address shall be published in newspaper(s) circulating in the local area prior to the start of construction and prior to operation. This information will also be provided on the Parramatta Light Rail website and publications distributed to the community. Contractors will be encouraged to develop other innovative ways to distribute these tools to the community. Contact details will also be made available at construction sites.

Table 1: Community contact tools

Tool	Purpose
Community information line	This allows stakeholders and the community to have access to the Project team 24 hours a day during construction. All communication materials and the website will include the community information line number. During construction, calls will be redirected to relevant contractors as required.
Community email address	www.parramattalightrail.nsw.gov.au This allows stakeholders and the community to have access to the Project team. All communication materials and the website will include the community email address. During construction, emails will be redirected to relevant contractors as required.

Tool	Purpose
Community inductions for workforce	Ensure complaints received on the work site or at any project location are referred to the community team in a timely manner.
Community post box	This central postal address allows stakeholders and the community to have access to the Project team. Correspondence will be redirected to contractors as required.
Parramatta Light Rail website	<p>Information about the Project will be uploaded to the Parramatta Light Rail website. The website will be referenced in all communication materials as a source of information and will be updated on a regular basis. Information will include:</p> <ul style="list-style-type: none"> • Description of the Project, current status and timing • Newsletters • Notifications • Up-to-date project information • Graphics and images on the Project background and progress • Copies of relevant reports • Photos, images and maps • Links to documents as required under the Project's relevant Conditions of Approval • A link to Parramatta Light Rail contractor webpages • Contact information.

3. Classification of enquiries, complaints and resolution

Community members and stakeholders will call, email or write to the Project seeking information, providing feedback or suggesting solutions to issues. These inquiries will be recorded in the database – Consultation Manager but are not classified as complaints. Sections 10.11 and 10.12 outline response timeframes to community enquiries and feedback. A maximum of 5 business days should be taken to respond to an enquiry.

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

A complaint is deemed to be resolved when it reaches a conclusion, not necessarily resolved to the satisfaction of the complainant. An initial response is an initial verbal discussion with the complainant.

All complaints will be recorded in Consultation Manager.

Complaints are classified in Daily Complaints Register according to the following definitions:

- An **avoidable complaint** is where the project team did not provide notification or advance notice for upcoming work or where a situation that has resulted in a complaint could have been avoided through communication or engagement channels.
- An **unavoidable complaint** is where the project team have undertaken all reasonable measures to communicate and provide advance notification of upcoming work to affected stakeholders and the community through a variety of communication channels, however have still resulted in a complaint due to the type or nature /impact of the work.
- **To be determined** is where the communications and engagement team have received a complaint that is still under investigation and the nature of whether it was avoidable or unavoidable is still being decided.

- An **unrelated complaint** is where the project team has investigated the complaint and found it relates to work outside the project scope.

4. Responding to complaints

4.1 Dealing with complaints

As outlined in section 1.3, telephone contact should be made in response to a complaint where a phone number is provided or available on Consultation Manager. All team members should exercise the following telephone techniques, to establish the nature of the complaint and the needs of the complainant:

- Active listening
- Reducing barriers
- Open and closed questioning
- Summarising the call
- Confirming level of satisfaction with the actions and timeframes.

All complaints will be investigated and the source of the complaint determined immediately, with a phone call made to the complainant (when received by phone) within 2 hours. An initial response will be provided during this phone call, unless the complainant agrees otherwise.

An initial written response to email complaints will be provided within 2 hours (or during the next business day if received out-of-hours) and a resolution provided within 7 business days, if the complaint cannot be resolved in the initial contact.

The complainant will be kept informed and updated of the progress until the complaint is resolved.

All complaints will be recorded in the Complaints Register (Consultation Manager) within 24 hours.

An initial internal escalation process will be followed for the resolution of complaints and following that to the next level which includes independent mediation as per Table 3 below.

4.2 Referring complaints

Regardless of how a complaint is received, it must be referred to the most appropriate person as soon as they are received. If that person is unable to resolve the complaint, they should escalate it to a higher level and that person should make a decision on how to resolve it. The following table outlines the referral process.

Table 2: Guideline for referring complaints

Complaint type	Description	Referred to	Escalation (if required)
Construction site-specific	Complaint is about construction work, access, behaviour or activities at/or around a Parramatta Light Rail construction site	Relevant construction contractor representative	1. Director Parramatta, TfNSW 2. PLR Project Director 3. Independent Mediator
Rectification	Complaint is about rectification of property as a result of damage caused by construction work, behaviour or activities	Relevant contractor representative	1. Director Parramatta, TfNSW 2. PLR Project Director 3. Independent Mediator
Compensation	Complaint is seeking compensation for an adverse impact as a result of construction or operation of Parramatta light rail	Relevant contractor representative	1. Director Parramatta, TfNSW 2. PLR Project Director 3. Independent Mediator
Overall project or government policy	Complaint about the need for the Project, the Project's procedures or processes, the approval process, or TfNSW policy position	Communications and Engagement team	Director Parramatta, TfNSW
Associated works or projects undertaken by other agencies	Complaint about works associated with Parramatta Light Rail but outside the light rail construction zone (e.g. paths to stops, urban design improvements)	Communication and Engagement team	Director Parramatta, TfNSW
Media	Complaint has come via a member of a media organisation	PLR Senior Manager, Communications and Public Affairs	Director Parramatta, TfNSW
Government or ministerial enquiry	Complaint has come via a member of a local, state or federal government body, government department or ministerial department	PLR Senior Manager, Communications and Public Affairs	Director Parramatta, TfNSW
Relates to other TfNSW projects	Complaint is unrelated to Parramatta Light Rail but relates to other areas of TfNSW	Manager Communication and Stakeholder Engagement (for forwarding to relevant section of Transport for NSW)	Sydney Customer Journey and Planning (Transport Coordination branch)

4.3 Escalating complaints

If a complaint is not resolved within the standard complaint process (refer to Figure 13 of this Appendix), the complaint will be escalated in accordance with the following complaint escalation and dispute resolution process:

Table 3: Guideline for complaint escalation and dispute resolution

Position	Action
Escalation Point 1:	
Director Parramatta, TfNSW	If resolved, respond within 7 days and record the outcome in Consultation Manager. If unresolved, escalate to next level.
Escalation Point 2:	
PLR Project Director	If resolved, respond within 7 days and record the outcome in Consultation Manager. If unresolved, escalate to next level.
Escalation Point 3:	
Independent Mediation	The complainant will be advised of the opportunity to refer the matter to the Project's independent mediator. Contractor and TfNSW representatives will attend the mediation. The outcome of the mediation will be recorded in Consultation Manager.

For property impacts, complaints and/or damage, the timeframes for escalation identified in Table 3 may require extension while investigations are being performed.

5. Complaints recording and reporting

A Complaints Register will be maintained by PLR to record information on all complaints received during any works and for a minimum of 12 months following the completion of construction (Figure 13). All complaints are recorded in the stakeholder database, Consultation Manager, by relevant contractors and registered on the Daily Complaints Register spreadsheet to ensure all complaints and their actions are managed and tracked. At a minimum, the detail recorded in Consultation Manager and registered on the Daily Complaints Register will include:

- Date and time of complaint
- Method of complaint (e.g. phone, email, meeting)
- Name and contact details of complainant
- Summary of complaint
- Nature of complaint (e.g. noise, vibration)
- Number of people affected by a complaint
- Details of any actions undertaken or proposed or investigations occurring
- Response to complaint
- Details of whether mediation was required or used
- Response times
- Number of complaints

Contractors are required to report on the day of any complaint (or the following working day if the complaint has been received after 2pm) to the Director Parramatta, TfNSW.

PLR will provide a copy of the Daily Complaints Register to the ER on Monday to Friday with Monday's register (or the first business day after a public holiday) containing any complaints received over the weekend and/or a public holiday and upon request to the Secretary within the required timeframes. Where requested, the Daily Complaints Register must be provided to the Secretary and within the timeframe stated in the request.

Appendix B – Stakeholders and issues analysis

The table below shows how each group and the stakeholders within it relate to the Project, their expected issues of interest and/or concern and the strategy for keeping them engaged in the Project. It has been developed for engagement across the Project phases of pre-construction, construction and commencement of operations. Stakeholders fall within one or both of two categories: stakeholders relevant to the development and/or stakeholders impacted. Where stakeholders are impacted these will be identified in construction site specific documents such as CNVIS, property acquisition schedules etc.

Table 4: Stakeholder analysis

Group	Members	Issue/interest in project	Engagement tools and activities	Level of Consultation
<ul style="list-style-type: none"> Local government 	City of Parramatta Council Cumberland Council	<ul style="list-style-type: none"> Third Party Agreement and DA Design and place-making Alignment and stops Traffic management and parking Travel demand management Special infrastructure contribution Impacts on local infrastructure Impact on flora and fauna Business activation Planning approvals Property acquisition Active transport Construction coordination Customer experience Community engagement Economic development and business opportunities Legacy projects Property access arrangements 	<ul style="list-style-type: none"> One-on-one meetings and briefings Place Manager meetings Presentations PLR attendance at events Workshops, as necessary Participation in Advisory Group 	<ul style="list-style-type: none"> Consult Collaborate Involve

Group	Members	Issue/interest in project	Engagement tools and activities	Level of Consultation
<ul style="list-style-type: none"> Elected representative 	<p>State Member for: Parramatta Seven Hills</p> <p>Federal Member for: Parramatta</p>	<ul style="list-style-type: none"> Information to satisfy queries from media and constituents Access to construction site for photo opportunities as directed by Minister's office 	<ul style="list-style-type: none"> Regular briefings by PLR (and with contractor as required) 	<ul style="list-style-type: none"> Involve Inform
<ul style="list-style-type: none"> NSW Government departments and agencies 	Organisations that manage key venues and destinations			
	<p>Western Sydney Local Health District, including Westmead Hospital, and Cumberland Hospital</p> <p>Children's Hospital</p> <p>DPI Fisheries</p> <p>Transport for NSW, Sydney Trains and Sydney Buses</p> <p>Health Infrastructure NSW</p> <p>Infrastructure NSW</p> <p>Department of Education</p> <p>Land and Housing Corporation</p> <p>Property NSW</p> <p>Department of Planning and Environment</p> <p>Venues NSW and Venues Live</p> <p>MAAS</p> <p>Parramatta Park Trust</p>	<ul style="list-style-type: none"> Third Party Agreements/DAs Regulatory role Design and placemaking Traffic management and parking Travel demand management Impacts on local road network Emergency services access Planning approval Special events Special infrastructure contribution Provision of land Cumulative impacts and construction coordination with interfacing projects such as noise generating OOHW, traffic management Pedestrian and cycle safety and access changes and detours Community engagement Legacy projects Opportunities to support the relocation of facilities (Cumberland Hospital) Property access arrangements 	<ul style="list-style-type: none"> One-on-one meetings and briefings Presentations PLR attendance at events Workshops, as necessary Participation in Advisory Group (some), e.g. TTLG, PLR Advisory Group Fortnightly meetings with CJP, Formal approvals, as required 	<ul style="list-style-type: none"> Consult Collaborate Involve

Group	Members	Issue/interest in project	Engagement tools and activities	Level of Consultation
	Other Government agencies			
	Greater Sydney Commission Create NSW Department of Industry Small Business Commissioner Emergency Services Former Office of Environment and Heritage (now DPC and DPE) EPA	<ul style="list-style-type: none"> • Traffic management and parking • Emergency services access • Construction coordination with interfacing projects including noise generating OOHW, traffic management • Property access arrangements • Environmental aspects, e.g. heritage, biodiversity, flooding • Business activation and support • Legacy projects • Community engagement 	<ul style="list-style-type: none"> • One-on-one meetings and briefings • Presentations • PLR attendance at events • Workshops, as necessary • Participation in Advisory Group, e.g. TTLG, Greater Parramatta Group (some) 	<ul style="list-style-type: none"> • Consult • Collaborate • Involve
<ul style="list-style-type: none"> • Utilities 	Sydney Water Telstra Jemena Endeavour Energy Caltex Optus and Ucomm NBN AARNet AAPT (TPG) Vocus Verizon City of Parramatta Council	<ul style="list-style-type: none"> • Third Party Agreements/DAs • Traffic management and parking • Travel demand management • Planning approval • Construction coordination with interfacing projects • Property access arrangements • Integration of future utility requirements along project alignment • Environmental aspects, e.g. heritage, biodiversity, flooding • Community engagement 	<ul style="list-style-type: none"> • Regular one-on-one meetings and briefings (fortnightly, or as required) in accordance with the Utilities Management Plan • Presentations • Participation in Advisory Group (some) 	<ul style="list-style-type: none"> • Consult • Collaborate • Involve
<ul style="list-style-type: none"> • Non-Government 	Universities and Research Facilities			

Group	Members	Issue/interest in project	Engagement tools and activities	Level of Consultation
organisations	Western Sydney University including the Western Sydney University Early Learning Centre University of Sydney University of NSW University of New England Westmead Research Precinct	<ul style="list-style-type: none"> • Third Party Agreements • Design and placemaking • Academic collaboration • Construction coordination • Property access arrangements • Construction impacts – EMI (Westmead Health Precinct and the Western Sydney University), noise, vibration • Temporary alternative stop location and route for the university's free shuttle service (WSU) • Traffic management and parking • Legacy projects • Community engagement 	<ul style="list-style-type: none"> • One-on-one meetings and briefings • Presentations • PLR attendance at events • Workshops, as necessary • Participation in Advisory Group (some) 	<ul style="list-style-type: none"> • Consult • Collaborate • Inform
	Businesses/charities			
	SCentre Group Deerubbin Aboriginal Land Council and other relevant registered Aboriginal stakeholders Australian Turf Club (Rosehill Gardens Racecourse) Rosehill Bowling Club Parramatta Mission (includes Wesley Apartments)	<ul style="list-style-type: none"> • Design and placemaking • Construction coordination • Property access arrangements • Third Party Agreements • Indigenous Heritage 	<ul style="list-style-type: none"> • One-on-one meetings and briefings • Presentations • PLR attendance at events • Workshops, as necessary • Participation in Advisory Group (some) 	<ul style="list-style-type: none"> • Consult • Inform • Involve
Influencers				

Group	Members	Issue/interest in project	Engagement tools and activities	Level of Consultation
	Parramatta Chamber of Commerce Western Sydney Business Chamber Tourism and Transport Forum Infrastructure Partnerships Australia Committee for Sydney NRMA	<ul style="list-style-type: none"> • Design and placemaking • Construction coordination • Property access arrangements • Community engagement • Economic development and business opportunities • Legacy projects • Pedestrian and public • Transport access 	<ul style="list-style-type: none"> • One-on-one meetings and briefings • Presentations • PLR attendance at events • Workshops, as necessary • Participation in Advisory Group (some) 	<ul style="list-style-type: none"> • Consult • Involve • Inform
• Community	Residents			
	Directly impacted – refers to residents within 50 metres of work areas and/or those who fall within area where noise exceeds approved levels and/or other construction/operational impacts, e.g. property adjustments, dust levels, operational noise/vibration	<ul style="list-style-type: none"> • Property acquisition (see Property Acquisition Engagement Plan) • Planning approval • Stop locations • Construction impacts • Operational impacts and mitigation measures • Property access impacts • Dust, noise, vibration impacts • Service cost and frequency • Future growth/development • Impacts of parking 	<ul style="list-style-type: none"> • Personal face-to-face contact • One-on-one meetings with Place Managers and Personal Managers, Acquisitions • Door knocks • Emails and letters • Project newsletters/updates • Advertisements • Community information events • Website • Social media • 1800 number 	<ul style="list-style-type: none"> • Inform • Consult • Involve

Group	Members	Issue/interest in project	Engagement tools and activities	Level of Consultation
	Indirectly impacted – adjacent to or near light rail route and work areas	<ul style="list-style-type: none"> • Construction impacts • Planning approval • Operational impacts • Property access impacts • Impacts on parking • Service cost and frequency • Future growth/development 	<ul style="list-style-type: none"> • One-on-one meetings with Place Managers, as required • Door knocks • Site investigation notifications • Project newsletters/updates • Emails and letters • Advertisements • Community information events • Website • Social media • 1800number 	<ul style="list-style-type: none"> • Inform • Consult
	Media	<ul style="list-style-type: none"> • Delivery of government promises in terms of timeframe, budget etc. • Effectiveness of light rail system • Community sentiment • Monitoring of progress of project 	<ul style="list-style-type: none"> • Media releases • Media briefings • Social media activity • Proactive release of information, imagery, reporting 	<ul style="list-style-type: none"> • Inform
	Wider community within project area	<ul style="list-style-type: none"> • Potential improvements to public transport • Planning approval • Integrated ticketing • Delivery of government promises • Future growth/development 	<ul style="list-style-type: none"> • Project newsletters/updates • Advertisements • Community information events • Website • Social media • 1800 number 	<ul style="list-style-type: none"> • Inform

Group	Members	Issue/interest in project	Engagement tools and activities	Level of Consultation
<ul style="list-style-type: none"> Community 	Community Services and Groups, including <ul style="list-style-type: none"> Managers of Prince Alfred Square and Robin Thomas Reserve 	<ul style="list-style-type: none"> Stop locations Construction impacts Flora and fauna Service cost and frequency 	<ul style="list-style-type: none"> One-on-one meetings and briefings Project newsletters/updates Advertisements Community information events Website Social media 	<ul style="list-style-type: none"> Consult Inform
	Education, including: <ul style="list-style-type: none"> Parramatta Marist High School Arthur Phillip High School Parramatta Public School Parramatta North Primary School St Patrick's Primary Our Lady of Mercy College Catherine McAuley Catholic Girls' School Mother Teresa Primary 	<ul style="list-style-type: none"> Stop locations Construction impacts Operational impacts Property access arrangements Disturbance during exams and tests Service cost and frequency Pedestrian safety and access 	<ul style="list-style-type: none"> One-on-one meetings and briefings Project newsletters/updates Advertisements Community information events Education programs Website Social media 	<ul style="list-style-type: none"> Consult Inform
	Childcare centres, medical facilities and nursing homes	<ul style="list-style-type: none"> Stop locations Construction impacts Operational impacts Property access arrangements Pedestrian safety and access Service cost and frequency 	<ul style="list-style-type: none"> One-on-one meetings and briefings Project newsletters/updates Advertisements Community information events Education programs Website Social media 	<ul style="list-style-type: none"> Consult Inform

Group	Members	Issue/interest in project	Engagement tools and activities	Level of Consultation
	Local businesses	<ul style="list-style-type: none"> • Stop locations • Planning approval • Construction impacts • Operational impacts • Property access arrangements • Potential job creation • Economic stimulus • Future growth/development 	<ul style="list-style-type: none"> • Business activation • One-on-one meetings with Place Managers • Project newsletters/updates • Advertisements • Community information events • Business forums/workshops • Website • Social media • 1800 number 	<ul style="list-style-type: none"> • Consult • Involve • Collaborate • Inform
	Transport customers – motorists, cycling groups, bus industry, taxi industry, ride share, hire cars	<ul style="list-style-type: none"> • Stop locations • Connectivity • Construction impacts including buses replacing trains and road detours • Operational impacts • Travel demand management • Local pedestrian and cycle access 	<ul style="list-style-type: none"> • Project newsletters/updates • Advertisements • Community information events • Static signage • Website • Social media • 1800 number 	<ul style="list-style-type: none"> • Inform
<ul style="list-style-type: none"> • Community 	Community Housing Providers	<ul style="list-style-type: none"> • Property acquisition (see Property Acquisition Engagement Plan) • Construction impacts • Operational impacts • Property access arrangements • Service cost and frequency • Future growth/development 	<ul style="list-style-type: none"> • One-on-one meetings and briefings • Project newsletters/updates • Advertisements • Community information events • Website • 1800 number 	<ul style="list-style-type: none"> • Inform • Consult

Group	Members	Issue/interest in project	Engagement tools and activities	Level of Consultation
	Places of worship including <ul style="list-style-type: none"> • St Ioannis Greek Orthodox Church • St Patrick's Cathedral 	<ul style="list-style-type: none"> • Property acquisition (see Property Acquisition Engagement Plan) • Construction impacts • Property access arrangements 	<ul style="list-style-type: none"> • One-on-one meetings and briefings • Project newsletters • Notifications 	<ul style="list-style-type: none"> • Consult • Inform

Appendix C – Engagement tools and activities

Table 5: Community and stakeholder engagement tools and activities

Type	Explanation and purpose	Frequency/Timing
Community contact tools		
24-hour, Toll Free Community information line 1800 139 389	Provides free and accessible 24-hour number to all community members and stakeholders to contact the Project team to make an enquiry or complaint. All communication materials and the website will include this number. Calls will be redirected to relevant contractors as required.	Available since EIS consultation and ongoing (including for 12 months following the completion of the Project)
Project email parramattalightrail@transport.nsw.gov.au	Provides accessible point of contact for stakeholders and the community to make enquiries or complaints directly to the Project team. All communication materials and website will include this email address. Emails will be redirected to relevant contractors as required.	Available since EIS consultation and ongoing until 12 months following completion of project
Project postal address Level 10, 130 George Street, Parramatta NSW 2150	Provides point of contact for stakeholder and the community to make written enquiries or complaints. All communication materials and the website will include this postal address. Correspondence will be redirected to relevant contractors as required.	Available on project approval and ongoing until completion of project until 12 months following completion of project
Calling cards	To advise residents, business and the broader community of activities happening in and around their area, such as geotechnical investigations or utility service locating work. Different types of calling cards include: - 1800 number - We are working in your street - Sorry we missed you - No parking	As required during construction
Consultation Manager database	Used to record and track all communication, including emails, phone calls and meetings, with the community and stakeholders during the life of the Project.	Available since EIS consultation and ongoing
Information tools		
Newsletters	Provides a general update on the entire project to key stakeholders and the broader community, including residents and businesses along the light rail alignment. These will be available on the website and hard copies sent to residents within the corridor.	Quarterly

Type	Explanation and purpose	Frequency/Timing
Email updates	<p>Email updates will be sent by the Project team to subscribers as required about the progress of the Project. These updates are intended to supplement, not replace, newsletters or activity specific notifications.</p> <p>Stakeholders, including businesses and residents, are offered the opportunity to register to receive these updates on the PLR website and via public materials produced for the Project.</p>	As required
Fact sheets	Fact sheets are used as required to explain key aspects of the Project to the community and our stakeholders. This may include, but not be limited to, the benefits of light rail, the stop locations, precinct details, construction impacts etc.	As required
Photography and video	Photos and videos are used to assist with explaining aspects of the Project, in notifications, newsletters, on the Parramatta Light Rail website, presentations and reports as required.	Ongoing
Site signage and hoarding banners	<p>Site signage and hoarding banners identify Parramatta Light Rail, explain the Project need and provide contact information, including 1800 number, postal and email addresses.</p> <p>Signage may be used to notify stakeholders of site investigation works, construction sites, construction schedules and milestones, traffic changes etc.</p>	Available during construction
Variable Message Signs	Will be used as required to keep the community informed about construction activities, including, but not limited to changes in traffic and construction activities.	As required
Online tools		
Parramatta Light Rail website	<p>Information about the Project is uploaded to the Parramatta Light Rail website, which will be referenced in all communication materials as a source of information. The website is updated regularly and will be maintained for a minimum of 24 months following completion of construction.</p> <p>Information on the website includes:</p> <ul style="list-style-type: none"> – Description, current status and timing – Newsletters and notifications – Graphics and images on the Project background and progress – Copies of relevant reports and documents required under B11 – Construction progress – Photos, images and maps – Links to documents as required under the relevant projects contact information 	Available since EIS consultation and ongoing until project completion

Type	Explanation and purpose	Frequency/Timing
Social media	<p>Social media, such as Facebook, Twitter and Instagram, provides a platform through which to distribute information to, and gather feedback from, the community about the Project, including:</p> <ul style="list-style-type: none"> - Key milestones announcements - Construction updates - Out-of-hours work and changed traffic conditions - Community information sessions and other events <p>Social media is also useful in targeting commuters who may not live in the notification areas, but pass through them.</p>	Ongoing since project approval and until project completion
Mobile and web-based systems, including online surveys, apps	- Engage the community and stakeholders on the project	As required
Face-to-face and interactive tools		
Mobile pop-up public information displays	Mobile information displays at community events and shopping centres are used to provide information about Parramatta Light Rail, seek stakeholder and community views and encourage submissions during exhibitions. Provides stakeholders and the community with an opportunity to speak directly to the Project team and give feedback. Opportunity to build positive, proactive presence in community.	As required
Door knocks	Individual door-knock meetings will be used as required to discuss the potential impacts of Parramatta Light Rail with highly impacted stakeholders, especially residents and businesses directly impacted by construction work. Door knocks are useful to contact individual property owners if they are potentially affected and unable to be contacted by phone/mail.	Ongoing as required
Meetings	Stakeholder meetings will be used as required to discuss Parramatta Light Rail, including potential impacts and, where relevant, mitigation strategies to offset impacts.	As required
Site visits	Meetings on site to inform and consult with government agencies, councils, special interest groups and other stakeholders.	As required
Presentations and forums	Presentations and forums will be used as required to inform stakeholders about the progress of Parramatta Light Rail and any key milestones or activities, and gather feedback to address issues as they arise.	Ongoing as required
Maps/diagrams	Provides a visual explanation of the Project, to be used in stakeholder meetings, project newsletters and fact sheets and at community information sessions.	Ongoing as required

Type	Explanation and purpose	Frequency/Timing
Translations	Translating and Interpreting Service available and promoted in notifications and quarterly newsletter.	Ongoing
Community and business based forums	Forums will be arranged (in accordance with project Conditions of Approval) to focus on key environmental management issues relating to contractor activities with highly impacted community and business stakeholders.	As required
Place Managers	Dedicated Place Managers are in place for precinct areas along the light rail route. Each Place Manager will work with the communities within their precinct area to provide a local, single point of contact and be a source of information. They will be responsible for engaging with individuals and community organisations to ensure that identified issues are raised, discussed and circulated within the Project team for information and action. They will also work with the community to identify, mitigate and manage potential roadblocks and risks.	Onboard since EIS consultation phase and ongoing for duration of project
Personal Managers, Acquisitions	<p>Personal Managers, Acquisitions (PMAs) coordinate interactions between property owners and tenants affected by acquisition and TfNSW. The PMAs are responsible for understanding and implementing the NSW land acquisition reforms announced by the Government in October 2016.</p> <p>This includes providing support to affected residential landowners and tenants as required, including helping to find new homes or business premises, new schools for children and other support services to deliver a fairer, more balanced and more transparent acquisition process to ease the experience of moving. This support may be extended to small businesses as well, if deemed appropriate by the PMA.</p>	Onboard since EIS consultation and ongoing for duration of acquisition process
Project notifications		

Type	Explanation and purpose	Frequency/Timing
7 day notification letter	<p>The 7-day notification letter will be used to advise the community and stakeholders, no earlier than 14 days prior (and as required by EPA licence requirements), of any activity with the potential to impact – such as geotechnical, service locating site investigation works.</p> <p>Notifications will be issued via letterbox drop in a Parramatta Light Rail notification template and include the following:</p> <ul style="list-style-type: none"> - Scope of work - Location of work - Hours of work - Duration of activity - Type of equipment to be used - Likely impacts including noise, vibration, traffic, access and dust - Mitigation measures - Project contact information. <p>Copies of notifications will also be uploaded onto the Parramatta Light Rail website and distributed to key stakeholders.</p>	Ongoing as required
Advertising	Display advertisements will be placed in local newspapers to notify the community of construction commencement, key project milestones and major changes to traffic.	Ongoing as required
Briefings and Media		
MP, local elected members and Ministerial briefings	Briefings will be used to update these stakeholders on major Parramatta Light Rail milestones.	Ongoing as required
Media briefings and releases	Media releases, briefings and events will be used to update the community on major Parramatta Light Rail milestones.	Ongoing
Contractor requirements		
Site inductions	Project site inductions must include communication and engagement requirements to ensure all members of the Project and contractor teams are aware and respectful of residents and businesses neighbouring work areas. This includes site investigation works, including geotechnical and utility service locating activities along the route alignment.	As required

Appendix D – Compliance Matrix

Table 6: Conditions of Approval relevant to the Community Communication Strategy

No.	Requirement	Reference	How Addressed
A5	<p>Where the terms of this approval require a document or monitoring program to be prepared or a review to be undertaken in consultation with identified parties, evidence of the consultation undertaken must be submitted to the Secretary with the document or monitoring program or Review. The evidence must include:</p> <ul style="list-style-type: none"> (a) documentation of the engagement with the party(ies) identified in the relevant Condition of Approval before submitting the document for approval; (b) log of the points of engagement or attempted engagement with the identified party(ies) and a summary of the issues raised by the identified party(ies); (c) documentation of any follow-up with the identified party(ies), where feedback has not been provided, to confirm that the identified party(ies) has none or has failed to provide feedback after repeated requests; (d) outline of the issues raised by the identified party(ies) and how they have been addressed, including evidence that the party(ies) is satisfied the issues have been addressed; and (e) where there are outstanding issues raised by the identified party(ies) that have not been adopted, the reasons why they have not been/could not be adopted must be provided, including evidence of consultation with the relevant party(ies). 	Section 9.1	Section 9.1 and 9.2 describes how identified parties would be consulted with on relevant documents or monitoring programs as required. Evidence of this consultation would be appended to each of the relevant documents / plans.

No.	Requirement	Reference	How Addressed
B1	A Community Communication Strategy must be prepared to provide mechanisms to facilitate communication between the Proponent, the community (including adjoining affected landowners and businesses, and others directly impacted by the CSSI), the ER and local council.	Sections 1.2, 9 & 10 and Appendix C	Sections 9 & 10 outline communication tools and policies and procedures to facilitate communication between all listed parties. Section 1.2 identified accountabilities for PLR's community and stakeholder engagement. App. C provides details of the engagement tools that will be used throughout the life of the Project.
B1	During the design, establishment and construction of the CSSI (Critical State Significant Infrastructure) and for a minimum of 12 months following the completion of construction of the CSSI.	Section 1.1	Section 1.1 includes a definition of purpose including applicability to design, establishment, construction and during the first 12-months of operation.
B2	The Community Communication Strategy must: (a) identify people and organisations to be consulted during the design and work phases;	Sections 4 and Appendix B	Section 4 details a high level summary of stakeholders to be consulted. App. B includes a stakeholder analysis.
B2	(b) set out procedures and mechanisms for the regular distribution of accessible information about or relevant to the CSSI including use of construction hoardings to provide information regarding the progress of construction. The information to be distributed must include information regarding current site construction activities, schedules and milestones at each construction site;	Sections 9, 10 and Appendix C	Sections 9 & 10 outline communication tools and policies and procedures to facilitate accessible information including progress of construction updates. App. C specifies all engagement tools and activities for the CSSI.
B2	(c) provide for the formation of issue or location-based community forums that focus on key environmental management issues of concern to the relevant communities; and	Sections 10.9	Section 10.9 details policies and procedures for the implementation of community forums.
B2	(d) set out procedures and mechanisms: i) through which the community can discuss or provide feedback to the Proponent;	Section 10.9, 10.10, 10.11	Sections 10.9, 10.10 and 10.11 detail mechanisms for community feedback and PLR response. App. A is the

No.	Requirement	Reference	How Addressed
			Complaints Management Procedure regarding mediation of disputes such as rectification or compensation.
B2	ii) through which the Proponent will respond to enquiries or feedback from the community; and	Section 10.9, 10.10, 10.11. Appendix C	Sections 10.9, 10.10 and 10.11 detail mechanisms for community feedback and PLR response. App C identifies engagement tools and activities
B2	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.	Section 10.12 and Appendix A	Section 10.12 includes requirements that Community Engagement Plans must align with the detail listed above and within the entire Community Consultation Strategy including App. A Complaints Management Procedure.
B3	The Community Communication Strategy must be submitted to the Secretary for approval no later than one month before commencement of any works.	Section 1.2	Section 1.2 includes a closing paragraph acknowledging the approval pathway for the CCS. This Strategy is being submitted to DPE for approval one month before the commencement of works.
B4	Community Communication Strategy Works for the purposes of the CSSI must not commence until the Community Communication Strategy has been approved by the Secretary.	Section 1.2	The Community Communication Strategy (this document) was approved on 17 January 2019. Refer to the document revision table for further information on the review of this document.
B5	The Community Communication Strategy , as approved by the Secretary, must be implemented for the duration of the works and for 12 months following the completion of construction of the CSSI.	Sections 1.1 & 1.2	Section 1.1 includes the purpose of the document extends to the full timeframe of this condition and Section 1.2 acknowledges the requirement for the CCS to be approved by the Secretary.
B6	A Complaints Management System must be prepared before the commencement of any works in respect of the CSSI and be implemented and maintained for the duration of construction and for a minimum 12 months following completion of construction of the CSSI.	Sections 1.1, 10.10, 10.11, 10.12 and Appendix A	Sections 10.10, 10.11 and 10.12 include procedures for community enquiries and complaints. App. A is the Complaints Management Procedure, which is currently live (i.e. prior to any works) and maintained in accordance with the required timeframe for the CCS in its entirety (note Section 1.1).

No.	Requirement	Reference	How Addressed
B7	The following information must be available to facilitate community enquiries and manage complaints within one (1) month from the date of this approval and for 12 months following the completion of construction:	Sections 1.1, 10.11, 10.12 and Appendix A	The Complaints Management System is currently active. The system will be managed for the full timeframe for the CCS as noted in Section 1.1. Implementation of the Australian Standard for Complaints Handling is included in App. A (Section 1.3) which includes multiple complaint mechanisms to provide the community full accessibility to make a complaint.
B7	(a) a 24-hour telephone number for the registration of complaints and enquiries about the CSSI;	Section 10.11 and 10.12	a) Section 10.11 and 10.12 outlines the community enquiries and complaints phone number which is monitored 24-hours a day.
B7	(b) a postal address to which written complaints and enquires may be sent;	Section 10.12	b) The postal address is provided in Section 10.12 as 10/130 George Street, Parramatta.
B7	(c) an email address to which electronic complaints and enquiries may be transmitted; and	Section 10.12	c) The email address is provided in Section 10.12 as parramattalightrail@transport.nsw.gov.au
B7	(d) a mediation system for complaints unable to be resolved. This information must be accessible to all in the community regardless of age, ethnicity, disability or literacy level.	Appendix A 4.3	d) App. A (Section 3.3) discusses processes for escalating complaints including the mediation process for unresolved complaints.
B8	The telephone number, postal address and email address required under Condition B7 of this approval must be published in a newspaper circulating in the local area.	Appendix A, Section 2 Section 10.12	App. A (Section 2) acknowledges the requirement to publish the complaint management system details in a local newspaper and on the website prior to commencing construction and operation.
B8	and on-site hoarding at each construction site before commencement of construction and published in the same way again before the commencement of operation.	Section 10.12	Section 10.12 discusses the requirement to publish details via the on-site hoarding.

No.	Requirement	Reference	How Addressed
B8	This information must also be provided on the website required under Condition B11 of this approval.	Parramatta Light Rail Website	App A (Section 2) acknowledges the requirement to publish the Complaint Management System details in a local newspaper and on the website prior to commencing construction and operation. As an active Complaints Management System, these details are currently available from the project website (parramattalightrail.nsw.gov.au/contact)
B9	A Complaints Register must be maintained to record information on all complaints received about the CSSI during the carrying out of any works for the purposes of the CSSI and for a minimum of 12 months following the completion of construction. The Complaints Register must record the: (a) number of complaints received; (b) number of people affected in relation to a complaint; (c) means by which the complaint was addressed and whether resolution was reached, with or without mediation.	Appendix A, Section 5	App. A (Section 4) details record keeping requirements of the Complaints Management System including the details from B9 a-c. An example of the complaint register with required fields is included in this section.
B10	The Complaints Register must be provided to the Secretary upon request, within the timeframe stated in the request.	Appendix A, Section 5	App. A (section 5) details complaints recording and reporting, a copy of the complaints register and includes a statement regarding the submission of the Complaints Register if requested by the Secretary.
B11	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 24 months following the completion of construction. Up-to-date information (excluding confidential commercial information) must be published before the relevant works commence, and maintained on the website or dedicated pages including:	Section 10.5 and Appendix C	Section 10.5 details how the requirements of B11 from a-f shall be implemented between PLR's Community Engagement team and PLR Subcontractors. App. C nominates the website as an engagement tool for the community.

No.	Requirement	Reference	How Addressed
B11	(a) information on the current implementation status of the CSSI;	Section 10.5 and website	The website has been established and currently includes information on the current status of the CSSI (www.parramattalightrail.nsw.gov.au/stage-1-westmead-carlingford and www.parramattalightrail.nsw.gov.au/library)
B11	(b) a copy of the documents listed in Condition A1 and Condition A2 of this approval, and any documentation relating to any modifications made to the CSSI or the terms of this approval;	Section 10.5 and website	Copies of all environmental assessment documents including EIS and Submissions and Preferred Infrastructure Report are available on the PLR website. (www.parramattalightrail.nsw.gov.au/library).
B11	(c) a copy of this approval in its original form, a current consolidated copy of this approval (that is, including any approved modifications to its terms), and copies of any approval granted by the Minister to a modification of the terms of this approval;	Section 10.5 and website	A copy of the CSSI 8285 Instrument of Approval (www.parramattalightrail.nsw.gov.au/library). Note that approval granted by the Minister to a modification of the terms of this approval would be uploaded to this website.
B11	(d) a copy of each statutory approval, licence or permit required and obtained in relation to the CSSI;	Section 10.5 and website	Details will be published when applicable.
B11	(e) a current copy of each approved document required under the terms of this approval and any endorsements, approvals or requirements from the ER, AA and Secretary, all of which must be published before the commencement of any works to which they relate or before their implementation as the case may be; and	Section 10.5 and website	To be published prior to works/ implementation.
B11	(f) a copy of the compliance reports required under Condition A30 of this approval.	Section 10.5 and website	Will be published as required.
B11	Information relating solely to construction may be removed from the website 12 months following the completion of construction.	Noted	This is noted.

No.	Requirement	Reference	How Addressed
C21	All construction spoil haulage vehicles and construction plant must be clearly marked as being for the CSSI in such a manner to enable immediate identification within at least 50 metres of the vehicles and plant.	Section 10.18	Section 10.18 details the responsibilities of PLR Contractors to implement branding and logo requirements including plant and construction spoil vehicles.
E8	The Proponent must maintain access to all properties during construction and operation, unless otherwise agreed by the relevant property owner or occupier, and reinstate any access physically affected by the CSSI to at least an equivalent standard at no cost to the property owner, unless otherwise agreed with the property owner. The Proponent must provide copies of plans to the Secretary on request.	Section 7	Section 7 includes specific detail and procedures for Property Access, including mechanisms for one-on-one consultation regarding alterations to access.
E9	Access plans must be prepared and implemented for individual properties and accesses that will be impacted by construction and operation of the CSSI. The access plans must be developed in consultation with affected parties (property owner and/or occupier, as relevant) and the Proponent must make reasonable endeavours to obtain agreement from the relevant affected parties, and evidence of consultation demonstrating this must be provided to the Secretary on request.	Section 7	Section 7 includes specific detail and procedures for Property Access, including the content required to prepare and implement Access Plans.
E9	The access plans must establish: (a) road and access closures and provision of alternative routes; (b) provision for pedestrian and cyclist access; (c) special event strategies; (d) provision of servicing and delivery requirements for loading zones and waste disposal; (e) access periods or alternative access arrangements for businesses, landowners or tenants affected by the CSSI;	Section 7	Required content for Access Plans (E9 a-h) is detailed in this section as Footnote 1.

No.	Requirement	Reference	How Addressed
	(f) strategies to maintain emergency and incident response access at all times; (g) potential future access strategies for the Westmead Hospital and Westmead Railway Station; and (h) access to taxi ranks and loading zones.		
E9	If access is not deemed to be adequate by the property owner and/or occupier and a dispute ensues, procedures and mechanisms must be followed in accordance with Condition B2 .	Section 7, Appendix A (see B2)	It is also noted in this section that in the case of disputes the Complaints Management Procedure shall be implemented (in accordance with the mechanisms discussed for B2).
E15	The Proponent must maintain emergency vehicle access, in consultation with emergency services and NSW Health, to Westmead Hospital (along Hawkesbury Road) and between the two parts of the Cumberland Hospital site as long as patients continue to be located at each facility at all times throughout the life of the CSSI. Measures must be outlined in the relevant access plan required under Condition E9 .	Section 7	Section 7 includes specific detail on requirements to maintain emergency vehicle access and document access changes in an Access Plan.
E17	Consult on access to businesses Alternative pedestrian and vehicular access and servicing arrangements must be developed in consultation with affected businesses and implemented before the disruption. Adequate wayfinding to businesses must be provided before, and for the duration of, any disruption in consultation with the Relevant Council(s) and/or road authority and as outlined in the Business Activation Plan required by Condition E110 . The Proponent must make reasonable endeavours to obtain agreement from the relevant affected parties, and evidence of consultation demonstrating this must be provided to the Secretary on request.	Section 1.1 Business Activation Plan	The Business Activation Plan is referenced within this Strategy where access arrangements cross-reference the requirements of condition E110. However, this condition is complied with in full under the stand-alone report – Parramatta Light Rail: Business Activation Plan.

No.	Requirement	Reference	How Addressed
	If access is not deemed to be adequate by the affected business and a dispute ensues, procedures and mechanisms must be followed in accordance with Condition B2 .		
E28 d)	Out-of-Hours Work Protocol ...The Protocol must: ... d) identify Department and community notification arrangements for approved out-of-hours works, which will be detailed in the Community Communication Strategy.	Section 10.6	The Community Consultation Strategy is cross-referenced with the Out-of-Hours Work (OOHW) Protocol (PLR-TFNSW-CBD-PE-FRM-000002) in relation to Section 10.6 of this report, which states that notification arrangements for OOHW for the Community and DPE will be the same in relation to content and timing. The notices will be provided via email through the established protocols.
E31	Consult sensitive receivers regarding sensitive periods Noise-generating works near places of worship, educational institutions and noise and vibration-sensitive businesses and critical working areas (such as theatres, laboratories, operating theatres, and mental health services and accommodation) must not be timetabled within sensitive periods, unless otherwise agreed with the affected institutions, and at no cost to the affected institution. This must be determined through ongoing consultation with the community during construction.	Section 7	Section 7 includes procedures for consulting with sensitive receivers on a case-by-case basis and altering the timetable of noisy or vibration intensive activities to suit these receivers.
E37	Consult sensitive receivers regarding out-of-hours works Where works are undertaken outside hours specific in Condition E21 and E22 and construction noise levels exceed 65 dB(A) LAeq (15 mins) at the façade of the building of a residential receiver, the Proponent must only work 4 nights in any 7 day period. The 4 nights worked	Section 7	Section 7 includes a statement regarding implementation of respite in accordance with the planning approval (including this specific condition).

No.	Requirement	Reference	How Addressed
	must be informed by community consultation referenced in Condition E39 .		
E37	Outcomes of the community consultation, the identified works and respite periods and the scheduling of the likely out-of-hour works must be provided to the AA, ER and the Secretary for information.	Section 10.6	Section 10.6 identifies the requirement to provide outcomes of community consultation for OOHW, respite periods and scheduling to the AA, ER and Secretary.
E39	<p>Consult sensitive receivers regarding respite</p> <p>In order to undertake out-of-hours work described in Condition E25(c) and (d), the Proponent must identify appropriate work and respite periods for the works in consultation with the community at each affected precinct at three monthly intervals. This consultation must be ongoing and include (but not be limited to) providing the community with:</p> <ul style="list-style-type: none"> (a) a schedule of likely out-of-hours work for a period of no less than two (2) months for medium to high risk work (as defined in the Out-of-Hours Protocol (Condition E28); (b) a schedule of likely out-of-hours work for a period of no less than seven days (7) for low risk work (as defined in the Out-of-Hours Protocol (Condition E28); (c) the potential works, location and duration; (d) the noise characteristics and likely noise levels of the works; and (e) likely mitigation and management measures. 	Section 10.6	Section 10.6 includes procedures for both PLR's Community Engagement team and the Contractor to fulfil items a-d.

No.	Requirement	Reference	How Addressed
E39	The Proponent shall consider and respond to the affected community's preference for alternative hours and/or durations. The outcomes of the community consultation, the identified respite periods and the scheduling of the likely out-of-hour works must be provided to the AA, ER and the Secretary.	Section 10.6	Section 10.6 also includes a requirement for the Contractor to consider and respond to community preferences for OOHW and noisy works. As noted in the previous condition, this section identifies the requirement to provide outcomes of community consultation for OOHW, respite periods and scheduling to the AA, ER and Secretary.
E110	<p>Business Activation Plan The Proponent must prepare and implement a Business Activation Plan to manage impacts to businesses on streets affected by construction of the CSSI, including those where access is altered. The Plan must be prepared before construction and must include but not necessarily be limited to:</p> <ul style="list-style-type: none"> (a) measures to address amenity, vehicular and pedestrian access during business hours and visibility of the business appropriate to its reliance on such, and other reasonable matters raised in consultation with affected business; (b) Business Management Strategies for each stage of construction (and/or activity), identifying affected businesses and associated management strategies, including the employment of Place Managers and specific measures to assist small business owners adversely impacted by the construction of the CSSI; (c) Business Support Services Program to assist small business owners adversely impacted by construction of the CSSI. The Program must assist local businesses to develop proactive business strategies including: <ul style="list-style-type: none"> i) marketing and promotion; ii) business diversification and business planning; and iii) engagement of specialists to run workshops both before and during construction. 	Section 1.1 and Business Activation Plan	The Business Activation Plan is referenced within this Strategy where community engagement mechanisms cross-reference the requirements of condition E110. However, this condition is complied with under the stand-alone report – Parramatta Light Rail: Business Activation Plan.

No.	Requirement	Reference	How Addressed
	<p>(d) establishment of business reference groups to provide, but not be limited to, the following services:</p> <ul style="list-style-type: none"> i) provide information on the CSSI; ii) discuss mitigation measures to minimise impacts; and iii) consult on out-of-hours works ('Eat Street' only) where required by Condition E24. <p>(e) a monitoring program to assess the effectiveness of the measures including business feedback against which effectiveness of the measures will be measured; and</p> <p>(f) provision for reporting of monitoring results to the Secretary, as part of the Compliance Monitoring and Reporting Program required in Condition A30.</p> 		

Table 7: Revised mitigation measures relevant to the Community Communication Strategy

No	Requirement	Reference	How Addressed
B1-1	<p>The detailed design would demonstrate in the reporting for detailed design, consideration of measures to minimise potential biodiversity impacts include:</p> <p>....</p> <p>» Investigating opportunities for collaborating with organisations and stakeholders to rehabilitate existing waterways along the Project alignment (such as Vineyard Creek) as part of the Vegetation Offset Strategy.</p>	Appendix B	Appendix B identifies key stakeholders and level of consultation.
BI-3	<p>A Flora and Fauna Management Plan would be prepared as part of the CEMP. Specific measures would be identified in consultation with relevant government agencies.</p>	Section 9.1 and Appendix B	Appendix B identifies key stakeholders and level of consultation. Consultation with the relevant government stakeholders would be conducted in accordance with Section 9.1.

No	Requirement	Reference	How Addressed
AB-1	Aboriginal heritage interpretation would be incorporated into the design of the Project in consultation with registered Aboriginal stakeholders.	Appendix B and Section 7	Appendix B identifies key stakeholders including Deerubbin Aboriginal Land Council. Additional Registered Aboriginal Stakeholders as identified in Table 2 of the PLR Aboriginal Cultural Heritage Assessment would also be consulted with as relevant. Section 7 identifies consultation with Aboriginal Stakeholders as a management strategy for anticipated heritage issues.
AB-2	An Aboriginal and non-Aboriginal Heritage Management Plan would be prepared as part of the CEMP. Specific measures would be identified in consultation with NSW Office of Environment and Heritage (OEH) and other relevant government agencies. As relevant, the plan would be developed in consultation with Registered Aboriginal Parties.	Section 9.1 and Appendix B	Appendix B identifies key stakeholders and level of consultation. Registered Aboriginal stakeholders as identified in Table 2 of the PLR Aboriginal Cultural Heritage Assessment would be consulted with as relevant. Consultation with the relevant stakeholders would be conducted in accordance with Section 9.1.
HE-4	<p>Modification of the Project alignment to avoid State significant archaeology would be considered, and impacts to historical archaeological sites of State significance avoided where possible. As detailed design progresses, care should be taken opportunities to avoid or further minimise impacts to identified archaeological sites of State and local significance would be considered and documented in the design report.</p> <p>The Project design would be sympathetic to identified potential archaeological resources items (i.e. in archaeological management Zones 1 and 2) and, where reasonable and feasible, minimise impacts to those resources. The detailed design for sections of the Project that would impact on known archaeological</p>	Section 9.1 and Appendix B	Appendix B identifies key stakeholders and level of consultation. Section 7, Table 7.1 identifies consultation where required with a qualified archaeologist. Consultation with the relevant stakeholders would be conducted in accordance with Section 9.1.

No	Requirement	Reference	How Addressed
	resources would be developed in consultation with a qualified archaeologist and relevant stakeholders as advised (e.g. the OEH and City of Parramatta Council).		
HE-11	<p>During detailed design and construction planning, opportunities to minimise impacts on the Cumberland District Hospital Precinct would be explored including:</p> <p>The Heritage Division (as delegate of the NSW Heritage Council) would be consulted during detailed design.</p>	Section 9.1 and Appendix B	Appendix B identifies key stakeholders and level of consultation. Consultation with the relevant stakeholders would be conducted in accordance with Section 9.1.
HY-1	A Water Quality Management Program would be developed in consultation with the Department of Industry (Lands and Water) and the EPA, and established prior to construction to ensure compliance with identified water quality objectives and enable potential impacts on surface and groundwater to be identified, controlled and reported.	Section 9.1 and Appendix B	The Water Quality Management Program (or similar) would follow the consultation process with agencies as identified in Section 9.1. Ap. B identifies EPA and Department of Industry as key agencies.
HY-4	A Flood Management Strategy would be prepared for flood affected land as a result of the Project, to include an update of the flood impact assessment undertaken for the EIS (refer Technical Paper 7) to inform the detailed design, re-assess the level of flood immunity of the Project and to identify potential impacts of the Project on flood behaviour prior to construction. The Flood Management Strategy would be prepared in consultation with the City of Parramatta Council.	Section 9.1 and Appendix B	For applicable documents, consultation with the relevant stakeholders would be conducted in accordance with Section 9.1. Appendix B identifies the City of Parramatta Council as a key stakeholder.

No	Requirement	Reference	How Addressed
HY-6	<p>A Soil and Water Management Plan would be prepared as part of the CEMP. Specific measures would be identified in consultation with relevant government agencies and would be consistent with the principles and practices detailed in Landcom's (2004) Managing Urban Stormwater: Soils and Construction.</p> <p>» Transport for NSW would also undertake consultation with DPI Fisheries with respect to the development for the CEMP, and Erosion and Sediment Control Plan for the Project.</p>	Section 9.1 and Appendix B	For applicable Plans, consultation with the relevant stakeholders would be conducted in accordance with Section 9.1. Appendix B identifies DPI Fisheries as a key stakeholder.
UT-2	<p>Consultation with utility service providers would be carried out during detailed design to ensure that appropriate measures are taken regarding the potential integration of future utilities requirements along the Project alignment, and to ensure that the Project does not preclude the development or installation of these proposed utilities.</p> <p>Ongoing consultation would be carried out with high risk utility providers (including Caltex and Jemena) to identify appropriate construction methodologies which would apply to construction operations within the vicinity of the Hunter Pipeline and Jemena secondary gas mains.</p>	Appendix B	App. B identifies key utility stakeholders, level of consultation and engagement tools /activities to be used for consultation.
UT-6	When working in the vicinity of utilities during construction, a review of the proposed works at these location(s) would be carried out by the Construction Contractor in consultation with the relevant service provider(s). The review would consider service provider and project requirements in terms of safety, network integrity and constructability.	Appendix B	App. B identifies key utility stakeholders and engagement tools /activities to be used for consultation.
HR-3	Targeted consultation with identified sensitive receivers for EMI (such as the Westmead Health Precinct and the Western Sydney University) would be carried out to inform the detailed design. Any issues identified would be resolved on a case by case basis with solutions such as monitoring and, if necessary, protective	Appendix B	During detailed design for EMI specific packages targeted consultation would be undertaken as identified in Appendix B.

No	Requirement	Reference	How Addressed
	<p>screening at the site of the sensitive equipment. Additional mitigation strategies would be considered and, where required, implemented.</p> <p>» If mitigation is required at the receiver (building or the equipment itself), Transport for NSW would work with the operator/owner to resolve the potential impact.</p>		
TT-8	<p>During detailed construction planning, liaison would be undertaken with City of Parramatta Council, NSW Health, hospitals and other facilities within the Westmead Health Precinct (including Cumberland Hospital (east and west)) and emergency services to ensure construction staging of the Project does not result in unacceptable maintains appropriate access to the hospital precinct, and is coordinated with other developments underway within the Westmead Health Precinct. Any potential impacts on the existing road network and internal access (including emergency vehicle access) would also be addressed including alerting emergency services when construction arrangements change. Any identified mitigation and management measures would be incorporated into the Project design.</p> <p>UrbanGrowth NSW Development Corporation would also be consulted to minimise impacts of the operation of the light rail on road access and the future road network performance of the Parramatta North Urban Transformation Area, and pedestrian and cyclist access across the alignment. Transport for NSW would consider opportunities to optimise the integration of the light rail into the development, where reasonable and feasible.</p>	Appendix B	<p>App. B identifies key stakeholders and engagement tools /activities to be used for consultation.</p> <p>Consultation with the mentioned impacted parties is occurring and would be ongoing throughout the PLR project.</p>
TT-9	<p>During detailed design, the Parramatta Light Rail team from Transport for NSW would undertake a broader operational review of the existing local road network in Westmead and Parramatta North precincts in consultation with Roads and Maritime Services, City of Parramatta Council, Parramatta Park Trust and NSW Health to identify measures to minimise the impacts of the Parramatta Light Rail project due to re-direction of traffic onto the local road network. This could include Local Area Traffic Management (LATM) measures, localised capacity</p>	Appendix B	<p>App. B identifies key stakeholders and engagement tools /activities to be used for consultation.</p>

No	Requirement	Reference	How Addressed
	improvements (such as the reconfiguration of parking along Caroline Street) and measures to prioritise public emergency access to the Westmead Health Precinct. Reasonable and feasible mitigation and management measures would be considered as part of the detailed design of the Project.		
TT-15	During detailed construction planning, Transport for NSW would determine, in consultation with Western Sydney University, a temporary alternative stop location and route for the university's free shuttle service.	Appendix B	App. B identifies key stakeholders and engagement tools /activities to be used for consultation.
TT-18	Safe pedestrian and cyclist crossings will be maintained or be provided as necessary and practical. A dedicated risk assessment would be completed to identify management measures to ensure safe interaction of the Project with the public. This will include: » The existing at-grade pedestrian crossing across Macquarie Street in the vicinity of Arthur Phillip High School would be maintained. Any identified mitigation and management measures for an at-grade crossing would be incorporated into the Project design. Transport for NSW would consult with the Department of Education on the outcomes of the risk assessment and identified responses. » The detailed design of the right hand turn from Hassell Street into Harris Street would, where reasonable and feasible, incorporate a safe pedestrian and cyclist crossing of Harris Street to link Robin Thomas Reserve with Hassall Street, and would consider the potential for a future on-road bike path with dedicated bike lanes in Hassall Street (to be delivered by others). Any alternative pedestrian and cyclist provisions would be implemented prior to the removal of the existing pedestrian refuge.	Appendix B	App. B identifies key stakeholders and engagement tools /activities to be used for consultation.
TT-28	Hours of when construction deliveries and spoil removal would be undertaken within the Parramatta CBD and Rosehill and Camellia precincts would be determined in consultation with the Sydney Coordination Office and Roads and Maritime Services.	Section 9.1 and Appendix B	App. B identifies key stakeholders and engagement tools /activities that can be used for consultation. Section 9.1 describes consulting with relevant Councils and other relevant stakeholders during preparation of

No	Requirement	Reference	How Addressed
			documentation (such as traffic, transport and access management plans).
TT-31	<p>A strategy for maintaining emergency vehicle access to the Westmead Health Precinct in case of a breakdown along Hawkesbury Road would be prepared in consultation with NSW Health and implemented.</p> <p>The Project would be designed to enable emergency vehicles to use the Project alignment in an emergency situation during periods of traffic congestion along Hawkesbury Road.</p>	Appendix B and Section 9.1	<p>App. B identifies key stakeholders and engagement tools /activities that can be used for consultation. Section 9.1 describes consulting with agencies such as NSW Health.</p> <p>The actual strategy for maintaining emergency vehicle access would be prepared at a later date.</p>
VL-1	<p>Design of hoardings would feature graphics, artwork or project information wherever possible at appropriate locations to be determined in consultation with Transport for NSW. This may include artworks or project information.</p> <p>Guidelines for hoardings graphics, including location-specific guidelines, would be submitted by the contractor for approval by Transport for NSW prior to the commencement of works.</p>	Section 10.17	<p>Consultation with Transport for NSW by the contractor in regards to signage and hoarding is described in Section 10.17.</p>
VL-2	<p>An Urban Design Landscape Plan (UDLP) would be prepared for the Project.</p> <p>The UDLP would be prepared in consultation with local council and other relevant stakeholders.</p>	Section 9.1 and Appendix B	<p>App. B identifies key stakeholders and engagement tools /activities that can be used for consultation. Section 9.1 describes consulting with relevant Councils and other relevant stakeholders.</p>
VL-10	<p>During detailed design and construction planning, opportunities to reduce impacts on Lennox Bridge would be explored including:</p> <p>» The Heritage Division (as delegate of the NSW Heritage Council) would be consulted during detailed design.</p>	Appendix B	<p>App. B identifies key stakeholders and engagement tools /activities that can be used for consultation.</p>

No	Requirement	Reference	How Addressed
LU-2	Consultation and collaboration would continue with relevant stakeholders including NSW Health and City of Parramatta Council to maximise integration of stops with transport infrastructure (rail and bus) and surrounding developments, including public domain works.	Appendix B	App. B identifies key stakeholders and engagement tools /activities that can be used for consultation.
TR-2	An UDLP would be developed for the Project which would include recommended tree species to be used for replacement planting in each of the precincts. Selection of tree species, size and planting locations would be carried out in close consultation with City of Parramatta Council.	Section 7, 9.1 and Appendix B	Section 7 identifies trees as a key issue and the management strategies that would be in place, which includes liaison with local council/s. Appendix B identified key stakeholders and Section 9.1 describes consulting with relevant Councils.
TR-8	Selection of tree species, size and planting locations would be carried out in close consultation with local council and in accordance with the UDLP to be developed for the Project.	Section 7, 9.1 and Appendix B	Section 7 identifies trees as a key issue and the management strategies that would be in place, which includes liaison with local council/s. Appendix B identified key stakeholders and Section 9.1 describes consulting with relevant Councils.
NV-3 (partial)	In the event of predicted exceedances of the noise goals, particularly during out-of-hours works, additional noise mitigation and management measures to be considered in the CNVMPs as described in the CNS. Additional mitigation and management measures would be determined on a site specific basis and are dependent upon the level of predicted impact. Additional mitigation and management measures which would be considered include:	Section 7	Section 7 identifies access impacts as a key issue and outlines communication activities to mitigate.
NV-3 (partial)	» Periodic notifications – These include regular newsletters, letterbox drops or advertisements in local papers to provide an overview of current and upcoming works and other topics of interest.	Sections 10.6, 10.7, 10.8	These sections outline the breakdown of responsibilities between Principal and Contractors with respect to notifications,

No	Requirement	Reference	How Addressed
			project advertisements, newsletters and project updates.
NV-3 (partial)	» Website updates – The project website would form a resource for members of the community to seek further information, including CNVPs and current and upcoming construction activities.	Section 10.5	Describes the type of information on the websites and breakdown of responsibilities between the Principal and the Contractors.
NV-3 (partial)	» Project info-line and construction response line – Parramatta Light Rail will operate a construction response line and a project info-line (1800 139 389). This number will provide a dedicated 24-hour contact point for any complaints regarding construction works and for any project enquiries. All complaints require a verbal response within two hours. All enquiries require a verbal response within 24 hours during standard construction hours, or on the next working day during out-of-hours work (unless the enquirer agrees otherwise).	Section 10.11	Shows the establishment of the community hotline and the breakdown of responsibilities between the Principal and the Contractors with respect to responding to public enquiries and complaints.
NV-3 (partial)	» Email distribution list would be used to disseminate project information to interested stakeholders.	Section 10.8	Describes type of project information to be disseminated by email and specifies this information does not replace required notifications.
NV-3 (partial)	» Signage on construction sites would be provided to notify stakeholders of project details and project emergency or enquiry information.	Section 10.17	Signage Principal/Contractor responsibilities are documented in this section.
NV-3 (partial)	» Specific notifications would be letterbox dropped or hand distributed to the nearby residences and other sensitive receptors no later than seven days ahead of construction activities that are likely to exceed the noise objectives. This form of communication is used to support periodic notifications, or to advertise unscheduled works.	Section 10.6	Describes OOHW and noisy work notification process.

No	Requirement	Reference	How Addressed
NV-3 (partial)	» Phone calls may be made to identified/affected stakeholders within seven days of proposed work. For these works considering the large numbers of receptors, phone calls are not likely to be considered a reasonable mitigation and management measure in all cases, but could be used to inform specific receptors if requested (after notification of the works as above).	Section 10.10; Appendix A 1.2	Describes OOHW and noisy work notification process.
NV-3 (partial)	» Individual briefings may be used to inform stakeholders about the impacts of high noise activities and mitigation and management measures that would be implemented. Communications representatives from the contractor(s) would visit identified stakeholders at least 48 hours ahead of potentially disturbing construction activities. Considering the large numbers of potentially affected receptors, individual briefings may not be considered a reasonable mitigation and management measure in all cases, but could be used for specific receptors if requested (after notification of the works as above).	Section 10.6	Describes OOHW and noisy work notification process.
NV-3 (partial)	» Monitoring – Ongoing noise monitoring during construction at sensitive receptors during critical periods would be used to identify and assist in managing high risk noise events. Monitoring of noise would also be carried out in response to complaints. All noise monitoring would be carried out by an appropriately trained person in the measurement and assessment of construction noise and vibration, who is familiar with the requirements of the relevant standards and procedures.	Section 10.6	Describes OOHW and noisy work notification process.
NV-3 (partial)	» Project-specific respite offer – Residents subjected to lengthy periods of noise or vibration may be eligible for a project-specific respite offer. The purpose of such an offer is to provide residents with respite from an ongoing impact. An example of a respite offer might be pre-purchased movie tickets. The provision of this measure would be determined on a case-by-case basis. Project specific respite offers are unlikely to be reasonable and feasible in the CBD precinct. This is partly due to the impracticability of providing respite offers to large numbers of people during the proposed 24-hour works, but also reflects the existing evening and weekend noise environment in the Parramatta CBD precinct.	Section 10.6	Describes OOHW and noisy work notification process.

No	Requirement	Reference	How Addressed
NV-3 (partial)	» Alternative accommodation – As described in the CNS, provision of alternative accommodation for residents should be considered in the event that highly intrusive noise impacts are predicted during the night-time period (between 10 pm and 7 am). However, as the Project is likely to require night-time works at many locations (particularly in the Parramatta CBD precinct), provision of alternative accommodation in all cases may not always be feasible or reasonable.	Section 10.6	Describes OOHW and noisy work notification process.
NV-4	For sensitive receiver that operate outside standard construction hours, for example hospitals which operate on a 24-hour basis, feasible and reasonable noise mitigation options and measures would be developed in consultation with the sensitive receiver.	Section 10.6	Describes OOHW and noisy work notification process including sensitive receivers operating outside standard construction hours.
NV-8	<p>Mitigation and management measures to address potential noise and vibration impacts to facilities within the Westmead Research Zone would be implemented during construction. Mitigation and management measures would be determined in consultation with the facility operator / owner and informed by the sensitivity of impacted spaces prior to the commencement of construction. The mitigation and management measures (in addition to those provided in NV-1 to NV-7) could include:</p> <ul style="list-style-type: none"> » Consultation with the affected facilities to determine periods when noise and/or vibration intensive works can occur with least impact. » Relocation of vibration sensitive equipment to less impacted locations within the facilities. » Vibration isolation of sensitive equipment predicted to have potential impacts. » Unattended noise and vibration monitoring within the facilities to ensure noise and/or vibration levels are within acceptable levels. 	Section 10.6 and Appendix B	The CVNMP is referenced within this Strategy where community engagement mechanisms cross-reference the requirements of mitigation measure NV-8. However, this condition would be complied in full within the package specific Construction Noise and Vibration Management Sub-Plans. Westmead Research Zone is specifically mentioned as a key area to consult on noise and vibration in this section.

No	Requirement	Reference	How Addressed
NV-9	<p>An operational mitigation strategy would be developed for the management of noise and vibration impacts during operation. This would be implemented prior to operations and then validated once the Project is complete (usually 12 months post opening).</p> <p>The final operational mitigation strategy would be determined during detailed design in consultation with the affected community.</p>	Section 7 and Appendix B	Operational noise and vibration management added as a key operational issue to Section 7 Table 7.1 Table 4 of App. B identifies stakeholders and wider affected community. The strategy would be determined in consultation as described in this Strategy.
RC-1	<p>Coordination and consultation with the Sydney Coordination Office and the following stakeholders would occur as required to coordinate interfacing projects:</p> <ul style="list-style-type: none"> » Department of Planning, Industry and Environment. » Other Transport for NSW agencies (including Roads and Maritime Services; Sydney Trains and Sydney Buses). » Sydney Water. » City of Parramatta Council. » UrbanGrowth NSW Development Corporation. » Western Sydney University. » NSW Health (and its construction contractors). » Land and Housing Corporation. » Emergency service providers. » Utility providers. » Construction contractors. » Other stakeholders as required, as advised by Transport for NSW. » Coordination and consultation with these stakeholders would include: » Current and upcoming development applications and precinct master plans. 	Appendix B	Stakeholders are identified in Appendix B. This includes these identified stakeholders, issues impacting them and engagement tools and methods proposed. Meetings will be coordinated by TfNSW when required.

No	Requirement	Reference	How Addressed
	<ul style="list-style-type: none"> » Provision of regular updates to the detailed construction program, construction sites and haul routes. » Identification of key potential conflict points with other construction projects. » Developing mitigation strategies in order to manage cumulative impacts of the Parramatta Light Rail and other interfacing projects. Depending on the nature of the conflict, this could involve: <ul style="list-style-type: none"> • Adjustments to the Parramatta Light Rail (Stage 1) construction program, work activities or haul routes; or adjustments to the program, activities or haul routes of other construction projects. • Coordination of traffic management arrangements between projects. • Coordination of noise generating activities, such as out-of-hours works. 		
SE-1	A Community Engagement Plan will be prepared to guide community engagement during the construction phase of the Project. Communication would be with the local community, stakeholders and the wider region.	Section 1.1, 1.3 and 10.2	Construction Engagement Plans are described in Section 10.2 and its relationship to this CCS is described in Section 1.1. This condition would be complied with in full within the package specific Community Engagement Plans. Section 1.3 identifies the timing required for CEPs to be developed by the contractor.
SE-1	Place Managers dedicated to each precinct would be available during the lead up to construction and during construction to hear concerns or answer questions from the community and businesses. They would provide a single point of contact for those wanting to find out more about the Project, including impacts of construction and how to minimise them.	Section 5.1	Place Managers have been put in place for the Project and provide a local, single point of contact and are a source of information for specific precincts.

No	Requirement	Reference	How Addressed
SE-2	<p>A Business Consultation and Activation Plan will be prepared to develop strategies to minimise impacts on businesses during construction and as a result of operations. This plan would include:</p> <ul style="list-style-type: none"> » Details on how Sydney Coordination Office, Local Business Chambers and business representatives would contribute to development and implementation of strategies. » A Business Activation team which liaises with a number of agencies such as the NSW Department of Industry and City of Parramatta Council would work with businesses to improve resilience during construction and to changes during operations. The team would also consider bringing together business forums to address specific issues of interest for businesses. 	Business Activation Plan Section 1.1 and 10.2	The Business Activation Plan (refer to Condition E110) is referenced within this Strategy where community engagement mechanisms cross-reference the requirements of condition E110. However, this condition is complied with in full under the stand-alone report – Parramatta Light Rail: Business Activation Plan.
SE-2	<ul style="list-style-type: none"> » Place Managers who would work with businesses to understand their needs and work with the construction teams on the best way to meet these requirements including signage, parking, access and other measures to avoid disruption for customers and deliveries. 	Section 5.1	Place Managers have been put in place for the Project and provide a local, single point of contact and are a source of information for specific precincts.
SE-2	A Community Engagement Plan will be prepared to guide community engagement during the construction phase of the Project. Communication would be with the local community, stakeholders and the wider region. Place Managers dedicated to each precinct would be available during the lead up to construction and during construction to hear concerns or answer questions from the community and businesses. They would provide a single point of contact for those wanting to find out more about the Project, including impacts of construction and how to minimise them.	Section 1.1 and 10.2	Construction Engagement Plans are described in Section 10.2 and its relationship to this CCS is described in Section 1.1. This condition would be complied with in full within the package specific Community Engagement Plans.
SE-4	A strategy for managing displacement of homeless people would be prepared in collaboration with the City of Parramatta Council and other agencies in accordance with the NSW Government's <i>Protocol for Homeless People in Public Places: Guidelines for Implementation</i> (May 2013).	Homelessness Strategy	The Parramatta Light Rail Homelessness Engagement Plan was prepared with consultation from City of Parramatta Council and other

No	Requirement	Reference	How Addressed
			government agencies (identified within this separate Strategy).
SE-5	Carry out ongoing consultation and communication with local communities about changes to public transport and local pedestrian and cycle access, including through community events, signage, public notices and provision of regular updates to user groups.	Section 10.6	Types of notifications for the Project are described in Section 10.6 which includes changes to accesses. Additional measures include signage which is identified in Section 10.17 and Social Media described in 10.16
SE-6	Consultation would be carried out with businesses potentially impacted during construction. Consultation would aim to identify and develop measures to manage the specific construction impacts (such as impacts to outdoor dining areas) for individual or groups of businesses as appropriate.	Business Activation Plan	The Business Activation Plan (refer to Condition E110) is referenced within this Strategy where community engagement mechanisms cross-reference the requirements of condition E110. However, this condition is complied with in full under the stand-alone report – Parramatta Light Rail: Business Activation Plan.
SE-7	A business impact risk register would be developed to identify, rate and manage the specific construction impacts for individual businesses.	Business Activation Plan	The Business Activation Plan (refer to Condition E110) is referenced within this Strategy where community engagement mechanisms cross-reference the requirements of condition E110. However, this condition is staged and complied with under the stand-alone report – Parramatta Light Rail: Business Activation Plan.
SE-8	Appropriate signage would be provided around construction sites to provide visibility to retained businesses, where required.	Section 10.17 Business Activation Plan	The Business Activation Plan (refer to Condition E110) is referenced within

No	Requirement	Reference	How Addressed
			this Strategy where community engagement mechanisms cross-reference the requirements of condition E110. However, this condition is complied with in the Business Activation Plan and Section 10.17.
SE-9	Transport for NSW would consult with managers of Wesley Apartments and Cumberland Hospital about opportunities to support the relocation of affected facilities.	APPENDIX B	Wesley Apartments and Cumberland Hospital are specifically mentioned as key stakeholders in the Stakeholder Issues and Analysis at Appendix B.
SE-9	Appropriate signage would be provided around construction sites to provide visibility to retained businesses, where required.	Section 10.17 and Business Activation Plan	Site signage is covered in 10.17 and business signage and wayfinding in the Business Activation Plan.
SE-10	<p>Carry out ongoing consultation in accordance with the Community Engagement Plan with managers of community facilities near the Project about potential impacts and proposed management measures. These include (but not limited to):</p> <ul style="list-style-type: none"> » Westmead Hospital, the Children's Hospital at Westmead and Cumberland Hospital precinct. » Western Sydney University, including the Western Sydney University Early Learning Centre. » Schools, such as Parramatta Marist High School, Arthur Phillip High School, Parramatta Public School, Parramatta North Primary School, St Patrick's Primary, Our Lady of Mercy College and Catherine McAuley Catholic Girls' School. » Nursing homes. » Medical facilities. » Managers of Prince Alfred Square and Robin Thomas Reserve. 	Sections 1.1, 9, 10.2 and Appendices B and C	<p>Section 1.1 identifies the connection between the CCS and CEP.</p> <p>Section 10.2 specified that Community Engagement Plans will be developed for each works package.</p> <p>Appendices B and C include key stakeholders and their issues, including those mentioned in this requirement.</p>

No	Requirement	Reference	How Addressed
	» Rosehill Gardens Racecourse. » Rosehill Bowling Club.		
VL-13 (part)	<p>A Landscape and Temporary Works Management Plan would be developed as part of the CEMP. The Plan would include the following:</p> <ul style="list-style-type: none"> » Approaches to temporary construction works (hoardings etc.) that consider urban design and visual impacts, including: <ul style="list-style-type: none"> • Artwork, graphics and images to enhance the visual appearance of temporary works in high visibility locations. • Project information to raise awareness on benefits, explain the proposed works at each site and provide updates on construction progress. • Community information, including contact numbers for enquiries/complaints. • Signage and information to mitigate impacts on local businesses which may be obscured by the construction site. <p>Regular inspections of construction hoardings and scaffolding to keep it clean and free of dust build up, with graffiti on construction hoardings and scaffolding to be removed or painted over promptly.</p>	Section 10.17	<p>Section 10.17 states that site signage and hoarding banners will identify the Project and proposed works, provide contact details for enquiries and complaints and explain benefits of the Project.</p> <p>Regular environmental inspections will be undertaken during construction that would include checking construction hoardings and scaffoldings for graffiti and potential dust build-up.</p>

Table 8: Environmental Performance Outcomes from the EIS relevant to the Community Communication Strategy

ID	Requirement	Reference	How Addressed
EPO-TT-1 Construction	The Project would implement measures to minimise impacts on the road network, including staging.	Section 7	Section 7 identifies key issues, potential impacts and consulting management strategy. The Staging Report has identified when different packages would be started to minimise impacts on the road network,
EPO-TT-2 Construction	Pedestrian and cyclist safety would be maintained.	Section 7	Section 7 identifies key issues, potential impacts and consulting management strategy. Access plans must be established which includes provision for pedestrian and cyclist access,
EPO-TT-3 Construction	Effective coordination would be carried out to minimise cumulative network impacts.	Section 7	Section 7 identifies key issues, potential impacts and consulting management strategy.
EPO-TT-4 Construction	Access to property would be maintained.	Section 7	Section 7 identifies key issues, potential impacts and consulting management strategy. Access plans must be established which includes access periods or alternative access arrangements.
EPO-NV-1 Construction	Noise levels would be minimised with the aim of achieving the noise management levels where feasible and reasonable.	Section 7	Section 7 identifies key issues, potential impacts and consulting management strategy. Construction Noise and Vibration Management Plans would be prepared for packages (as described in the Staging Report) which would identify any anticipated noise exceedances and mitigation measures to manage this.
EPO-NV-2 Construction	The Project would avoid any damage to buildings or heritage items from vibrations.	Section 7 and 9.1	Section 7 identifies key issues, potential impacts and consulting management strategy. Construction Noise and Vibration Management Plans and Heritage Management Plans would be prepared for packages (as described in the

ID	Requirement	Reference	How Addressed
			Staging Report) which would identify any anticipated vibration that may impact on heritage items. These plans would be provided to relevant government agencies in accordance with Section 9.1
EPO-HE-1	The design of the Project would reflect the input of an independent heritage architect and, for Lennox Bridge, a heritage engineer, at key locations and relevant stakeholders.	Section 7	Section 7 identifies key issues, potential impacts and consulting management strategy.
EPO-HE-2	The Project would be sympathetic to heritage items and, where feasible and reasonable, avoid and minimise impacts to non-Aboriginal heritage items and archaeology.	Section 7 and 9.1	Section 7 identifies key issues, potential impacts and consulting management strategy. Section 9.1 identifies how relevant government agencies would be able to provide comments on management plans.
EPO-AB-1	The Project would be sympathetic to heritage items and, where feasible and reasonable, avoid and minimise impacts on Aboriginal heritage items and archaeology.	Section 7 and 9.1	Section 7 identifies key issues, potential impacts and consulting management strategy. Section 9.1 identifies how relevant government agencies would be able to provide comments on management plans.
EPO-AB-2	Appropriate Aboriginal heritage interpretation would be incorporated into the design of the Project in consultation with registered Aboriginal stakeholders.	Section 7	Section 7 identifies key issues, potential impacts and consulting management strategy including consulting with Registered Aboriginal Stakeholders.
EPO-LU-1	The Project would minimise property acquisition, where feasible and reasonable.	Section 1.1	The Property Acquisition Engagement Plan has been put in place for acquisitions undertaken as a result of this Project.
EPO-LU-2	Access to private property would be maintained.	Section 7	Section 7 identifies key issues, potential impacts and consulting management strategy. Access plans must be established which includes access periods or alternative access arrangements.

Christine Hodgkiss
Director Eastern Harbour and Central River City
Parramatta Light Rail
Level 10, 130 George Street
Parramatta NSW 2150

DATEWILLBEINSERTEDHERE

Subject: Parramatta Light Rail Stage 1, Condition B5: Community Communication Strategy

Dear Ms Hodgkiss

I refer to the Parramatta Light Rail Stage 1 Community Communication Strategy (PLR CCS) (revision 7, 24 October 2022) which was submitted to the Planning Secretary for approval in accordance with condition B5 of SSI 8285.

I note the PLR CCS (revision 7, 24 October 2022):

- contains minor updates to the previously approved CCS;
- has been reviewed by Transport for NSW and no issues have been raised with the Department; and
- contains the information required by the conditions of approval.

Accordingly, as nominee of the Planning Secretary, I approve the PLR CCS (revision 7, 24 October 2022).

You are reminded that if there are any inconsistencies between the approved document and the conditions of approval, the conditions prevail.

Please ensure you make the document publicly available on the project website at the earliest convenience.

If you wish to discuss the matter further, please contact Ellena Tsanidis at ellena.tsanidis@planning.nsw.gov.au

Yours sincerely

A black rectangular box redacting the signature of the Planning Secretary.

As nominee of the Planning Secretary