

# Croydon Station Upgrade

## COMMUNITY LIAISON MANAGEMENT PLAN

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# 1 Terms and Definitions

**Table Section 1.0 Glossary of Commonly Used Terms and Acronyms**

Term/Abbreviation	Definition
PD	Project Director
CEO	Community Engagement Officer
CEMP	Construction Environment Management Plan
CLMP	Community Liaison Management Plan
CMCG	Communications Management Control Group
CM	Consultation Manager (database)
CMS	Communications Management System
CoA	Conditions of Approval
EMR	Environmental Management Representative
JHG	John Holland Group, delivering Croydon Station
OEH	Office of Environment and Heritage
REF	Review of Environmental Factors
RMS	Roads and Maritime Services
Sydney Trains	Sydney Trains – operates and maintains the Sydney Metropolitan rail network
SQE	Safety, Quality, Community and Environment Managers
TfNSW	Transport for NSW
TSR's	TfNSW Standard Requirements
UDLP	Urban Design and Landscaping Plan

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## 2 Introduction

This Community Liaison Management Plan (CLMP) covers all the work necessary for JHG to fulfil its community obligations for the Easy Access Upgrade at Croydon Station.

## 3 Purpose and Scope

The Community Liaison Management Plan outlines JHG's approach to the management of community and stakeholder relations for the Croydon Station upgrade.

Specifically this plan outlines:

- the key community stakeholders, their potential risks and opportunities.
- the community and stakeholder management strategy and planning processes in place to ensure community and stakeholder issues are addressed and aligned.
- the framework for the coordination and management of community and stakeholder consultation and for handling community enquiries and complaints.
- the role of the Community Engagement Officer.
- details the communication strategies and methodologies.
- describes the controls and systems in place to ensure community relations procedures are followed and reviewed.
- responds to the project's Conditions of Approval, Works Brief, TSR's and Project contract.

The Community Engagement Officer (CEO) will develop and implement communications strategies, proactively engage with the community and manage community expectations. The CEO will provide open and clear messaging and work cooperatively with TfNSW to clearly define and promote the benefits of the projects.

This Plan shall be prepared to the satisfaction of the TfNSW TAP Project Communications at least 14 days prior to the commencement of construction and reviewed every 12 months during the life of the project.

## 4 Project Description

The Croydon Station Upgrade is part of the Transport Access Program, a TfNSW initiative to provide a better experience for public transport customers by delivering accessible, modern, secure and integrated transport infrastructure. The purpose is to improve pedestrian access to and from the station, increase the stations ability to cope with the predicted future customer demands, improve pedestrian flow, passenger information services and wayfinding between transport modes.

The station is located in the suburb of Croydon. It is situated in the Burwood and Ashfield local government areas (LGA). There is commercial activity along The Strand and Hennessy Street, and residential development along Paisley Road.

Key features include:

- new lifts and stairs
- a new station concourse and pedestrian footbridge
- improved shelter
- new bicycle racks
- upgrades to lighting and CCTV.

## 5 Strategy

The Project is committed to respecting and valuing all stakeholders and engaging positively with the community, government and non-government stakeholders.

To achieve this we will:

- establish and maintain effective and open communication with community members, stakeholders groups and the project partners.
- be open and accessible to the community, stakeholders and customers.
- listen and respond to what the community and stakeholders have to say.
- provide timely, informative communications material that clearly explains the project works and any potential impacts.
- where practicable, establish a community information display area within the project site office to provide the community with the opportunity to obtain information about the project and view project. Information such as posters, diagrams, newsletters and progress photographs.
- identify and address key risks, impacts and opportunities.

- ensure there are “no surprises” for stakeholders, the community, TfNSW and the wider project team.
- do what we say we will do.
- conduct ourselves professionally in all that we do.
- actively look for opportunities to incorporate the community and stakeholder suggestions in the design, construction and delivery phases of the project.
- support the project team in their relationships with key project stakeholders (i.e. authority interfaces).

## 6 Authority Liaison

The Safety, Quality, Community and Environment Manager and Community Engagement Officer will develop and build strong working relationships with key project stakeholders and authorities in conjunction with the project team.

Authorities are defined as any stakeholder from whom JHG must seek and receive an approval, be it a license, permit or other signed authority in order to deliver the works.

The strategy will be for the Safety, Quality, Community and Environment Managers and/or Community Engagement Officer to establish and build these relationships and then align the nominated authority representative with the appropriate Project representative to interface during the various stages of the works.

These key authorities for the project works include:

Authority / Provider	Works Requiring Approval
Sydney Water	<ul style="list-style-type: none"> <li>▪ Service identification, protection, potential relocation</li> </ul>
Telstra, Optus, Uecomm, Vocus, NBN, Powertel	<ul style="list-style-type: none"> <li>▪ Service identification, protection, potential relocation</li> </ul>
Energy Australia, Ausgrid, AGL, Origin Energy	<ul style="list-style-type: none"> <li>▪ Services protection, temporary and permanent asset relocation</li> </ul>
RMS	<ul style="list-style-type: none"> <li>▪ Traffic management that has an effect on state road network, road occupancy licences and traffic control plans</li> </ul>
Local Government Authorities Burwood and Ashfield Council	<ul style="list-style-type: none"> <li>▪ Traffic management, road opening permits, road and lane closures, parking impacts, road design, temporary changes to bus stop and disability parking locations</li> <li>▪ Removal / demolition / adjustment of infrastructure within Council's land or their assets</li> </ul>
TfNSW – Operations and Maintenance	<ul style="list-style-type: none"> <li>▪ Design, work adjacent to or under assets / track, track access, power outages, permanent and temporary relocation of station/platform assets</li> </ul>
Sydney Trains - SCLG	<ul style="list-style-type: none"> <li>▪ Station operations during works, passenger management flows and passenger specific communication plans, work on platforms, permanent and temporary relocation of</li> </ul>

Authority / Provider	Works Requiring Approval
	station/platform assets
Police, Fire Brigade, Ambulance, Local Area Command Emergency Response Group	<ul style="list-style-type: none"><li>▪ Traffic Management Plans, Crisis Management Plan</li></ul>

## 7 Customer and Stakeholder Matrix

The preliminary customer and stakeholder matrix identifies individuals and organisations that have an interest in or an influence on the project. This matrix will be expanded to incorporate contacts throughout the lifecycle of the project.

All stakeholders identified below will be placed on the Consultation Management System database, their issues identified and consultation activities / mitigation measures recorded. Community sub-plans and strategies will be developed to mitigate potential stakeholder and community disruptions due to construction activities.

Appendix B provides project specific stakeholder list identifying individuals and organisations that may have an interest in or an influence on the project, including commercial businesses and local residents.

**Table Section 7 – Customer and Stakeholder Matrix**

Stakeholder	Area of interest	Management strategy	Primary point/s of contact
TfNSW	<ul style="list-style-type: none"> <li>• Safety management</li> <li>• Rail reliability</li> <li>• Asset condition/protection</li> <li>• Construction delivery</li> <li>• Risk management</li> <li>• Community and stakeholder management / engagement</li> <li>• Public Art</li> <li>• Environmental management</li> </ul>	<ul style="list-style-type: none"> <li>• Plans as detailed in the TSR's</li> <li>• Monthly reporting</li> <li>• Incident and issue management reporting within described time frames</li> <li>• Rail and settlement monitoring</li> <li>• Timely response to enquiries / complaints and updating the CMS</li> <li>• Coordination and interface meetings</li> <li>• Open reporting and communicative culture between the organisations</li> </ul>	<ul style="list-style-type: none"> <li>• Project Director</li> <li>• Interface Manager</li> <li>• Safety, Quality, Community and Environment Managers</li> <li>• OHS &amp; Rail Safety Manager</li> <li>• Construction Manager</li> <li>• Community Engagement Officer</li> </ul>



Stakeholder	Area of interest	Management strategy	Primary point/s of contact
	<ul style="list-style-type: none"> <li>Commercial / procurement</li> </ul>		<ul style="list-style-type: none"> <li>Environment Manager</li> </ul>
TfNSW	<ul style="list-style-type: none"> <li>Design</li> </ul>	<ul style="list-style-type: none"> <li>Design approvals process</li> <li>Design Management Plan</li> <li>Interface Management Plan</li> </ul>	<ul style="list-style-type: none"> <li>Project Director</li> <li>Design Manager</li> </ul>
TfNSW	<ul style="list-style-type: none"> <li>Commissioning</li> </ul>	<ul style="list-style-type: none"> <li>Commissioning Management Plan</li> <li>Operational Readiness Plan</li> <li>Croydon Station Opening Communications Management Sub Plan</li> </ul>	<ul style="list-style-type: none"> <li>Commissioning Manager</li> <li>Project Director</li> <li>Community Engagement Officer</li> </ul>
NSW Government agencies	<ul style="list-style-type: none"> <li>Construction progress</li> <li>Pedestrian and accessibility improvements</li> <li>Business and community impacts</li> <li>Cultural, heritage and environmental impacts</li> </ul>	<ul style="list-style-type: none"> <li>Briefing notes</li> <li>Project and construction updates</li> <li>Media releases</li> <li>TfNSW co-ordinated meetings with Government representatives</li> <li>Regular meetings with local Councils, local businesses, places of worship and community groups</li> <li>Implementation of Community, Environment, and Traffic Management Plans</li> </ul>	<ul style="list-style-type: none"> <li>TfNSW</li> <li>Project Director</li> <li>Community Engagement Officer</li> </ul>
Roads and Maritime Services	<ul style="list-style-type: none"> <li>Traffic management</li> <li>Road condition</li> </ul>	<ul style="list-style-type: none"> <li>Consultation on access routes, queuing areas and works that may impact state roads</li> <li>Identify project haulage route</li> <li>Traffic control plans</li> <li>Road condition surveys</li> </ul>	<ul style="list-style-type: none"> <li>Community Engagement Officer</li> <li>Project Director</li> </ul>



Stakeholder	Area of interest	Management strategy	Primary point/s of contact
		<ul style="list-style-type: none"> <li>Implementation of Traffic Management Plan</li> <li>Community sub-plans detailing traffic changes/movements</li> </ul>	
OEH EPA	<ul style="list-style-type: none"> <li>Noise, vibration and dust</li> <li>Out-of-hours works</li> <li>Environmental impacts</li> <li>Contaminated lands</li> <li>Fauna and Flora</li> <li>Heritage</li> </ul>	<ul style="list-style-type: none"> <li>Noise, vibration and dust monitoring</li> <li>Out-of-hours work approvals process</li> <li>24-hour Construction Response Line</li> <li>Construction Environmental Management Plan</li> <li>Community Liaison Management Plan</li> <li>Heritage Management Plan</li> </ul>	<ul style="list-style-type: none"> <li>Environmental Manager</li> </ul>
Local Government Authorities Burwood and Ashfield Council	<ul style="list-style-type: none"> <li>Traffic management</li> <li>Business impacts</li> <li>Access to public transport</li> <li>Noise, dust, vibration to community</li> <li>Public Art</li> <li>Heritage impacts</li> <li>Visual impacts</li> <li>Road and asset damage</li> <li>Flooding</li> <li>Impacts on residents</li> </ul>	<ul style="list-style-type: none"> <li>Early engagement and consultation</li> <li>Monthly interface meeting</li> <li>Input into design, where appropriate</li> <li>Project and construction updates</li> <li>Community information sessions, as required</li> <li>Pedestrian movement plans</li> <li>Traffic Control Plans</li> <li>Implementation of Community, Environment, Traffic, Heritage and Property Management Plans</li> <li>Urban Design Landscape Plan</li> <li>Road condition surveys</li> </ul>	<ul style="list-style-type: none"> <li>Design Director</li> <li>Community Engagement Officer</li> <li>Safety, Quality, Community and Environment Managers</li> <li>Interface Manager</li> </ul>
Emergency Services, e.g. Police, Fire Brigade, Ambulance, SES	<ul style="list-style-type: none"> <li>Traffic management</li> <li>Fire</li> <li>Emergencies</li> </ul>	<ul style="list-style-type: none"> <li>Early engagement and consultation with local Emergency Response Group</li> <li>Include contacts in CMS</li> <li>Issue staging Traffic Management Plans when</li> </ul>	<ul style="list-style-type: none"> <li>OHS &amp; Rail Safety Manager</li> <li>Community Engagement Officer</li> </ul>

Stakeholder	Area of interest	Management strategy	Primary point/s of contact
	<ul style="list-style-type: none"> <li>Incidents / Accidents /Rescue</li> </ul>	<ul style="list-style-type: none"> <li>roads are impacted</li> <li>Implementation of Project Safety Management Plan, Traffic and Community Liaison Plans</li> </ul>	
Public Utility Authorities, e.g. Jemena, Ausgrid, Sydney Water, Telstra, Optus, Uecomm, NBN, Vocus, Powertel	<ul style="list-style-type: none"> <li>Impacts on services</li> </ul>	<ul style="list-style-type: none"> <li>Service location identification drawings</li> <li>Liaison with service providers prior to and during works</li> <li>Service locator on site during excavation</li> <li>Service provider on site during excavation, where required</li> <li>Input into designs for service relocations</li> <li>Utility Management Plan</li> </ul>	<ul style="list-style-type: none"> <li>Project Director</li> <li>Project Manager</li> <li>Community Engagement Officer</li> </ul>
Residents, pedestrians and passengers Refer Appendix B – Project Specific Stakeholder list	<ul style="list-style-type: none"> <li>Access to public transport</li> <li>Noise, vibration and dust</li> <li>Vegetation removal</li> <li>Property damage</li> <li>Urban design and landscaping</li> <li>Traffic</li> <li>Parking</li> <li>Night works</li> </ul>	<ul style="list-style-type: none"> <li>Early and on going consultation</li> <li>Individual briefings</li> <li>Respite periods</li> <li>Project information signage</li> <li>Property condition surveys</li> <li>Project and construction updates</li> <li>Noise and vibration monitoring, as required</li> <li>Implementation of Community, Environment, Traffic and Management Plans</li> <li>Urban Design Landscape Plan</li> <li>Community sub-plans detailing pedestrian and traffic changes/movements</li> </ul>	<ul style="list-style-type: none"> <li>Community Engagement Officer</li> </ul>
Businesses surrounding the project	<ul style="list-style-type: none"> <li>Business impacts</li> </ul>	<ul style="list-style-type: none"> <li>Early and ongoing consultation</li> </ul>	<ul style="list-style-type: none"> <li>Community Engagement Officer</li> </ul>



Stakeholder	Area of interest	Management strategy	Primary point/s of contact
Refer Appendix B – Project Specific Stakeholder list	<ul style="list-style-type: none"> <li>Noise, vibration and dust</li> <li>Building damage</li> <li>Parking</li> <li>Traffic</li> <li>Night works</li> </ul>	<ul style="list-style-type: none"> <li>Individual briefings, where requested</li> <li>Respite periods</li> <li>Project and construction updates</li> <li>Project information signage</li> <li>Property condition surveys</li> <li>Specific communications strategy, as required</li> <li>Implementation of Community, Environment, Traffic, Property Management Plans</li> </ul>	<ul style="list-style-type: none"> <li>Safety, Quality Community and Environment Manager</li> </ul>
Other sensitive receivers (e.g. Childcare centres, education centres etc) Refer Appendix B – Project Specific Stakeholder list	<ul style="list-style-type: none"> <li>Access to schools and other local facilities</li> <li>Parking</li> <li>Access to public transport</li> <li>Noise, vibration and dust</li> <li>Traffic management</li> <li>Building damage</li> <li>Education program</li> <li>Urban design and landscaping</li> </ul>	<ul style="list-style-type: none"> <li>Early and ongoing consultation</li> <li>Individual briefings</li> <li>Respite periods</li> <li>Project and construction updates</li> <li>Reprogram works to reduce impacts, especially during school exam periods and times of worship, where possible and feasible</li> <li>Community sub-plans detailing pedestrian and traffic changes/movements</li> <li>Property condition survey</li> <li>Implementation of Community, Environment, Traffic Control Plans</li> <li>Specific communications strategy, as required</li> </ul>	<ul style="list-style-type: none"> <li>Community Engagement Officer</li> </ul>
Bus companies	<ul style="list-style-type: none"> <li>Disruption to service operations</li> <li>Relocation of bus stops</li> </ul>	<ul style="list-style-type: none"> <li>Consultation with Sydney Buses, Sydney Trains Alternative Transport (Sydney Trains bussing) and Schools</li> <li>Traffic control measures during deliveries /</li> </ul>	<ul style="list-style-type: none"> <li>Community Engagement Officer</li> <li>Safety, Quality Community and</li> </ul>



Stakeholder	Area of interest	Management strategy	Primary point/s of contact
		construction on roads <ul style="list-style-type: none"> <li>Dedicated haul route</li> <li>Implementation of Traffic Management Plan</li> <li>Community Sub Plans – Pedestrian and traffic movements</li> </ul>	Environment Manager
Road users	<ul style="list-style-type: none"> <li>Traffic management</li> <li>Parking</li> </ul>	<ul style="list-style-type: none"> <li>Early and ongoing consultation with Councils and RMS</li> <li>Project and construction updates</li> <li>Project display signage</li> <li>Variable messaging signs</li> <li>Traffic Management Plans and traffic controllers, where required</li> </ul>	<ul style="list-style-type: none"> <li>Community Engagement Officer</li> </ul>
Community Interest Groups Refer Appendix B – Project Specific Stakeholder list	<ul style="list-style-type: none"> <li>Pedestrian routes</li> <li>Cycle routes</li> </ul>	<ul style="list-style-type: none"> <li>Project information signs</li> <li>Meetings with cycling groups, as required</li> <li>Consultation with local Councils</li> <li>Project and construction updates</li> <li>Implementation of Community and Traffic Management Plans</li> </ul>	<ul style="list-style-type: none"> <li>Community Engagement Officer</li> </ul>

## 8 Communication Tools and Activities

The following communications tools and activities will be used to inform, consult and involve the local councils, residents, business, property owners, transport users and other sensitive receivers:

### Inform by:

- Producing and displaying project information signage.
- Regular project / construction updates.
- Providing special notices such as out-of-hours work notices, as required.
- Direct consultation including briefings, meetings, phone calls, emails and letters
- Providing the TfNSW Infoline and 24 Hour Construction Response Line on all communications materials.
- Responding to complaints within 2 hours and enquiries within 24 hours.
- Project worksite signage.
- Newspaper advertisements, as required.
- Media releases.
- TfNSW website.
- TfNSW social media.

### Consult by:

- Engaging and liaising with local Councils, the community and business representatives and organisations to incorporate, where appropriate, their feedback.
- Conducting one on one briefings with local residents and businesses, where required
- Consulting directly with sensitive receivers such as schools to identify noise sensitive periods and respite periods, e.g. during exam periods.
- Inviting written submissions and offering feedback during the project.

### Involve by:

- Engaging the schools through educational opportunities including safety programs and Plant a Tree Day.
- Inviting local schools / community / Council to provide input and ideas into the landscaping and any art project that may be implemented.

Prior to the project team undertaking any public events, information sessions, establishing any artistic programs, school or community projects, JHG will brief TfNSW to seek endorsement for the activity.

## 9 Staff Induction / Education

A number of policies, procedures and tools will be produced to drive and educate worker behaviour within the community. The list below provides an example of some of these tools, which will be reviewed and expanded as the project evolves:

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**Educate the workforce by:**

- Providing a Community Expectation handout to all personnel at induction.
- Establishing a Driver Behaviour policy, and
- Providing specific Information Sessions to project personnel to educate them on community expectations. Examples of such sessions would include:
  - Community Perception – what we do and how the community perceives us.
  - Cultural diversity – respecting our neighbours.
  - Events – what is happening in the area to consider (prayer hours etc?)
  - Environmental Management – what happens if we don't comply?

The Project's permanent and temporary site staff and subcontractors are required to attend a site induction, prior to commencing work, which covers all aspects of the project including:

From a community perspective, all personnel are expected to understand the importance of being a "good neighbour" on site and respecting the community. This includes:

- Minimising disruption to adjacent residents, property owners and transport users.
- Understanding the Project's commitment to keeping the community informed in a timely, clear and concise manner.
- Working to the approved project hours.
- Watching our language in public spaces.
- Site management – keeping areas clean and tidy – within and outside site.
- Understanding the enquiries /complaints / media enquiries process.
- Understanding incident management.
- Always carrying the TfNSW Project Information Card in case of an enquiry or complaint.
- When dedicated staff parking is not available, staff must not park within 400m radius of the railway station/town centre.

The Induction has been submitted to TfNSW for review and approval prior to being rolled out on the project. The "Onsite Track Easy" system will be implemented as an on-line induction system. This is then followed up with a face-to-face induction when a person comes to site for the first time.

Daily and weekly Toolbox Inductions will also occur, introducing Safety Alerts, revisiting parts of the formal Induction and reminding staff and subcontractors of the project requirements.

## 10 Community Relations Action Plan / Program

The Project will provide detail to TfNSW forthcoming and current construction activities at the CMCG meetings and as and when requested by TfNSW. This will include details of the forthcoming works, the proposed impact and mitigation measures and the communication activities as outlined below.

This table provides a list of the works scheduled to occur within the first several months of the project followed by an overview of the activities / mitigations measures to be utilized. Communication activity lead times are indicative and will be included in the detailed construction program.

Works and Impacts	Communications Activities / Mitigation Measures	Communications Commence
<b>Site establishment and field investigations</b>		
Set up of site offices Establish site compounds Installation of monitoring equipment Temporary traffic control measures Tree removal	<ul style="list-style-type: none"> <li>• Meet with local Councils</li> <li>• Issue initial Project Update</li> <li>• Install project information signs</li> </ul>	December 2015 – January 2016
Road, Property and Asset condition surveys:	<ul style="list-style-type: none"> <li>• Road and asset surveys</li> <li>• Door knock and issue letters requesting property condition survey</li> <li>• Consult with service providers and Sydney Trains to undertake asset surveys</li> </ul>	<ul style="list-style-type: none"> <li>• January 2016</li> <li>• January 2016</li> <li>• December 2015 – February 2016</li> </ul>



Works and Impacts	Communications Activities / Mitigation Measures	Communications Commence
<p>Site works commence</p> <ul style="list-style-type: none"> <li>• Clearing and grubbing</li> <li>• Commence ground support works</li> </ul>	<ul style="list-style-type: none"> <li>• Install Project Update posters</li> <li>• Issue construction updates</li> <li>• Liaise with local schools, residents, transport users, businesses and council</li> <li>• Install clear pedestrian detours with associated notification and signage</li> <li>• Undertake footpath works and install clear pedestrian detours</li> <li>• Notify residents, transport users and businesses</li> </ul>	<ul style="list-style-type: none"> <li>• December 2015 – January 2016</li> <li>• Life of project</li> </ul>
<p>Traffic Management</p> <ul style="list-style-type: none"> <li>• Temporary parking impacts</li> <li>• Temporary lane closures</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing through life of the project</li> <li>• Impacts communicated via:                             <ul style="list-style-type: none"> <li>• Construction updates</li> <li>• Specific work updates</li> <li>• Consultation with adjacent properties and council</li> <li>• Variable Messaging Signs and traffic control as required</li> <li>• Signage</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Life of Project</li> </ul>
<p>Station openings</p>	<ul style="list-style-type: none"> <li>• Specific notice flyer</li> <li>• Newspaper advertisement</li> <li>• Project Update</li> </ul>	<ul style="list-style-type: none"> <li>• 2018</li> </ul>



Works and Impacts	Communications Activities / Mitigation Measures	Communications Commence
	<ul style="list-style-type: none"><li>• Project Information signs</li></ul>	

## 11 Communication Management System

The Project team will utilise TfNSW's Communication Management System (CMS) – Consultation Manager – to enable the project to record, monitor and report on interaction with all stakeholders, community and service providers. Specifically, the Consultation Manager (CM) database management system is a tool that will:

- Record all community and stakeholders contacts.
- Record letterbox drops, project updates, notifications, stakeholder interaction.
- Be the management tool for recording all complaints, enquiries, issues and responses.
- Record the utility/service providers and key personnel.
- Provide monthly reports on community contact, complaints, enquiries and issues management.
- Be utilised to identify issues and opportunities through key word referencing.

In addition to stakeholder engagement, the CMS will be used to record all project related articles (paper and web based) and any online discussions.

## 12 Coordination of Communication Activity

The project CEO will work with TfNSW through a Communications Management Control Group (CMCG), to plan and coordinate the release of portion specific community information.

The aim of the CMCG is to provide a forum to exchange information and coordinate communication and consultation activities with other Contractors and TfNSW to ensure a consistent approach to the community and other stakeholders is delivered.

At these meetings:

- The CMCG will meet fortnightly to coordinate communications activities and messages for all programmed works (or less frequently if determined by TfNSW).
- The project will provide a table of current and upcoming activities, likely impacts and proposed communication strategies.
- The project will provide a list of any current or emerging issues and/or any promotional opportunities.
- The meetings will be minuted by TfNSW and project team members will be invited as required to provide input.

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## 13 Meetings with the Community and Other Stakeholders

As required, the CEO and Safety, Quality, Community and Environment Managers will meet with the community and stakeholders. This may include regular interface meetings with the local councils, special interest groups, meetings with local residents or businesses (including after hours) and as required by TfNSW.

Relevant materials will be provided by the project for these meetings and suitably qualified and informed persons will be made available to participate at the meetings and provide detail of the works or issues. These meetings will provide the opportunity for community issues to be discussed and resolved (where possible) when community issues arise.

Where feasible, the project will comply with the reasonable suggestions and request of the community. Details of all such meetings will be recorded in the CMS within 24 hours of the meeting taking place.

The Project Team will provide TfNSW a minimum of 3 Business Days' notice prior to any planned meeting with the community or stakeholders.

## 14 Community Notification

All Community Updates, Out-of-Hours notices, project information flyers and other communications material (including but not limited to posters, newspaper advertisements, and signage) must comply with the "TfNSW Transport Projects Style Guide for Contractors and Consultants – 8TP-st-100" and the "TfNSW" Editorial Style Guidelines".

The communications material will proactively notify the community and key stakeholders of current and forthcoming activities including those that have the potential to impact on the community. Materials must be issued to the community at least 7 days prior to commencing any activity with the potential to impact the community. All materials will include the project contact numbers, details of the TfNSW website and an email address to refer any enquiries.

The Project Team will produce and distribute all community notifications relating to the project in English and as required in languages widely spoken in the communities where the notifications are distributed.

The Project Team will submit for approval to TfNSW proposed communications materials for review at least 5 business days prior to the planned release of all communication material.

At a minimum, the community will be provided with quarterly Construction/Project Updates that outline the current and forthcoming activities and impacts of the works. The communications materials will be uploaded by TfNSW to the project page on the TfNSW website. All documents will be provided to TfNSW in a web accessible format.

Prior to undertaking any communications activity, the Project Team will obtain the approval of TfNSW. This may include communicating with the public through the use of flyers, newsletters, door knocking, signage, posters, telephone calls, meetings and advertisements.

Communications material will be detailed, accurate and targeted to the audience. It will include information such as the time and location of the works, the anticipated impacts, machinery to be used and traffic, parking or pedestrian impacts. The distribution area for communications material notification will be provided to TfNSW for their review and approval.

Communications information will be of a professional quality and printed in colour (unless otherwise agreed with TfNSW).

For complex or potentially contentious issues, or where directed by TfNSW, a communications strategy will be developed to consider, address and manage the communications process.

If possible, in the event that emergency works are to be undertaken both written and verbal notification to properties immediately adjacent to or impacted by any emergency works is to be made at least two hours prior to commencing any emergency works.

## 15 Enquiries and Complaints

Project enquiries and complaints will be received via:

The dedicated 1800 Project Information Line (Infoline) or 24 Hour Construction Response Line established by TfNSW General Enquiries:

**Project Infoline:** T: 1800 684 490

**Complaints & Urgent Enquiries:** 24 Hour Construction Response Line – T: 1800 775 465

By email or in writing either to the TfNSW mail address or directly to the site

**Email:** [projects@transport.nsw.gov.au](mailto:projects@transport.nsw.gov.au)

Or directly via telephone or email.

These numbers and contact details will be included on all notifications, advertising and signage relating to the works.

In line with TfNSW TSR C protocols, the following response management measures will be instituted:

In responding to complaints the CEO will:

- Record details of every complaint received and how it was managed and closed out in the CMS.
- Investigate and determine the source of the complaint immediately, including an immediate call to the complainant where the complaint was received by telephone; Should the CEO determine that the complaint does not relate to the project activities, the CEO will refer the complainant to the appropriate department/agency and immediately notify TfNSW.

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- Provide at least an oral response to the complainant regarding what action is proposed as soon as possible and within a maximum of 2 hours from the time the complaint is received by the project (unless the complainant requests otherwise). If a phone number is provided, complaints received by email and letter will be responded to verbally within a maximum of 2 hours from the time of receipt by the project. If no phone number is provided, the complaint will be responded to within a maximum of 24 hours for emails and 7 business days for letters, from time of receipt by the project.
  - Forward information on any complaints received, including response times and details of any actions undertaken or proposed or investigations occurring, to TfNSW in writing each business day to meet TfNSW's reporting requirements.
  - Provide a detailed written response to the complainant within 7 business days, outlining the details of the issue and the remedial action that has been taken. A draft written response is to be provided to TfNSW for approval within 5 business days of receipt of the complaint.
  - Forward a scanned, signed copy of the approved written response to TfNSW on the day it is sent.
  - Provide TfNSW with details in writing of complaint close out actions and the date action was implemented.

In responding to enquiries the CEO will:

- Record the detail of the enquiry into the CMS.
- Provide at least an oral response (if telephone number is provided) to the enquirer within 2 hours from the time of the enquiry during standard construction hours as outlined in the Planning Approval, or the next Business Day during all other times (unless the enquirer agrees otherwise) .

TfNSW is responsible for reviewing and approving all written correspondence issued in response to complaints, for forwarding on calls received via the project contact telephone number and for advising the EMR of the complaints received each business day.

## **16 Signage, Graffiti and Bill Posters**

Signage on the work site hoardings and fences will be limited to the following, unless otherwise approved by TfNSW:

- Project Work Site signage which provides the project 24 hour contact details (supplied by TfNSW).
- Regulatory safety signage and WorkCover legislated signage.
- Directional signage (e.g. directional arrows, pedestrian way finding and vehicle signage).

No signage, advertising or branding, excluding safety signage, will be placed on the external face of any hoarding or fence without the prior written approval of TfNSW.

The Project will provide, as requested, the resources required to assist TfNSW with the provision and / or installation of any other signage or graphics required on the hoardings or fencing.

Hoardings, site sheds, fencing, acoustic walls around the perimeter of the site and any structures built as part of the project works will be maintained free of graffiti and advertising not authorised by TfNSW during the construction period.

Daily inspections for graffiti and unauthorised advertising will be carried out and material removed or covered within the following time frames:

- Offensive graffiti will be cleaned or covered within 24 hours.
- Highly visible yet non-offensive graffiti will be cleaned or covered within 1 week.
- Graffiti that is neither offensive nor highly visible will be cleaned or covered during normal operations within one month.
- Any advertising material will be removed or covered within 24 hours.

## 17 Communication Strategies

Communication strategies will be produced to address potential disruptions to businesses, station customers and other interested groups. Additional strategies may need to be produced as required by TfNSW including times when customers, public transport services or businesses (parking) will be impacted.

The strategies will include:

- Identification of those potentially impacted by the works.
- An analysis of the issues to be managed and proposed strategies for managing these issues.
- Details of proposed communication and consultation tools to be used by the Project Team.
- Details of initial and ongoing engagement activities.
- Details of activities which will be undertaken to monitor and evaluate the effectiveness of the communication strategies adopted.

These approaches and the specific local concerns will be further developed in consultation with TfNSW during the works.

# 18 Appendix A – Community Notification Distribution Areas



## 18.1 Appendix B – Project Specific Stakeholder List

Croydon Station Stakeholders	Address	Primary point/s of contact
The Resident	44 Edwin Street South	
The Resident	46 Edwin Street South	
The Resident	48 Edwin Street South	
The Resident	1/93 Heighway Avenue	
The Resident	2/93 Heighway Avenue	
The Resident	3/93 Heighway Avenue	
The Resident	4/93 Heighway Avenue	
Croydon Montessori Academi	57 Edwin Street South	
Commercial	57 Edwin Street South	
The Resident	2 Paisley Road	
The Resident	4 Paisley Road	
The Resident	6 Paisley Road	
Croydon Dental Practice	8-10 Paisley Road	
Croydon Medical Practice	8-10 Paisley Road	
The Resident	1/8-10 Paisley Road	
The Resident	2/8-10 Paisley Road	
The Resident	3/8-10 Paisley Road	
Café on Strand	2 The Strand	
Dance Academy	4-6 The Strand	
Mixed Business	8 The Strand	
Tokyo Syokudo Restraurant	10 The Strand	
Strand Cellars	12 The Strand	
TAB	14 The Strand	
Ray White	16 The Strand	
Jade	18 The Strand	
Stranded Cafe	20 The Strand	
Charcoal Chicks	22 The Strand	
Crust	24 The Strand	
Commercial - vacant	26 The Strand	
Daytoa Thai	28 The Strand	
His & Hers	30 The Strand	
Café Croydon	32 The Strand	
Croydon Chiropractic	34-36 The Strand	
Planet Properties	40 The Strand	
Laundromat	42 The Strand	
MY Takeaway	44 The Strand	
Sydney Drums	46 The Strand	
Commercial - vacant	48 The Strand	
Commercial - vacant	50 The Strand	
The Resident	27 The Strand	
Sydney Hi-Tech Auto Electronics	1/27 The Strand	
Olde Blighty Giftware	25 The Strand	
Shellys Delite	23 The Strand	
Kitch	21 The Strand	
Spice Centre	19 The Strand	
Artistry Hair on The Strand	17 The Strand	
Hotel Saravana Bhavan	15 The Strand	
Kafe Altura	13 The Strand	
Croydon Friendly Grocer	11 The Strand	
Italfornato	9 The Strand	
La Margherita	7 The Strand	
Croydon Art Studio	5 The Strand	
Croydon Newsagent	3 The Strand	
Croydon Medical Centre	1A The Strand	
Post Office	1 The Strand	

PLC	Boundary Street	
The Resident	6 Meta Street	
Affordable Decor	8 Meta Street	
Commercial	27 Hennessy Street	
Eric's Electrical	25 Hennessy Street	
Spook and Fork	23 Hennessy Street	
Cocobelle	21 Hennessy Street	
One Property Agents	19 Hennessy Street	
The Resident	1/19 Hennessy Street	
The Resident	2/19 Hennessy Street	
Commercial	2 College Street	
Commercial	4 College Street	
Commercial	6 College Street	
The Resident	8 College Street	
The Residents	11-13 College Street (units)	
Adelaide Perry Gallery	College Street Cr Hennessy Street	
Comber Consultants	76 Edwin Street North	
Commercial	76A Edwin Street North	
Commercial	78 Edwin Street North	
Commercial	80 Edwin Street North	
Commercial	82 Edwin Street North	
Commercial	84 Edwin Street North	
Commercial	86 Edwin Street North	
Commercial	88 Edwin Street North	
Marios Pizzeria Croydon	81 Edwin Street North	
Commercial	83 Edwin Street North	
The Resident	1/83 Edwin Street North	
Commercial	85 Edwin Street North	
The Resident	1/85 Edwin Street North	
Commercial	87 Edwin Street North	
The Resident	1/87 Edwin Street North	
Commercial	89 Edwin Street North	
The Resident	1/89 Edwin Street North	
Commercial	91 Edwin Street North	
The Resident	1/91 Edwin Street North	
Commercial	93 Edwin Street North	
The Resident	93a Edwin Street North	
Commercial	95 Edwin Street North	
The Resident	1/95 Edwin Street North	
The Resident	2/95 Edwin Street North	
The Resident	3/95 Edwin Street North	
The Resident	4/95 Edwin Street North	
The Resident	5/95 Edwin Street North	