

Community Liaison Management Plan

Redfern Station Upgrade - New Southern Concourse

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Table of Contents

| | | |
|-------|---|----|
| 1 | Introduction | 6 |
| 1.1 | Purpose | 6 |
| 2 | Key terms, abbreviations and definitions | 7 |
| 3 | The Project | 8 |
| 3.1 | Description and location | 8 |
| 3.2 | Previous Consultation..... | 8 |
| 3.3 | Timetable..... | 10 |
| 4 | Conditions of Approval | 11 |
| 5 | Construction Environment Management Framework clauses | 23 |
| 6 | Response to Submissions Revised Performance Objectives | 31 |
| 7 | Response to Submissions Revised Environmental Mitigation Measures | 33 |
| 8 | Site compound locations, access and equipment | 37 |
| 8.1 | Redfern Station..... | 40 |
| 9 | Roles and responsibilities | 41 |
| 9.1 | Roles, responsibilities and resources | 41 |
| 9.1.1 | Project Manager..... | 41 |
| 9.1.2 | Construction Manager and Senior Project Engineer | 42 |
| 9.1.3 | Communications & Stakeholder Manager | 43 |
| 9.1.4 | Environment and Sustainability Manager..... | 44 |
| 9.1.5 | Wider Project Team | 44 |
| 9.1.6 | Community engagement response – 24-hour contact details..... | 44 |
| 9.1.7 | TfNSW Community Engagement Team and Environmental Representative..... | 44 |
| 10 | Key issues, risks and opportunities..... | 46 |
| 10.1 | Risk Management..... | 47 |
| 10.2 | Opportunities | 49 |
| 11 | Stakeholder identification and analysis..... | 51 |
| 11.1 | Stakeholder identification, issues interests and opportunities..... | 51 |
| 11.2 | Local community groups | 63 |
| 11.3 | Cumulative Impacts..... | 64 |
| 12 | Communications strategy..... | 65 |
| 12.1 | Communications objectives | 65 |

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| | | |
|------------|--|----|
| 12.2 | Communication tools and activities | 65 |
| 12.3 | Communications material and consultation | 65 |
| 12.4 | Provision of Digital Information | 67 |
| 12.5 | Evaluation of communications effectiveness during construction | 67 |
| 13 | Key messages | 69 |
| 14 | Communication Management System | 69 |
| 15 | Communications Management Control Group | 70 |
| 16 | Advertisements..... | 70 |
| 17 | Communication responsibility and training..... | 70 |
| 18 | Key communication contact protocols | 72 |
| 18.1 | Media and Government relations | 72 |
| 18.2 | Ministerial liaison and enquiries | 73 |
| 18.3 | Day-to-day communications | 73 |
| 18.4 | Out of hours work | 75 |
| 18.4.1 | Assessment and mitigation | 75 |
| 18.4.2 | Sensitive receivers..... | 75 |
| 19 | Complaints and enquiries management..... | 76 |
| 20 | Marketing and promotional opportunities..... | 78 |
| 21 | Incident management and reporting..... | 78 |
| 22 | Construction hoardings and fences | 79 |
| 23 | Signage, graffiti and posters | 80 |
| 24 | Communication requirements for site inductions..... | 80 |
| Appendix A | Key Consultation Activities..... | 82 |
| Appendix B | Indicative Project Engagement Program..... | 85 |
| Appendix C | TfNSW Complaints Register | 88 |

1 Introduction

1.1 Purpose

Transport for NSW (TfNSW) and Novo Rail Alliance are committed to working closely with the community and key stakeholders throughout the course of the Redfern Station Upgrade – New Southern Concourse. We believe in an open ‘no surprises’ approach by providing our community and stakeholders with ongoing and regular communication, and seek to identify opportunities to proactively work together and engage.

This Community Liaison Management Plan (Plan) describes the communication and consultation activities that Novo Rail will undertake with external stakeholders and the community during the design, construction and commissioning associated with the Redfern Station Upgrade – New Southern Concourse (‘the Project’).

This Plan also addresses the requirements listed in the Conditions of Approval (CoA) and the Construction Environment Management Framework (CEMF). After review and approval by TfNSW the Plan will be published on the TfNSW website prior to construction commencing.

Communications for the operational phase of the Project are the responsibility of Sydney Trains.

In some locations, other work activities may be carried out that do not form part of Novo Rail’s contract. Should this occur, Novo Rail will not be responsible for informing affected stakeholders of this other work, nor dealing with any enquiries or complaints resulting from that work activity. However, to avoid confusion and notification overload for neighbours, where opportunities exist, we will look for opportunities to co-notify of work activities that occur in the same location at the same time.

2 Key terms, abbreviations and definitions

All terminology in this document is taken to mean the generally accepted or dictionary definition, with the exception of the following terms that have a defined meaning:

| Term | Definition |
|---------------|---|
| ASITE | Novo Rail's document management system I |
| CALD | Culturally and linguistically diverse |
| CEMP | Construction Environment Management Plan |
| CEMF | Construction Environment Management Framework |
| CET | TfNSW Community Engagement Team |
| CLMP | Community Liaison Management Plan |
| CLT | Community Liaison Team |
| CM | Construction Manager |
| CMS | Communications Management System (web-based Consultation Manager database to record details of all project contact) |
| CoA | Project Conditions of Approval |
| CSM | Community & Stakeholder Manager |
| EIS | Environmental Impact Statement |
| LOTE | Languages other than English |
| MP | Member of Parliament |
| OOHW | Out of hours work |
| PCG | Project Controls Group |
| PM | Project Manager |
| the Project | Redfern Station Upgrade New Southern Concourse |
| REF | Review of Environmental Factors |
| REMMS | Revised Environmental Mitigation Measures |
| RPOs | Revised Performance Objectives |
| RtS | Response to Submissions Report |
| SPE | Senior Project Engineer |
| SSI | State Significant Infrastructure project |
| Stakeholder/s | Any person or group having a claim on ownership, rights, or interest in, the outcomes or activities of this Project |
| TfNSW | Transport for NSW |
| TSR C | TfNSW Standard Requirements - Communications and Community Liaison |
| WCAG | Web Content Accessible Guidelines – providing Web content more accessible for people with disabilities |
| WPT | Wider Project Team |

Table 1: Abbreviations

3 The Project

3.1 Description and location

Transport for NSW (TfNSW) is the lead agency for the integrated delivery of public transport services across all modes of transport in NSW and is responsible for the delivery of projects within the Transport Access Program.

The Transport Access Program (TAP) is an initiative to provide a better experience for public transport customers by delivering accessible, modern, secure and integrated transport infrastructure.

The Project involves the construction of a new six metre wide concourse connecting Little Eveleigh and Marian Streets to the above ground platforms at Redfern Station. The key features of the Project are expected to include:

- a six metre wide concourse between Little Eveleigh and Marian Streets
- new stair and lift access from the concourse to Platforms 1 to 10
- a new entrance at the south eastern end of the concourse at Marian Street
- a new entrance at the north western end of the concourse at Little Eveleigh Street
- upgrade works to Marian/Cornwallis/Rosehill Streets, Gibbons Street and Little Eveleigh Street to facilitate safe access to and from the concourse
- footpath upgrade works along Ivy Street
- associated upgrades and/or adjustments to services, signalling, overhead wiring and utility upgrades.

3.2 Previous Consultation

Since the project was first announced on 27 February 2019, there have been a number of phases of community and stakeholder consultation on the project. Key phases of previous consultation and communications milestones can be summarised as:

| Key Milestone | Date | Description |
|--|-----------------------------|---|
| Early consultation | May to June 2019 | Community was invited to provide feedback on an early concept for a new southern concourse. |
| Options consultation | July to August 2019 | As a result of previous feedback received, four options were developed (including the original concept) and presented to the community for consideration. |
| Stakeholder forum and announcement of preferred option | 4 November 2019 | Forum held with key stakeholder and community groups to discuss results of the previous consultation periods and next steps. |
| EIS public display | 27 May 2020 to 24 June 2020 | Environmental Impact Statement was placed on public exhibition by DPIE. |
| Resident streetscape co-design workshops | August to October 2020 | TfNSW and City of Sydney Council collaborated to run a series of four independently facilitated |

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| | | workshops with residents to co-design the streetscapes of Little Eveleigh and Marian Streets. |
| Redfern area cultural values consultation | August to October 2020 | Building on feedback received during earlier consultation phases. An online survey and mapping tool were shared with key local Aboriginal organisations and stakeholder groups to gain a better understanding of local cultural values and how these might be incorporated into the project. |
| Response to Submissions report released by DPIE | September 2020 | Prepared by TfNSW, this report responded to the community and stakeholder submissions received during the public display of the EIS. |

Further details of these consultation periods and key milestones can be found on the project webpage transport.nsw.gov.au/redfern via project documents including the Consultation Report, EIS, and Response to Submissions report.

3.3 Timetable

Key milestones for the project are outlined in the table below.

| Milestone | Estimated Date |
|---|------------------------|
| Preliminary site set-up at Redfern for investigation work | Mid 2020 |
| EIS Public Display | 27 May to 24 June 2020 |
| Infrastructure Approval | 10 December 2020 |
| Early work commence | Late December 2020 |
| Main work construction commence | January 2021 |
| Completion of Redfern work | Mid 2022 |
| Handover Redfern Station to Sydney Trains | Mid to late 2022 |

Table 2: Project timeline

4 Conditions of Approval

The CoA relevant to this Plan are listed in the table below. A cross reference is also included to indicate where the condition is addressed in this Plan or other Project management documents.

| CoA No. | Condition Requirements | Document Reference | How Addressed |
|---------|--|--|--|
| | General | | |
| A1 | A1 The Proponent must carry out the SSI in accordance with the conditions of this approval and generally in accordance with the description of the SSI in: | | |
| (a) | Redfern Station Upgrade – New Southern Concourse Environmental Impact Statement (Transport for NSW, May 2020) | The SEEWMP The CEMP The CNVMP This Plan | The documents referenced addresses the requirements of the documents outlined in CoA #A1. Specific responses to the clauses relevant to the CLMP are detailed in these tables. |
| (b) | Redfern Station Upgrade – New Southern Concourse Response to Submissions (Transport for NSW, September 2020) | The SEEWMP The CEMP The CNVMP This Plan | The documents referenced addresses the requirements of the documents outlined in CoA #A1. Specific responses to the clauses relevant to the CLMP are detailed in these tables. |
| (c) | Redfern Station Upgrade – New Southern Concourse Construction Environmental Management Framework (Transport for NSW, October 2020) | The SEEWMP The CEMP The CNVMP This Plan | The documents referenced addresses the requirements of the documents outlined in CoA #A1. Specific responses to the clauses relevant to the CLMP are detailed in these tables. |

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| A19 | Boundary screening must be erected around all ancillary facilities that are adjacent to sensitive receivers for the duration of construction of the Project unless otherwise agreed with the City of Sydney Council, affected residents, business operators and landowners. | Section 24 | Hoardings, fences and shade cloth will be installed to meet this requirement. |
| A21 | Signage on fencing or hoardings surrounding construction ancillary facilities must include the SSI name and application number. | Section 25 | TfNSW will provide Project signage that includes the SSI Name and application number. |
| A29 | For the duration of the Work until the commencement of operation, or as agreed with the Planning Secretary, the approved ER must: (c) consider and recommend to the Proponent any improvements that may be made to work practices to avoid or minimise adverse impact to the environment and to the community; (g) as may be requested by the Planning Secretary, assist the Department in the resolution of community complaints; | Section 8.1.7 | The Community & Stakeholder Manager will co-ordinate with the ER and the Project's Environment & Sustainability Manager to respond to these requests and proposals. |
| A30 | The Proponent must provide the ER with all documentation requested by the ER in order for the ER to perform their functions specified in Condition A29 (including preparation of the ER monthly report), as well as: (a) the complaints register for any complaints received (on any day they are received) | Section 18 Appendix C | The CSM will provide TfNSW with notice of any complaint on the day to enable TfNSW reporting to the ER |
| B1 | A Communication Strategy must be prepared to provide mechanisms to facilitate communication about Work and for the first six (6) months of operation of the SSI with: | This Plan 10 | This Plan has been prepared in response to the detailed requirements of the Project and lists in various places the responses to these clauses. |

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| | <p>(a) the community (including adjoining affected landowners and businesses and other directly impacted by the SSI)</p> <p>(b) the City of Sydney Council and relevant government agencies; and</p> <p>(c) Local Aboriginal Land Council.</p> <p>The Communication Strategy must address who (the Proponent, ER and/or construction contractor) will engage with the community, council and agencies, how they will engage and the timing of engagements.</p> | | |
| B2 | <p>The Communication Strategy must:</p> <p>(a) identify people, organisations, councils and agencies to be consulted during the detailed design and work phases;</p> <p>(b) identify community demographics and approaches to address the needs of LOTE, CALD and vulnerable communities;</p> <p>(c) set out procedures and mechanisms for the regular distribution of accessible information about or relevant to the SSI. The information to be distributed must include information regarding current site construction activities, schedules and milestones;</p> <p>(d) 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</p> <p>(e) set out procedures and mechanisms:</p> <p style="padding-left: 40px;">(i) through which the community can discuss or provide feedback to the Proponent 24 hours a day,</p> | <p>This Plan</p> <p>Section 10</p> <p>Section 10</p> <p>Sections 11.2, 11.3, 11.5</p> <p>Sections 10.2, 11.2</p> <p>Sections 11.2, 11.3, 11.4, 11.5</p> | <p>This Plan has been prepared in response to the detailed requirements of the Project and lists in various places the responses to these clauses.</p> |

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| | <p>seven days a week;</p> <p>(ii) through which the Proponent will respond to enquiries or feedback from the community; and</p> <p>(iii) to resolve any issues and mediate any disputes that may arise in relation to the environmental management and delivery of the SSI, including disputes regarding rectification or compensation.</p> | | |
| B3 | A copy of the Communication Strategy must be made publicly available prior to the commencement of work. | Section 12.4 | A WCAG version of this document will be provided to TfNSW for uploading to the TfNSW website prior to work commencing |
| B4 | The Communication Strategy must be implemented for the duration of the Work and for six (6) months following the completion of construction. | Section 12.4 | The WCAG version of this document will remain on the TfNSW website for at least six (6) months following completion of construction. |
| B5 | A Complaints Management System must be prepared and implemented before the commencement of any Work and maintained for the duration of construction and for a minimum of 12 months following completion of construction of the SSI. | Section 19.0 | A 1800 number for complaints has been established by TfNSW. Novo Rail will be advised of any complaints via the existing TfNSW process and respond in accordance with this section. |
| B6 | <p>The following information must be available to facilitate community enquiries and manage complaints at least five (5) business days before the commencement of Work and for 12 months following the completion of construction:</p> <p>(a) a 24-hour telephone number for the registration of complaints and enquiries about the SSI;</p> <p>(b) a postal address to which written complaints and enquires may be sent;</p> | Section 12.3 | TfNSW has an established website, 24-hour telephone number, website, email and postal address which is included on all communications materials to enable complaints and enquiries to be sent to. |

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| | <p>(c) an email address to which electronic complaints and enquiries may be transmitted; and</p> <p>(d) a mediation system for complaints unable to be resolved.</p> <p>This information must be accessible to all in the community regardless of age, ethnicity, disability or literacy level.</p> | | |
| B7 | <p>The telephone number, postal address and email address required under Condition B6 of this approval must be made available on site boundary fencing / hoarding at each construction site and ancillary facility before the commencement of Work and for the duration of construction. This information must also be provided on the website required under Condition B10 of this approval.</p> | Section 12.2 | <p>The required contact details will be provided on all formal signage provided by TfNSW for installation on site boundary fences and hoardings.</p> |
| B8 | <p>A Complaints Register must be maintained recording information on all complaints received about the SSI during the carrying out of any work and for a minimum of 12 months following the completion of construction. The Complaints Register must record the:</p> <p>(a) number of complaints received;</p> <p>(b) the date and time of the complaint;</p> <p>(c) the method by which the complaint was made;</p> <p>(d) any personal details of the complainant which were provided by the complainant or, if no such details were provided, a note to that effect;</p> <p>(e) nature of the complaint;</p> | Section 18 Appendix C | <p>Details of any complaint received will be provided in writing to the CET each business day. The complaint and investigation and responses will also be uploaded into the TfNSW CMS.</p> <p>The Complaints Register is a document managed and produced by TfNSW from the information provided by Novo Rail and uploaded into the CMS.</p> |

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| | (f) means by which the complaint was addressed and whether resolution was reached, with or without mediation; and (g) if no action was taken, the reason(s) why no action was taken | | |
| B9 | The Complaints Register must be provided to the Planning Secretary upon request, within the timeframe stated in the request. | Section 18 | The Complaints Register is a document managed and produced by TfNSW from the information provided by Novo Rail and uploaded into the CMS. |
| B10 | A website or webpage providing information in relation to the SSI must be established before commencement of Work and maintained for the duration of construction, and for a minimum of 12 months following the completion of construction. Up-to-date information (excluding confidential commercial information or any other information that the Planning Secretary has approved to be excluded) must be published before the relevant Work commences and maintained on the website or dedicated pages including: (a) information on the current implementation status of the SSI; (b) a copy of the documents listed in Condition A1 of this approval, and any documentation relating to any modifications made to the SSI or the terms of this approval; (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 11.4 | TfNSW has an established and maintains a website which contains details of all TfNSW projects. Novo Rail provide input to TfNSW for uploading to their website. |

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| | <p>(d) a copy of each statutory approval, licence or permit required and obtained in relation to the SSI;</p> <p>(e) a current copy of each document required under the terms of this approval, which must be published before the commencement of any Work to which they relate or before their implementation, as the case may be; and</p> | | |
| D16 | <p>Notwithstanding Condition D14, Work may be undertaken outside the hours specified in the following circumstances:</p> <p>(a) for the delivery of materials required by the NSW Police Force or other appropriate authority for safety reasons; or</p> <p>(b) where it is required in an emergency to avoid injury or the loss of life, to avoid damage or loss of property or to prevent environmental harm; or</p> <p>(c) where the relevant road authority has advised the Proponent in writing that a road occupancy licence will not be issued during the hours specified in Condition D14 and the Works are undertaken in accordance with Condition D19; or</p> <p>(d) where the rail authority has advised the Proponent in writing that a Rail Possession is required and approval has been given to complete Work during the rail possession, and the works are undertaken in accordance with Condition D19; or</p> <p>(e) where different construction hours are permitted or required under an EPL in force in respect of the SSI; or</p> <p>(f) where an EPL is not required or in force, Work approved under an Out-of-Hours Work Protocol developed in</p> | Section 17.4 Out of Hours Work Protocol | Notification of OOH work will be provided to the affected community and mitigation measures implemented in accordance with the CNVS, OOHW Protocol and discussions with impacted community member. |

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| | <p>accordance with Condition D19; or (g) construction that causes: (i) LAeq(15 minute) noise levels no more than 5 dB(A) above the rating background level at any residence in accordance with the Interim Construction Noise Guideline (DECC, 2009), and (ii) LAeq(15 minute) noise levels no more than the ‘Noise affected’ noise management levels specified in Table 3 of the Interim Construction Noise Guideline (DECC, 2009) at other sensitive land uses, and (iii) continuous or impulsive vibration values, measured at the most affected residence are no more than the maximum values for human exposure to vibration, specified in Table 2.2 of Assessing Vibration: a technical guideline (DEC, 2006), and (iv) intermittent vibration values measured at the most affected residence are no more than the maximum values for human exposure to vibration, specified in Table 2.4 of Assessing Vibration: a technical guideline (DEC, 2006); or (h) where negotiated agreements with directly affected residents and other sensitive land uses have been reached.</p> <p>Note: Section 5.24(1)(e) of the EP&A Act requires that an EPL be substantially consistent with this approval.</p> | | |
| D17 | <p>On becoming aware of the need for emergency work in accordance with Condition D16(b) the Proponent must notify the ER, Planning Secretary and the EPA of the reasons for such work as soon as possible after the works have commenced. The Proponent must use best endeavours to</p> | <p>Sections 11.3, 17</p> | <p>Novo Rail will notify TfNSW and the ER of any emergency work activities and TfNSW will notify the Planning Secretary and EPA.</p> |

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| | notify all noise and/or vibration affected sensitive receivers of the likely impact and duration of those works as soon as possible after the works have commenced. | | |
| D18 | <p>In order to undertake Work outside the hours specified in Condition D14 the Proponent must identify appropriate respite periods for the out-of-hours Work in consultation with the affected community on a regular basis. The consultation on respite periods must include (but not be limited to) providing the community with:</p> <p>(a) an indicative schedule of likely out-of-hours Work for a period no less than three (3) months; (b) a description of the potential Work, location and duration; (c) the noise characteristics and likely noise levels of the Work; and (d) likely mitigation and management measures to be implemented.</p> <p>The outcomes of the community consultation, the identified respite periods and the scheduling of the likely out-of-hours Work must be submitted to the Planning Secretary for information prior to Work scheduled for the subject period being undertaken.</p> | <p>Section 11.3, 17.4 Out of Hours Work Protocol</p> | <p>Notification of an indicative schedule of likely out-of-hours work will be provided at three monthly intervals within the regular community notification and notice of work activities and impacts included in the notices. TfNSW will notify the Planning Secretary of any OOH activities.</p> |
| D20 | <p>Additional mitigation measures such as temporary alternative accommodation, must be offered/ made available to residents affected by out-of-hours Work (including where utility works are being undertaken for the SSI or Work is being undertaken during a rail possession or under a road</p> | <p>Section 17.4, Out of Hours Work Protocol</p> | <p>Offers of respite will be provided to any affected community in line with the CoA and CNVS.</p> |

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| | <p>occupancy licence) where the construction noise levels, between:</p> <p>(a) 10:00 pm and 7:00 am, Monday to Friday; (b) 10:00 pm Saturday to 8:00 am Sunday; and (c) 6:00 pm Sunday and public holidays to 7:00 am the following day unless that day is Saturday then to 8:00 am,</p> <p>are predicted to exceed the NML by 25 dB(A) or are greater than 75 dBA (LAeq(15 min)), whichever is the lesser.</p> <p>The NML must be reduced by 5 dB where the noise contains annoying characteristics and increased by 10 dB if the property has received at-property noise treatment. The noise levels and duration requirements identified in this condition may be changed through an EPL applying to the SSI.</p> | | |
| D21 | The Proponent must consult with proponents or applicants of other State significant development and infrastructure projects within 200 metres of the SSI and take reasonable steps to coordinate Work, including utility Work, to minimise cumulative noise and vibration impacts and maximise respite for affected sensitive receivers. | Section 10.3 | Regular monitoring of the DPIE website will occur to identify any SSI projects within 200 metres of the Project. |
| D22 | Noise and vibration generating Work in the vicinity of potentially-affected community, religious, educational institutions and noise and vibration-sensitive businesses and critical working areas (such as theatres, laboratories and operating theatres) resulting in noise levels above the NMLs | Section 17.4.2 | The CSM will establish a spreadsheet identifying specific requirements from sensitive businesses or institutions such as contact details, access signage, specific requirements such as vibration sensitive equipment, exam times, etc that may need to be considered by the |

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| | or vibration levels above the relevant criteria must not be timetabled within sensitive periods, unless other reasonable arrangements with the affected institutions are made at no cost to the affected institution. | | Project. Work that may affect these receivers above the relevant criteria will not be carried out unless arrangements have been made with, and at no cost to, them. |
| D23 | <p>All work undertaken for the delivery of the SSI, including those undertaken by third parties (such as utility relocations), must be coordinated to ensure respite periods are provided. The Proponent must:</p> <p>(a) reschedule any Work to provide respite to impacted noise sensitive receivers so that the respite is achieved in accordance with Condition D18 and D20; or</p> <p>(b) consider the provision of alternative respite or mitigation to impacted noise sensitive receivers; and</p> <p>(c) provide documentary evidence to the ER in support of any decision made by the Proponent in relation to respite or mitigation.</p> | Section 10.3 Out of Hours Protocol | Spreadsheets and the CM database will provide evidence of consultation and respite offers made and taken up. Where utility work activities occur as a result of the Project activities, co-ordination will occur to ensure respite periods are provided. |
| D43 | The Proponent must identify the utilities and services (hereafter “services”) potentially affected by Work to determine requirements for diversion, protection and/or support. Alterations to services must be determined by negotiation between the Proponent and the service providers. The Proponent, in consultation with service providers, must ensure that disruption to services resulting from the Work are avoided where possible and where | Section 10.1 | Identification of services commenced in the design phase of the project with detailed investigations starting in July 2020. Where service interruptions may occur, they will be coordinated with the utility provider and mitigated as outlined in this plan |

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| | unavoidable customers are advised in accordance with the Communication Strategy required under Condition B1. | | |
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5 Construction Environment Management Framework clauses

The CEMF clauses relevant to this Plan are listed in the table below. A cross reference is also included to indicate where the condition is addressed in this Plan or other Project management documents.

| CEMF ref | Condition Requirements | Document Reference | How Addressed |
|----------|---|--------------------|--|
| | General | | |
| 3.10 | Construction Document Approvals | | |
| 4.1 | <p>Throughout construction, the Contractor will work closely with stakeholders and the community to ensure they are well informed regarding the construction works.</p> <p>Stakeholders and the community will be informed of significant events or changes that affect or may affect individual properties, residences and businesses. These will include:</p> <ul style="list-style-type: none"> - Significant milestones - Changes to traffic conditions and access arrangements for road users and the affected public - Construction operations which will have a direct impact on stakeholders and the community including noisy works, interruptions to utility services or construction work outside of normal work hours. | Sections 12, 18.4 | Monthly notifications will be issued to the community outlining all work activities including any traffic impacts; the project website displayed on all signs and communication materials providing access to more detailed information; and any out-of-hours work activities or utility impacts will be provided to the stakeholders in advance of those works, unless an emergency has arisen. |

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| 4.2 | <p>A Community Liaison Management Plan (CLMP) will be developed in accordance with Defining Engagement Terms (DPIE, 2020) and implemented. The CLMP will include:</p> <ul style="list-style-type: none"> - details of the community relations resources, including personnel, to be employed by the Contractor whilst carrying out the Contractor’s Activities - A comprehensive, project-specific analysis of issues to be managed prior to and during construction and Commissioning of the Works, including proposed strategies and tools to manage these issues - A comprehensive stakeholder list, highlighting issues/interests and strategies for managing them - An indicative program for the implementation of community liaison activities. This program should include key dates for the commencement and conclusion of construction activities, associated impacts to the community and the Contractor’s proposed strategies for minimising impacts and informing the community - Details of Contractor specific key messages to be used in information materials and when responding to enquiries and complaints - Details of requirements of the project environmental assessment and the conditions of the Planning Approval for community and stakeholder consultation and proposed methodologies and timeframes for undertaking this consultation - Policies and procedures for handling community complaints and enquiries - Details of the Contractor’s nominated 24 hours contact for | This Plan | This CLMP has been produced to respond to the CoA and CEMF. |
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| | <p>management of complaints and enquiries</p> <ul style="list-style-type: none"> - Policies and procedures for incident management and reporting - Policies and procedures for ensuring Subcontractors comply with these communication and community liaison requirements - Details of activities which will be undertaken to monitor and evaluate the effectiveness of the community liaison program - Analysis of other major projects/influences in the area with the potential to result in cumulative impacts to the community and strategies for managing these - Details of procedures for obtaining approval from the Principal prior to planning and implementing any marketing or promotional activities. <p>A summary of the CLMP will also be prepared and uploaded onto the Project website.</p> | | |
| 4.3 | <p>The Contractor will identify in the Community Liaison Management Plan key issues relating to business impacts by locality with a particular focus on proactive consultation with affected businesses.</p> <p>Including:</p> <ul style="list-style-type: none"> - Identification of specific businesses which are sensitive to construction activity disturbances - Summary of the commercial character of the locality, its general trading profile (daily and annually) and information gained from the business profiling such as: - Operating hours | <p>Sections 11.1, 18.4.2 This Plan</p> | <p>The CSM will establish a spreadsheet identifying specific requirements from sensitive businesses or institutions such as contact details, access signage, specific requirements such as vibration sensitive equipment, exam times, etc that may need to be considered by the Project. Work that may affect these receivers will not be carried out unless arrangements have been made with, and at no cost to, them.</p> |

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| | <ul style="list-style-type: none"> - Main delivery times - Reliance on foot traffic - Any signage or advertising that may be impacted - Customer origin - Other information specific to the business that will need to be considered in construction planning - Define the roles and responsibilities in relation to the control and monitoring of business disturbances - Identification of locality specific standard business mitigation measures which will be implemented - Where relevant, maps, diagrams or sub-plans to illustrate measures which will be implemented - Description of the monitoring, auditing and reporting procedures - Procedure for reviewing performance and implementing corrective actions - Description of the complaints handling process - Procedure for community consultation and liaison. | | |
| 4.4 | <p>Community liaison and complaints handling will be undertaken in accordance with TfNSW’s Construction Complaints Management System and will include:</p> <ul style="list-style-type: none"> - The Contractor will manage complaints in a responsive manner so that stakeholders’ concerns are managed effectively and promptly | Section 19 | Novo Rail will respond to enquiries and complaints in line with TfNSW’s complaints management process and as outlined in this Plan. |

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| | - A verbal response will be provided to the complainant as soon as possible and within a maximum of two hours from the time of the complaint (unless the complainant requests otherwise). A detailed written response will then be provided, if required, to the complainant within 7 days." | | |
| 5.5 | <p>Out of Hours Work Protocol: Working in the rail environment requires work to be done out of standard working hours (or Out of Hours Work (OOHW)) for the safety of rail and construction workers and to minimise disruptions to customers, pedestrians and motorists. Some of the works would also need to be undertaken during rail possession periods (when trains are not running) to minimise disruption to rail operations and risk to rail worker safety. These shut downs generally occur during standard weekend possessions or overnight between the last and first trains. Examples of works that would be required in possessions and may occur inside or outside standard construction hours include overhead wiring works, provision of cabling for required services, concourse and lift installation and some work on platforms. To determine when work activities can be done, the Construction Contractor will consider the safety risk of activities within the rail corridor and the hierarchy outlined in the TfNSW CNVS:</p> <ol style="list-style-type: none"> 1. Saturday afternoon periods between 1pm and 6pm (Period 1 Day) 2. Sunday and public holiday day periods between 8am and 6pm (Period 1 Day) | Sections 11, 17.4 Out of Hours Work Protocol | Notification of OOH work will be provided to the affected community and mitigation measures implemented in accordance with the CNVS, OOHW Protocol and discussions with impacted community member. |

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| | <p>3. Weekday evening periods between 6pm and 10pm (Period 1 Evening)</p> <p>4. Weekend evening periods between 6pm and 10pm (Saturdays Period 1 Evening/Sundays Period 2)</p> <p>5. Weekend night periods between 10pm and 8am (Period 2)</p> <p>6. Work during the weekday evening and night and scheduling the noisiest work first (between 6pm and 10pm) to minimise sleep disturbance impacts in the night period between 10pm and 7am) (Period 1 Evening and Period 2)</p> <p>7. All other times outside recommended standard hours.</p> <p>Once the OOHW Period is determined based on working safely within the rail corridor and minimising disruption, a noise assessment is completed applying standard and site-specific mitigation measures. The results of the noise assessment may identify negligible, low, medium or high risk OOHW and trigger the need for additional mitigation measures for nearby sensitive receivers in accordance with the TfNSW CNVS. Depending on the exceedance above typical background noise levels additional mitigation could include, for example, specific notification, verification monitoring, respite periods, respite offers or alternate accommodation. All low, medium and high risk OOHW are notified at least 7 days prior to the works commencing and are approved by the ER. As outlined in the CNVS, in cases where there is the need and justification to work more than 2 consecutive nights or 3 consecutive evenings, outside of rail possessions, the Construction Contractor may apply for Duration Reduction. Impacted receivers will be consulted with regard to the work, locations, timing and any available options and</p> | | |
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| | evidence of community support for the Duration Reduction must be provided as justification. A community engagement strategy must be agreed with and implemented in consultation with TfNSW Community Engagement Representatives and the ER. Figure 5-1 summarises the full OOHW Protocol that will be detailed in the CEMP and CNVMP. The Construction Contractor will utilise TfNSW’s online OOHW Tool to process applications. This allows for transparency and accountability and includes TfNSW review prior to ER approval. | | |
| 5.8 | The performance outcomes for the Project in relation to cumulative impacts are: - The Project is coordinated with other projects being constructed in the area to minimise cumulative impacts. Opportunities to further minimise construction impacts from the Project beyond those considered in this EIS would be undertaken during detailed design and construction planning, through the application of appropriate management and mitigation measures and through consultation with affected stakeholders. | Section 11.3 | Monitoring of projects within 200m of the project will occur via the DPIE website for SSI projects and CoS website for DA submissions and approvals. Consultation with these projects will be undertaken and any necessary mitigation measures addressed. |
| Appendix C | Consultation: Consultation during preparation of management plans will be undertaken with: - City of Sydney Council - NSW EPA Monitoring / inspections: Monitoring and inspections will be in accordance with the Project’s Monitoring and Assurance Program and will include: - Land-use survey of sensitive receivers - Noise modelling and monitoring - Vibration monitoring, where required - Regular inspections of the noise | Section 19 | Project enquiries and complaints will be responded to by the CSM in relation to the Project work activities and any impacts associated with these works. The complaint or enquiry and the close out actions and letters will be uploaded into TfNSW’s CMS. |

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| | <p>mitigation measures. Compliance: The following compliance records will be kept by the Contractor: - Records of justification and assessments of out-of-hours work - Records of inspections undertaken - Records of noise and vibration monitoring results against appropriate NMLs and vibration criteria - Records of community enquiries and complaints, and the Contractor's response</p> | | |
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6 Response to Submissions Revised Performance Objectives

The Response to Submissions report (RtS) RPO clauses relevant to this Plan are listed in the table below. A cross reference is also included to indicate where the condition is addressed in this Plan or other Project management documents.

| RtS RPO ref | Condition Requirements | Document Reference | How Addressed |
|-------------|---|-----------------------|--|
| RPO17 | Consultation with individual property owners/managers is carried out to identify individual concerns and develop and document strategies to be implemented to address these concerns | Sections 11, 18.4.2 | The CSM will establish a spreadsheet identifying specific requirements from sensitive businesses or institutions such as contact details, access signage, specific requirements such as vibration sensitive equipment, exam times, etc that may need to be considered by the Project. Work that may affect these receivers will not be carried out unless arrangements have been made with, and at no cost to, them. |
| RPO18 | Adverse social and economic impacts are minimised through ongoing consultation with individual property owners and the community to document, address and develop strategies to address community concerns. | Sections 10, 11, 18.3 | Consultation will be carried out on an ongoing basis with the community and stakeholders. Where required, on-on-one consultation will occur to address individual concerns and identify specific issues and mitigation measures |
| RPO24 | The local community, relevant authorities and other proponents undertaking concurrent work close to the Project are consulted to minimise disruptions to road, active transport and public transport users | Sections 11.1 11.3 | Consultation with CoS and TMC and transport operators will be ongoing as a road authority owners and monthly notifications will be issued to the community outlining work activities and impacts |

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| RPO25 | The local community and relevant authorities are consulted notified regarding upcoming Project construction activities to minimise disruptions to road, active transport and public transport users | Sections 11.1 11.3 | Consultation with CoS and TMC and transport operators will be ongoing as a road authority owners and monthly notifications will be issued to the community outlining work activities and impacts |
| RPO31 | Specific notifications to the community are issued no later than seven days prior to construction works | Section 12 | Notifications are issued in line with TfNSW’s TSR C requirements requiring a minimum 7 day notification period, unless an emergency arises. |
| RPO65 | The Project is coordinated with other projects being constructed in the area to minimise cumulative impacts. | Section 11.3 | Monitoring of projects within 200m of the project will occur via the DPIE website for SSI projects and CoS website for DA submissions and approvals. Consultation with these projects will be undertaken and any necessary mitigation measures addressed. |

7 Response to Submissions Revised Environmental Mitigation Measures

The RtS REMMS clauses relevant to this Plan are listed in the table below. A cross reference is also included to indicate where the condition is addressed in this Plan or other Project management documents.

| RtS REMMS ref | Condition Requirements | Document Reference | How Addressed |
|---------------|--|---------------------------------------|--|
| SE1 | The Project's Community Liaison Management Plan would be implemented and include engagement with residents on both Little Eveleigh Street and Marian Street, City of Sydney Council, NSW Police and other stakeholders. | Section 11 | Consultation with stakeholders will be ongoing throughout the duration of the delivery of this Project. |
| SE4 | Access to properties including businesses would be maintained throughout the Project. Temporary measures such as traffic control would be implemented to enable this to occur. | Section 11.1 Property Management Plan | While access to properties will be maintained, there may be some instances, for example during construction of the shared driveway, that access to a property will be temporarily unavailable. This is discussed within the Property Management Plan and consultation will be carried out with affected stakeholders and a mutual resolution identified. |
| SE5 | Construction activities undertaken in proximity to businesses would maintain visibility of business frontage, associated signage and access points, where possible. Temporary signage would be provided in the vicinity of a business if construction works obstruct views to the business. Business impacts resulting | Section 11 | Through consultation with individual businesses, specific requirements such as temporary signage will be identified and provided if the business is impacted by the Project work activities. |

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| | from changes to amenity or access would be managed in line with mitigation measures identified for other relevant environmental issues. | | |
| T1 | Relocation of bus stops would be carried out by TfNSW in consultation with the City of Sydney, Royal Prince Alfred Hospital, bus operators and other relevant authorities. Wayfinding and customer information would be provided to notify customers of relocated bus stops. | Sections 10.1., 11.1, 12.2, 24 | Wayfinding to assist during changes to station access and bus operations will be installed as required |
| T4 | Appropriate signage and line marking would be provided to guide pedestrians and cyclists past construction sites and on the surrounding network to allow access to be maintained. Access would include guidance for customers with access requirements for disability, including wheelchair users and people with a visual impairment | Sections 10.1., 11.1, 12.2, 24 | Wayfinding to assist during changes to station access and bus operations will be installed as required. |
| T5 | Community notifications would be issued in advance for any proposed road and pedestrian network changes through appropriate channels and forms of communication | Sections 11, 17.4 | Monthly notifications will be issued to the community outlining all work activities including any traffic impacts; the project website displayed on all signs and communication materials providing access to more detailed information; and any out-of-hours work activities or utility impacts will be provided to the stakeholders in advance of those works, unless an emergency has arisen. |
| T6 | Access to existing properties and buildings would be maintained, where possible, in consultation with property and business owners. If access needs to be restricted during some | Section 11.1 | While access to properties will be maintained, there may be some instances, for example during construction of the shared driveway, that access to a property will be temporarily unavailable. This is discussed within the |

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| | periods during construction, this would be communicated to the resident or business owner. | | Property Management Plan and consultation will be carried out with affected stakeholders and a mutual resolution identified. |
| N3 | All nearby residents and sensitive receivers impacted by noise levels from the Project which are expected to exceed the NML would be notified prior to the commencement of the particular activity, with the highest consideration given to those that are predicted to be most affected as a result of the works. The information provided to the receivers will include: • programmed times and locations of construction work • the hours of proposed works • construction noise and vibration impact predictions • construction noise and vibration mitigation measures being implemented on site. Community notification and management procedures regarding construction noise and vibration would be detailed in a Community Liaison Management Plan for the construction of the Project and would include a 24 hour hotline and complaints management process. | Sections 11, 17.4 | Notification of OOH work will be provided to the affected community and mitigation measures implemented in accordance with the CNVS and Out of Hours Protocol. |
| C11 | TfNSW would co-ordinate with other project developers with projects under construction at the same time in regard to potential cumulative impacts (including potential cumulative noise and traffic impacts). Coordination and consultation with relevant stakeholders would also occur when necessary (e.g. DPIE, Sydney Trains, State Transit Authority, City of Sydney Council, utility providers, emergency service providers). These stakeholders would be kept informed of construction progress and scheduling, in an effort to minimise community impacts. Co-ordination and consultation with these stakeholders would | Section 11.3 | Monitoring of projects within 200m of the project will occur via the DPIE website for SSI projects and CoS website for DA submissions and approvals. Consultation with these projects will be undertaken and any necessary mitigation measures addressed. |

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| | <p>also include development of mitigation strategies to manage conflicts such as adjustments to the construction program and work activities, co-ordination of traffic management arrangements between projects and coordination of consultation activities to minimise the potential for consultation fatigue.</p> | | |
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8 Site compound locations, access and equipment

Novo Rail have established a site compound and office accommodation within the Redfern Station building footprint. Access is from the shared road/footpath at the intersection of Rosehill and Marian Streets, Redfern.

A laydown, materials storage and construction area was originally identified in the EIS to be located within Gibbons Street Reserve, between Gibbons and Rosehill Streets. This has now been revised and, instead, a much smaller section of land has been identified for use at the corner of Rosehill and Marian Streets, adjacent to the site compound. The ongoing Project laydown and storage requirements will be assessed during delivery of the Project to minimise the footprint where possible. Vehicle access will be via Marian Street.

Reduction of the site compound requirements provides an improved outcome for the community as the reserve remains available to local residents and dog walkers. There may be a minor detour and installation of an additional concrete footpath between Gibbons Street and Marian Street, improving an area that is currently being utilised by residents and pedestrians as a path.

Construction equipment in this laydown area will generally include excavators, trucks, light vehicles, cranes, elevated work platforms, generators, light towers, vacuum trucks, track machinery and various small tools.



In early 2020 the main site office was established within rail land at South Eveleigh. Site sheds and laydown areas will be established in this area, adjacent to Sydney Trains parking area. Access will be via Little Eveleigh Street and from Carriageworks Way.

Access into the rail corridor for the Project work activities will be via existing access gates at Burren Street and Erskineville Road, Erskineville; Carriageworks Way, Erskineville; Little Eveleigh Street, Redfern and Gibbons and Marian Streets, Redfern.



Site compound and laydown area, North Eveleigh

8.1 Redfern Station

Redfern Station is located about 1.3 km from the Sydney Central Terminal in the City of Sydney with the suburb of Darlington to the north and Eveleigh to the west. The suburbs of Alexandria and Waterloo are south of the station, with Redfern to the east.

The site comprises of land in and around the rail corridor. It is bounded by Lawson Street to the north; Gibbons Street to the east; Marian Street and South Eveleigh (former Australian Technology Park) to the south; and Little Eveleigh Street and North Eveleigh to the west. Current customer station access is off Lawson Street, the corner of Lawson and Gibbons Street, and Marian Street.

The station serves all suburban Sydney Train lines except the T5-Cumberland Line and the airport branch of the T8 Airport & South Line. Some NSW TrainLink Intercity services also call at the station.

It has 12 platforms, 10 above ground (linked by stairs to the concourse at Lawson Street), and two underground (linked by stairs and escalators to the concourse at Gibbons Street). The two concourses are linked. Station offices and facilities such as toilets and the main indicator boards are located next to the Lawson Street entry.

The work area will primarily be within the rail corridor and on Marian and Little Eveleigh Streets. Vehicles can access the site from seven locations:

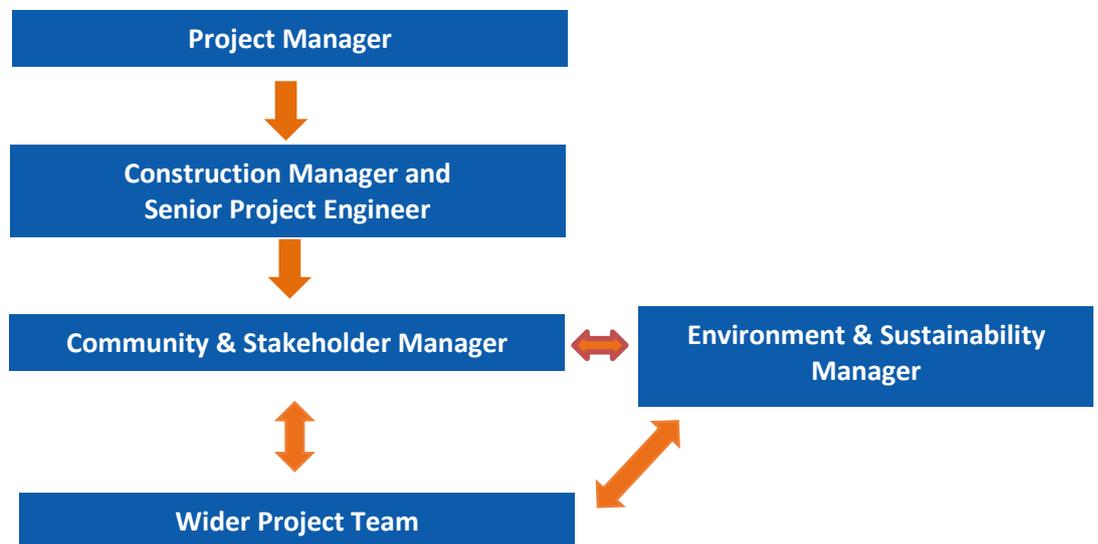
- Gibbons Street, Redfern opposite Lawson Square
- Little Eveleigh Street, Redfern
- Carriageworks Way, Eveleigh
- Marian Street, Redfern
- Cornwallis Street, Redfern adjacent to the South Eveleigh Precinct
- Burren Street, Erskineville
- Erskineville Road, Erskineville

The surrounding areas are a mix of residential, retail, commercial and industrial businesses; and include key local destinations such as Carriageworks and the South Eveleigh Precinct.

9 Roles and responsibilities

9.1 Roles, responsibilities and resources

To undertake effective community consultation and liaison activities, the Novo Rail Community & Stakeholder Manager (CSM) will work with the construction team to provide detailed and comprehensive communications on the Project to the various stakeholders and communities. This includes identifying the work stages, methodologies, impacts and any opportunities. The CSM will be suitably qualified or experienced and will work with the support and guidance of the Novo Rail Alliance Project Manager, Construction Manager, Senior Project Engineer and in close consultation with the Environment & Sustainability Manager and Wider Project Team (WPT), as outlined below.



9.1.1 Project Manager

The Project Manager (PM) is the primary Project contact between the Redfern Station Upgrade - New Southern Concourse delivery team, the TfNSW project team and the Alliance Leadership Team (ALT). The Communications Manager (CSM) will inform the PM, or delegate, of any significant stakeholder or community issues or concerns that may have a serious impact on the Project. The PM will then advise TfNSW and the CSM will communicate directly with the TfNSW Community Engagement Team (CET). Immediate notification to the CET relates to any incident or issue arising associated with the work activities that may have an impact on the community, environment, employees, subcontractors or other stakeholder or that may attract the attention of the media, the Minister for Transport, the local MP, Sydney City Council or the broader community.

If a complaint relates to an environmental incident, the CSM will provide the Environment & Sustainability Manager with the complaint details to enable environmental monitoring and reporting.

The PM will ensure effective and efficient interfaces are established and maintained between the WPT, the CSM and Environment & Sustainability Manager, TfNSW and the key internal and external

stakeholders. The PM also will be the lead in coordinating the requests and directions between TfNSW and the Alliance.

9.1.2 Construction Manager and Senior Project Engineer

The Construction Manager (CM) and the Senior Project Engineer (SPE), manage the day-to-day planning and delivery of the works program including liaison with adjacent rail projects, Sydney Trains, Project sub-contractors, utility providers and direct the daily work activities of the wider project team. Reporting to the PM, both roles have delegated authority in the absence of the PM.

The CM and SPE inform the CSM and Environmental & Sustainability Manager of the Project work activities via possession and construction meetings, to enable appropriate planning and communication to be issued to the community and stakeholders.

9.1.3 Communications & Stakeholder Manager

The CSM will:

- develop and implement the CLMP and specific community liaison sub-plans (as required)
- work with the CET to address strategic communication issues and act in accordance with TfNSW’s policies and procedures as well as the Project’s Conditions of Approval (CoA), TSR C and Environmental requirements (as required)
- attend project planning meetings and identify external impacts in consultation with the WPT and Project Environment & Sustainability Manager
- provide monthly reports to the Project Manager
- provide monthly work updates of completed and upcoming activities (including impacts) to TfNSW
- manage stakeholder expectations, enquiries and complaints
- liaise with authorities, stakeholder and key internal and external stakeholders
- upload Project interaction, complaints and enquiries into the TfNSW Communications Management System (CMS) database
- manage an effective external communications and community relations program
- ensure community consultation lead times are incorporated into the Project programs
- develop, produce and disseminate the Project communications material
- provide responses to Ministerial Briefing Notes and Project information to the CET
- identify and manage opportunities for community and stakeholder engagement / community information sessions (as required)
- attend TfNSW Communications Management Control Group (CMCG) meetings and provide Project status information and coordinate Project-wide information for release to the community and stakeholders
- attend construction and Project planning meetings
- manage the 24-hour Construction Response Line and Infoline response process and respond to complaints and enquiries for the Project work
- provide the Projects Environment & Sustainability Manager with notice of any environmental complaint on the day it occurs to enable management of any issue and reporting to the ER
- work with the CET to address strategic communication issues and act in accordance with TfNSW’s policies and procedures
- manage the day-to-day community engagement requirements.

Regular communications between the CSM and the CET will be ongoing throughout the Project.

9.1.4 Environment and Sustainability Manager

The Environment and Sustainability Manager and CSM work closely and in parallel to ensure any issues, complaints and enquiries, out of hour work activities, programmed construction activities or unplanned work impacts are communicated effectively and efficiently through their separate reporting lines internally and with TfNSW. The CSM will also work closely with the Environment and Sustainability Manager, to ensure potential community opportunities and issues are considered/implemented as required by other key plans such as the Sustainability Management Plan.

Communication between the Project and the ER will predominantly be via the Environment and Sustainability Manager.

9.1.5 Wider Project Team

The Wider Project Team (WPT) and subcontractors are also responsible for representing the Project to the community. They will:

- provide an induction that incorporates the community interface requirements. This includes the Novo Rail Alliance behavioural and cultural expectations of all workers on site
- give instruction on the complaints management process and an understanding of the complaints escalation process and potential impact on the Project’s success
- issue TfNSW Project Information Cards to the community in the event of an enquiry or complaint.

9.1.6 Community engagement response – 24-hour contact details

The PM and CSM are available 24 hours a day/ seven days a week to respond to project complaints and enquiries.

| Contact | Details |
|------------------------------------|--|
| 24 Hour Construction Response Line | 1800 775 465 |
| Project Infoline | 1800 684 490 |
| Website | www.transport.nsw.gov.au/redfern |
| Email | projects@transport.nsw.gov.au |
| Mail | ‘Redfern Station Upgrade – New Southern Concourse’, PO Box K659, Haymarket NSW 1240 |

Table 3: Project contacts

9.1.7 TfNSW Community Engagement Team and Environmental Representative

The Project's CSM will co-ordinate the Projects community and stakeholder obligations with the TfNSW Community Engagement Team (CET) and as outlined in this Plan.

An Environmental Representative (ER) engaged by TfNSW is responsible for reporting to the DPIE Planning Secretary. The ER may also provide input into the community and stakeholder obligations, such as improvements to work practices to minimise adverse impacts to the community or assist in the resolution of complaints if directed by the Planning Secretary.

10 Communications strategy

10.1 Communications objectives

The Project communication objectives are to:

- effectively engage with stakeholders to manage impacts and implement mitigation measures where possible
- identify any groups or individuals with special needs such as CALD, LOTE or disability issues
- keep external stakeholders (local community, businesses, Council, affected agencies, community groups, etc) informed about the Project and progress
- promptly respond to and address enquiries and complaints
- review and respond to stakeholder input and incorporation suggestions where possible
- keep internal stakeholders informed of Novo Rail’s upcoming activities and any likely impacts
- inform TfNSW CET of any issues arising from Novo Rail’s consultation with external stakeholders during all phases of the Project.

10.2 Communication tools and activities

Communication/consultation tools and activities for the Project include:

- doorknocking and face-to-face interaction
- meetings, briefings, community information sessions/forums, presentations
- print materials: construction notifications, Project updates, posters, FAQ sheets, letters - as required
- signage: project information signage, construction notifications, directional wayfinding, project hoarding signage and Variable Message Signs as required.
- media: advertisements (if required)
- contact information (website, postal address, phone, email contact details and SSI project reference) on all written communications materials
- Project Infoline, 24-hour Construction Response Line and Project email
- Novo Rail will record interaction with stakeholders and community into TfNSW’s Communication Management System (CMS) database

Key consultation activities are listed in Appendix A.

10.3 Communications material and consultation

The CSM will develop and produce communications material that will:

- inform the community and stakeholders of the Project and identify key milestones or activities planned including an indicative schedule of likely out-of-hours work at three monthly intervals
- include hours of work, scope, location, duration, equipment and any associated impacts
- identify night work, changes to traffic conditions or modifications to pedestrian routes, cycleways and bus stops
- inform of any potential disruption of residential, business or station access, or other impacts
- be high quality and, where relevant, include photos, maps, graphics and illustrations

- include the Project’s 24-hour construction number, website address, postal address and email address
- will be full colour
- be distributed to all commercial and residential properties within 150 metres of the work site, or as agreed
- will comply with “Department of Premier and Cabinet Guidelines” and the “TfNSW Editorial Style Guidelines”.

The Project will provide the community and stakeholders with at least seven days’ notice before commencing any activity that has the potential to impact on them, except in the case of emergency or remedial works. Where possible, written or verbal notification will be made to properties immediately adjacent to, or impacted by, any emergency works at least two hours prior to commencing any emergency works or as soon as possible after the need emergency works is identified.

Where emergency work is required to avoid injury, or the loss of life, to avoid damage or loss of property or to prevent environmental harm, Novo Rail will use its best endeavours to notify all noise and/or vibration affected sensitive receivers of the likely impact and duration of those works as soon as possible after the works have commenced. The ER will be advised of the reasons for such work as soon as possible after the works have commenced by the Environmental & Sustainability Manager. TfNSW will notify the Planning Secretary and EPA in accordance with CoA D17.

Permanent noise and vibration monitors will be established prior to commencement of the Project works to establish background data levels. Trigger levels will be established within the monitors to identify if there is an exceedance of the level at which cosmetic damage may occur to a property.

Owners and occupiers of properties at risk of exceeding the screening criteria for cosmetic damage by vibration will be notified before work that generates vibration commencing in the vicinity of those properties. If the potential exceedance is to occur more than once or extend over a period of 24 hours, owners and occupiers will be provided a schedule of potential exceedances on a monthly basis for the duration of the potential exceedances, unless otherwise agreed by the owner and occupier. Any properties where this is expected to occur will be identified and considered in the Construction Noise and Vibration Management Plan.

Where communications material is produced for regular work requirements, the material will be submitted to TfNSW at least 5 Business days prior to its planned release for TfNSW review and approval. The Project will amend the content of the material as may be reasonably required by TfNSW for approval to be granted for the material’s issue. No public communication material will be released until it is approved by the Principals Representative.

Where it is not feasible to provide material to TfNSW at least five business days before its release, such as emergency or remedial works, the Project will provide the material with as much notice as possible advising the reason/s the required notice period cannot be given and the deadline requested for approval.

The regular monthly community notification will include an update on the Project activities and an indicative schedule of likely out-of-hours work at three monthly intervals, commencing December 2020. The schedule will include description, location and duration of the works. The project contact information will be included, so that the community can contact the project team with any feedback or concerns.

The noise characteristics and likely mitigation and management measures to be implemented will be summarised with the schedule in accordance with CoA D18 and followed up with mitigation offers to directly affected residents, where applicable in accordance with the OOHW Protocol.

Noise impacts will be assessed and specific mitigation measures (as per Table 3-3) for impacted residents and businesses will be communicated prior to the works commencing. For out-of-hours work, a noise and vibration assessment is carried out to determine the impacts to the community.

The outcomes of any feedback received from the community, the identified respite periods and the scheduling of the likely out-of-hour works will be provided to TfNSW, AA, and the ER quarterly beginning February 2021.

A Web Content Accessible Guideline (WCAG) compliant PDF version of the notifications issued to the community and stakeholders will be provided to TfNSW for uploading onto its website prior to work commencing. TfNSW will provide notification for OOHW to the EPA in accordance with CoA D19.

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

10.4 Provision of Digital Information

Transport for NSW has a webpage dedicated to the Project under the main Transport for NSW website. The web address for this Project and associated material is transport.nsw.gov.au/redfern.

All Project planning documents, community notifications, project plans and other community information will be uploaded to the Project webpage.

10.5 Evaluation of communications effectiveness during construction

Evaluating communications effectiveness will be ongoing, responsive and reflexive to allow continued improvement throughout the duration of the project. Evaluation measures will largely be qualitative and will consider questions such as:

- Are there any trends in feedback/complaints/enquiries that may indicate an issue has not been well communicated to the community, or considered by the project?

- Where a complaints are received, have stakeholders been satisfied by the response and/or has the project team undertaken all reasonable and feasible measures to address cause of the complaint?
- Have community or stakeholders identified areas of satisfaction?
- Have complaints and enquiries been responded to within a timely manner, notably 2 hours after receipt by Novo Rail of complaint, or one business day after receipt by Novo Rail of enquiry?

Informal self-evaluation of communications effectiveness will be undertaken by CSM on an ongoing basis. The TfNSW CET will also take an active role in monitoring communications effectiveness. Communications effectiveness will be discussed between the CSM and CET at each monthly Community Management Control Group meeting, and areas of achievement or for improvement identified.

11 Key messages

Messaging will be reviewed as the Project progresses however below is a summary of the key points.

- The NSW Government is improving accessibility at Redfern Station as part of the Transport Access Program. The Project aims to provide a station precinct that is accessible to those with a disability, limited mobility, parents/carers with prams and customers with luggage.
- Key features of the new southern concourse include:
 - o Lifts and stairs to Platforms 1 to 10 to improve access for all customers
 - o A new station entrance and shared zone on Little Eveleigh Street
 - o An upgraded station entrance and shared zone on Marian Street
 - o New bicycle parking on Little Eveleigh and Marian Streets
- The upgrade will support the growth in public transport use and make it easier for all customers to access, as well as improving connections between the station and key destinations in the area
- The Redfern Station Upgrade – New Southern Concourse is the first stage in renewing the Redfern North Eveleigh Precinct.
-

Project FAQs will also be published on the project webpage at transport.nsw.gov.au/redfern, with answers to commonly asked project questions.

12 Key issues, risks and opportunities

Key issues for the project vary across stakeholder groups. Some potential issue categories are identified in Table 4: below

| Category | Potential issues |
|---------------------------------------|---|
| Construction | <ul style="list-style-type: none"> • Noise and vibration • Light pollution (during night time work) • Traffic (increase in construction traffic in residential or congested areas) • Road and lane closures resulting in congestion and delays • Parking in residential locations or near train stations • Access to businesses and properties • Directional and information signage • Visibility of business signage • Dust and air quality (potential concerns about asbestos and contaminated material) • Possible interference with services/existing utilities to surrounding residential/commercial/industrial dwellings and businesses • Disruption to train services • Interface with other stakeholder work activities, cumulative impacts |
| Consultation | <ul style="list-style-type: none"> • Timeliness of advice, project updates, consultation • Appropriate consultation from project team • Perceived lack of consultation • Construction fatigue |
| Environment/Ecology | <ul style="list-style-type: none"> • Impact to sensitive environments, fauna, flora • Noise, vibration and dust • Run-off threat, flooding, sedimentation (pollution) • Vegetation trimming or removal • Potential overshadowing of adjacent residential buildings during construction |
| Heritage | <ul style="list-style-type: none"> • Impacts to protected heritage items (Aboriginal and European) |
| Safety and security | <ul style="list-style-type: none"> • Pedestrian and vehicle safety (parked and moving) • Personal safety of residents and commuters from or as a result of work activities • Lack of lighting, areas of shadow due to work activities • Customer safety on platforms during construction • Reduction in platform space due to hoardings and construction • Privacy for residents and businesses during construction – potential for workers to see into properties |
| Traffic/pedestrian access and parking | <ul style="list-style-type: none"> • Potential temporary traffic or parking changes during construction • Trucks and machinery using local roads (effects on road condition) • Associated safety risks |

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| Category | Potential issues |
|---------------------|---|
| Accessibility | <ul style="list-style-type: none"> Maintaining access for customers and community to Redfern Station and the surrounding streets |
| Visual amenity | <ul style="list-style-type: none"> Visual changes to area during construction due to construction work and hoardings |
| Community Relations | <ul style="list-style-type: none"> Behaviour of construction staff on site Out-of-hours work Lack of clear information / project information Perceived lack of consultation on work and understanding of the impacts to the local communities Cumulative impacts of work multiple activities in the area |

Table 4: Potential issues

12.1 Risk Management

There are several potential community and stakeholder engagement related risks to the successful delivery of the project that will need to be carefully managed. A summary outline of the key risks and proposed management strategy that can be put in place to manage the risk is set out below.

| Risks | Management Strategy |
|---|---|
| <p>1. Community complaints regarding construction impacts</p> | <ul style="list-style-type: none"> An open and honest ‘no surprises’ approach to build the trust of the community and stakeholders Swift response to enquiries and complaints One on one interface with residents and businesses to provide a known ‘go to’ project representative Advance notice information displayed at key points Wayfinding to assist during changes to station access and on the platforms Clear and timely communication on the work activities that is regularly updated Implementation of environmental controls to reduce noise, dust and vibration Clearly identify the challenges and beneficial outcomes in key messages and public communications Use of clear graphics Regular attendance at community and stakeholder forums to provide project updates Construction fact sheet to provide information to the community on mitigation measures used to manage construction impacts |

| Risks | Management Strategy |
|---|---|
| <p>2. Cumulative effect of construction in the area</p> | <ul style="list-style-type: none"> • Develop an understanding of any other relevant government projects close to the station • Develop understanding of any private sector developments such as South Eveleigh and Sydney University or independent developers • Ensure messages and information developed for the project are identify other developments and potential cumulative impacts. |
| <p>3. Loss of support from key stakeholders</p> | <ul style="list-style-type: none"> • Regular meetings with key stakeholders to track issues • Communications meetings with TfNSW to ensure alignment on key messages. |
| <p>4. Perceived lack of consultation on property matters</p> | <ul style="list-style-type: none"> • One-on-one meetings with those impacted • Timely response to individual’s concerns • Effective and timely response to complaints and enquiries • Property Management Plan • Vibration monitoring |
| <p>5. Small number of community members become the loudest voice</p> | <ul style="list-style-type: none"> • Clear and consistent information about the project to all stakeholders • Cultivate the development of project champions within stakeholder groups to become advocates for the project • Identify opportunities to engage with broad cross-section of community voices |
| <p>6. Key influencers are not informed</p> | <ul style="list-style-type: none"> • Ensure key influencers are briefed on the project regularly • Provide clear lines of communication to escalate any issues |
| <p>7. Lack of awareness about the project outside of the project area</p> | <ul style="list-style-type: none"> • Build community awareness about the Project through the delivery of notifications, project updates, signage, information sessions and via the TfNSW website • Work closely with key stakeholders and community to promote the project through their stakeholder groups • Distribution of the quarterly Project Update to a wider area |

| Risks | Management Strategy |
|--|---|
| 8. Negative media attention | <ul style="list-style-type: none"> • Maintain up to date information to respond to media enquiries via TfNSW • Novo Rail will proactively identify opportunities, milestones or other information that might be of interest to the media and relay to TfNSW media team • An open and honest ‘no surprises’ approach to build the trust of the community and stakeholders • Advance notice information displayed at key points • Clear and timely communication on the work activities that is regularly updated • Build community awareness about the Project through the delivery of notifications, project updates, signage, information sessions and via the TfNSW website |
| 9. Public confusion or misunderstanding about the project scope, including how the project relates to other projects in the area | <ul style="list-style-type: none"> • Ensure material provided is clear, concise and in plain English with no technical jargon • Provide access to Interpretation Services for those whose first language is not English • Visit businesses in the area, to identify key contacts to inform and provide updates on the project |

12.2 Opportunities

The Redfern Station Upgrade - New Southern Concourse will create a new gateway for south Sydney’s financial, innovation, and education and health district and will be used by a wide cross-section of Sydneysiders and visitors. There will be numerous opportunities throughout the Project’s development to promote public transport, TfNSW, the Premier and Minister for Transport’s commitment to delivering transport and infrastructure within New South Wales

In addition to the above, key opportunities during delivery of the project include:

- Identification of key project milestones, interest points, opportunities and benefits to publicise through community events and/or communications materials
- Leveraging off the positive response from key stakeholders and the general public through information and media campaigns
- Keeping the community and stakeholders informed about successfully achieving project milestones, developing stakeholder confidence in the timeliness of the program delivery
- Providing a personal “face of the project” contact who is available to consult on project issues
- Introduce programs such as ‘Twilight Talks’ or ‘Weekend Talks’ by inviting members of the community to catch up with the Project Team to be provided with updates on what is happening and how the project is being delivered
- Investigate opportunities with local schools, eg. art projects, educational visits from site staff to explain construction, etc.
- Utilisation of Aboriginal-owned businesses in the delivery of the project

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- Providing opportunities for Aboriginal people to be employed or trained within and via the Project
- Identification and collaboration with disability and community groups in providing support or employment opportunities

13 Stakeholder identification and analysis

13.1 Stakeholder identification, issues interests and opportunities

Table 5 below provides an overview of stakeholders, potential issues and mitigation measures. This list will be refined and expanded throughout delivery of the Project and stakeholder details uploaded into the CMS.

Ongoing identification and analysis of project stakeholders is critical to determine appropriate timing of communications and any community engagement activities. It also provides insight into potential issues and conflict that may arise over the course of the engagement.

Extensive stakeholder mapping aims to identify the project's key stakeholders and their areas of interest / potential issues. However, it is important to recognise that due to the dynamic nature of communities, the relevant stakeholders and stakeholder interest levels may change over time and in relation to the project.

| Stakeholder | Key issues / interests / expectations / opportunities | Proposed engagement tools | Timing / Responsibility |
|--|--|---|--|
| Elected representatives: <ul style="list-style-type: none"> - NSW Premier - NSW Minister for Transport and Roads - Minister for Planning and Public Spaces - Member for Newtown (State) - Member for Sydney (Federal) - City of Sydney Councillors | <ul style="list-style-type: none"> - Successful delivery of project within timeframe and budget - Integration of community input - Minimising impact to road, pedestrian, cyclist movements and rail services - Minimising impact on the environment and heritage infrastructure - Minimising impact to adjacent community, businesses, general public and customers - Media opportunities | <ul style="list-style-type: none"> - Engagement with elected representatives is the responsibility of TfNSW. Novo Rail will provide updates and briefings to TfNSW to support their engagement with Government representatives | <ul style="list-style-type: none"> - Ongoing - TfNSW - Input from Novo Rail CSM |
| Transport for NSW | <ul style="list-style-type: none"> - Successful delivery of project within timeframe and budget - Impact on customers - Impact on rail replacement services or other transport operations | <ul style="list-style-type: none"> - Regular meetings and briefings - Participation in the Station Construction Liaison Group meetings - Participation in the Redfern Station Upgrade Project Working Group meetings | <ul style="list-style-type: none"> - Ongoing - CET and CSM |

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| | <ul style="list-style-type: none"> – Timely information provided about the project – Timely reporting of emerging issues that may lead to negative media reports or complaints | <ul style="list-style-type: none"> – Engagement with TfNSW rail replacement services and other transport operators | |
| Sydney Trains | <ul style="list-style-type: none"> – Impact on rail scheduling – Impact on rail customers – Impact on staff – Timely information about the project | <ul style="list-style-type: none"> – Regular briefings or meetings via the Station Construction Liaison Group meetings | <ul style="list-style-type: none"> – Ongoing – CET and CSM – CM and SPE |
| Sydney Trains staff (Redfern Station) | <ul style="list-style-type: none"> – Construction noise and vibration and potential impact on station operations – Customer complaints – Air quality and dust – Impact on work duties and roster – Concerns about safe work conditions and environment for staff and customers – Cleanliness of platforms and concourse | <ul style="list-style-type: none"> – Staff meetings/briefings, as requested by Sydney Trains – Community construction notifications – Construction Project Updates(quarterly) – Regular updates with the station staff and Customer Area Manager – Noise, vibration and dust monitoring – | <ul style="list-style-type: none"> – Ongoing – CSM, CM, SPE |
| Station customers | <ul style="list-style-type: none"> – Access to station and reliability of rail services | <ul style="list-style-type: none"> – Community notifications displayed on platform hoardings | <ul style="list-style-type: none"> – Ongoing – CSM, CET |

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| | <ul style="list-style-type: none"> – Travel time impacts and ease of interchange – Construction hours – Construction program (duration of work) – Construction noise and vibration – Air quality and dust – Perceived impacts to health and safety | <ul style="list-style-type: none"> – Construction Project Updates (quarterly) – 24-hour Construction Response Line – 1800 Infoline and enquiry email – Site signage and wayfinding to assist customers through the station – Project information included on construction hoardings and signage – Community construction notifications (monthly or more often as required) – Noise, vibration and dust monitoring | |
| State Transit Authority | <ul style="list-style-type: none"> – Impact on bus scheduling – Impact on bus passengers – Impact on bus stop locations | <ul style="list-style-type: none"> – Meetings/briefings as required – Consultation with bus operators – Wayfinding and information signage – Timely provision of project information and impacts – Community construction notifications | <ul style="list-style-type: none"> – 6 weeks prior to any bus impacts – CSM |
| Roads and Maritime Services Transport Management Centre | <ul style="list-style-type: none"> – Impact on the NSW state road network (access and traffic management) – Impact on road users – Pressure on other modes of transport due to construction | <ul style="list-style-type: none"> – Meetings/briefings – Traffic Management Plan – Traffic Control Plans – Timely provision of project information and impacts – Community construction notifications | <ul style="list-style-type: none"> – 6 weeks prior to any road impacts – CSM, SPE |

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| Heritage NSW | <ul style="list-style-type: none"> – Impact and integration of design and method of construction on heritage buildings and infrastructure – Vibration impacts – Heritage interpretation | <ul style="list-style-type: none"> – Meetings/briefings – Workshop – Document reviews | <ul style="list-style-type: none"> – Ongoing with TfNSW and Novo Rail – Environment & Sustainability Manager – Ongoing and regular updates – CSM |
| City of Sydney Council | <p>Impacts on local road network (including access, traffic management and construction vehicle routes)</p> <ul style="list-style-type: none"> – Integration with the operation of existing infrastructure, including customer access (pedestrian and vehicular), adjacent land uses, and new developments – Integration with broader strategic plans for the precinct – Design outcome of the concourse and surrounding streets – Cumulative traffic impacts, such as road closures, diversions and changes to parking – Visual impacts of the station and surrounding areas | <ul style="list-style-type: none"> – Meetings/briefings and updates – Workshops – Community construction notifications – Timely provision of project information and impacts – Document reviews | <ul style="list-style-type: none"> – 6-8 weeks prior to traffic impacts – Ongoing consultation on work activities – Ongoing and regular updates – CSM, CM, SPE |

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| | <ul style="list-style-type: none"> – Safety of residents, pedestrians, cyclists and vehicles | | |
| <p>Neighbouring residents including</p> <p>The Watertower Little Eveleigh Street Gibbons Street apartments The Foundry</p> <p>and temporary accommodation providers, eg. Stayz and Air BNB</p> | <ul style="list-style-type: none"> – Construction noise and vibration – Construction hours and out of hours work – Construction program (duration of work) – Air quality and dust – Visual amenity – Design and community input – Safety and work environment – Impact on surrounding traffic and access – Impact on business, revenue and reputation | <ul style="list-style-type: none"> – Community construction notifications – Project construction update (quarterly) – Letters with resident specific information – Project signage – TfNSW’s co-design workshop – Door-knocking – Information sessions and Twilight Talks – 24-hour Construction Response Line – 1800 Infoline and enquiry email – Face-to-face meetings as required – Project emailing list – Project attendance at community meetings – Project reference groups | <ul style="list-style-type: none"> – Ongoing – monthly notifications – CSM |
| <ul style="list-style-type: none"> - Neighbouring businesses and retail near Redfern Station - Mirvac | <ul style="list-style-type: none"> – Construction hours and out of hours work | <ul style="list-style-type: none"> – Community construction notifications – Construction update newsletter | <ul style="list-style-type: none"> – Pre-construction consultation by TfNSW |

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| <ul style="list-style-type: none"> - South Eveleigh - CBA - Sydney University - Royal Prince Alfred Hospital - TAFE Eora - Carriageworks - South Sydney Police - Education and childcare Providers - Business groups and associations - NSW Indigenous Chamber of Commerce. - Places of worship | <ul style="list-style-type: none"> - Construction program (duration of work) - Construction noise and vibration - Access to businesses, organisations, places of worship and public spaces for students, employees, public events - Air quality and dust - Safety and work environment - Impact on surrounding traffic and access - Impact on business and revenue - Perceived impacts to health and safety - Impact on surrounding traffic and access - Visibility of business signage - Opportunities for employment, business and training - Opportunities for art and collaboration - | <ul style="list-style-type: none"> - Community construction notification posters - Door knocking - Face-to-face meetings, as required - 24-hour Construction Response Line - 1800 Infoline and enquiry email - Project email updates - Meetings and briefings (including regular stakeholder forums) - School engagement - Information sessions and Twilight Talks | <ul style="list-style-type: none"> - Novo Rail commenced with investigation work in July 2020 and ongoing - Ongoing - Commencing Dec 20 commence business/organisation direct consultation - Monthly briefings - 3 month notice of out of hours work activities - 7-14 days prior reminder notice of impacting work - CSM |
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| <p>Neighbouring stakeholders, community groups and organisations including:</p> <ul style="list-style-type: none"> - Community Support Services - REDWatch - Reconnect Redfern - Lift Redfern - Redfern Station Community Group - Alexandria Residents Action Group - East Chippendale Community Group | <ul style="list-style-type: none"> - Employment and training opportunities for local community and organisations - Construction hours and out of hours work - Construction program (duration of work) - Construction noise and vibration - Air quality and dust - Project design and consultation | <ul style="list-style-type: none"> - Community construction notifications - Community construction notification posters - Door knocking - One-on-one consultation to identify specific issues - 24-hour Construction Response Line - 1800 Infoline and enquiry email - Face-to-face meetings as required - Project email updates | <ul style="list-style-type: none"> - Pre-construction consultation by TfNSW - ongoing - CSM - Novo Rail Social Procurement & Aboriginal Participation Manager |
| <p>Aboriginal stakeholder organisations and businesses including:</p> <ul style="list-style-type: none"> - Metropolitan Local Aboriginal Land Council - National Centre of Indigenous Excellence - Aboriginal Housing Company - Aboriginal Legal Services - Aboriginal Child, Family and Community Care State Secretariat (ABSEC) | <ul style="list-style-type: none"> - Opportunities for art and heritage interpretation - Protection and promotion of heritage - Design outcome of the concourse and surrounding streets, particularly accessibility features - Opportunities for training and employment | <ul style="list-style-type: none"> - One-on-one consultation to identify specific issues - Offer of briefings/meetings - Email notifications - Phone calls - Door-knocking - Opportunities for targeted engagement activities specific to stakeholder group (e.g. workshops, employment, procurement, school visits, training etc.) | <ul style="list-style-type: none"> - Ongoing - CSM - TfNSW - Novo Rail Social Procurement & Aboriginal Participation Manager |

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| <ul style="list-style-type: none"> - Aboriginal Medical Service Redfern - NSW Indigenous Chamber of Commerce - Yarn'n Employment Services - Redfern Jarjum College - Aboriginal Education Consultative Group - Tribal Warrior - Mudgin-Gal - Banbana Men's Group - Kinchela Boys Home Aboriginal Corporation | <ul style="list-style-type: none"> - Cumulative traffic impacts, such as road closures, diversions and changes to parking | | |
| <p>Transport access, disability and health groups groups including:</p> <ul style="list-style-type: none"> - Royal Prince Alfred Hospital/ Sydney Local Health District - Accessible Transport Advisory Committee - First People's Disability Network Australia - Vision Australia - Aboriginal Medical Service Redfern | <ul style="list-style-type: none"> - Access to public transport and notification of any changes or impacts - Safety when accessing public transport - Construction hours and out of hours work - Construction program (duration of work) - Perceived impacts to health and safety | <ul style="list-style-type: none"> - Community construction notifications - Construction update newsletter - Communications material published on the Web to be WCAG compliant - Community construction notification posters - One-on-one consultation to identify specific issues - 24-hour Construction Response Line | <ul style="list-style-type: none"> - Ongoing CSM |

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| <p>- Wyanga Aboriginal Aged Care</p> | <ul style="list-style-type: none"> - Impact on surrounding traffic and access - Changes to access - Project design | <ul style="list-style-type: none"> - 1800 Infoline and enquiry email - Face-to-face meetings as required (including regular updates at ATAC) - Project email updates - Ensure accessible versions of engagement materials are available e.g. WACG versions of text - Ensure venues have accessible features such as hearing loops, ramps/lifts - Offer of early briefings ahead of stakeholder forums/workshops - Offer to participate in targeted engagement workshops | |
| <p>Culturally and Linguistically Diverse (CALD) customers and those who speak a Language Other than English</p> | <ul style="list-style-type: none"> - Receiving easy to understand information - Construction noise and vibration - Access to station facilities and amenities, including retail shops, vending machines, public phones and toilets - Construction hours | <ul style="list-style-type: none"> - Community construction notifications containing a contact number on how to receive information in languages other than English - Liaise with CoS to identify CALD and LOTE groups who may require specific consultation and notification | <ul style="list-style-type: none"> - Ongoing - CSM |

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| | <ul style="list-style-type: none"> – Construction program (duration of work) | <ul style="list-style-type: none"> – Project Construction update (quarterly) – Community construction notification posters – Clear wayfinding, materials in relevant languages – 24-hour Construction Response Line – 1800 Infoline and enquiry email – Translating and Interpreter Services phone number – 131 450 | |
| <p>Utilities including:</p> <ul style="list-style-type: none"> - Sydney Water - Ausgrid - Telstra - Jemena - NBN | <ul style="list-style-type: none"> – Impact on utility services – Temporary disconnections | <ul style="list-style-type: none"> – Meetings/briefings as required – Co-ordination with utility providers via Project engineers | <ul style="list-style-type: none"> – Ongoing – CM, SPE |
| <p>Emergency services</p> <ul style="list-style-type: none"> - Ambulance Service of NSW - Fire and Rescue NSW - NSW Police Force - SES - Transport Management Centre | <ul style="list-style-type: none"> – Access to the station – Incident management and reporting – Fire and Life Safety | <ul style="list-style-type: none"> – Meetings/ briefings as required – Community construction notifications – Establish contacts and email distribution list of emergency services within the LGA – | <ul style="list-style-type: none"> – Ongoing – CSM – Novo Rail Safety Manager |

| | | | |
|--|---|---|--|
| <p>Other major projects near to Redfern:</p> <ul style="list-style-type: none"> - Sydney Metro, Waterloo Station - MTMS, Gibbons Street residences - Pemulwuy Project | <ul style="list-style-type: none"> – Road and traffic impacts – Cumulative project impacts – Identify opportunities to integrate wayfinding and urban – Identify potential clashes and review mitigation measures | <ul style="list-style-type: none"> – Meetings and workshops – Emails – Phone calls | <ul style="list-style-type: none"> – December 2020 – Ongoing as required |
|--|---|---|--|

Table 5: Stakeholder analysis

13.2 Local community groups

A number of local community and business groups have been identified as part of the stakeholder identification for this Project with communication commencing by TfNSW during the planning process. To date, early stakeholder engagement has occurred with numerous organisations such as RedWatch and the South Sydney Business Chamber, Mirvac and Metropolitan Local Aboriginal Land Council.

There are a number of other active community groups in the Redfern area including, but not limited to REDWatch, Reconnect Redfern, Redfern Station Community Group, Alexandria Residents Action Group, the Redfern Society, the Redfern Foundation and action groups such as Bicycle NSW.

For these groups, and other local community groups and stakeholders that are identified as the project progresses, the Novo Rail CSM will, in conjunction with TfNSW CET, be the point of contact to manage the relationships with each group. Regular information updates will be provided to these groups by the CSM. This may involve providing drop-in information sessions, community forums for specifically identified issues, attending regular meetings to keep the groups informed of the Project's key milestones, including any updates to the program or construction etc. The CET will be kept informed of all interactions with these groups and interactions detailed in the CMS.

13.3 Cumulative Impacts

A number of projects are identified for construction in and around the Redfern area. Predominantly affordable housing and mixed use multi storey buildings, work within the Mirvac site area and construction of the Waterloo Metro Station. Details of the current and proposed projects are outlined in Section 23 of the EIS.

The Project will regularly monitor the DPIE website to identify any State Significant Infrastructure (SSI) projects within 200 metres of the project works and the CoS website for other nearby projects. Novo Rail will take reasonable steps with proponents or applicants of other SSI projects to co-ordinate work, including utility work, to minimise cumulative noise and vibration impacts and maximise respite for affected sensitive receivers. The project stakeholders will also be placed on the contact mailing list for project communications, keeping them informed of the Project progress.

Work on the Project, including those undertaken by third parties (such as utility relocations associated with the Project activities), will be coordinated to ensure that respite periods are provided. The Project will:

- Reschedule any work to provide respite to impacted noise sensitive receivers so that the respite is achieved in accordance with CoA D18 and D20, or
- Consider the provision of alternative respite or mitigation to impacted noise sensitive receivers and
- Provide documentary evidence to the ER in support of any decision made in relation to respite or mitigation

Documentary evidence of respite offers will be available in spreadsheet format for offers taken up and consultation with the stakeholders will be uploaded into CM. A monthly report of activities relating to the Project interaction with stakeholders will be made available to the ER as requested.

14 Communication Management System

The Project will use TfNSW's Communication Management System (CMS) – Consultation Manager (CM) database – to record, monitor and report on interaction with all stakeholders, community and stakeholders. Specifically, the CM database management system will:

- record all contact with the community, media, government representatives, project related articles (paper and web based) and online discussions (blogging) within 24 hours of the contact
- CMS entries will be an accurate and succinct summary of the contact and include contact details, actions required and updated as actions arise closed out
- The Project will provide the Principal with information within the requested timeframes to respond to media and Government enquiries
- All community engagement collateral including but not limited to emails, letters, notifications, signs, presentations will be uploaded into CMS with the record of contact
- provide monthly reports on community and stakeholder interaction listed above.

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Reports generated from CMS will be reviewed and approved by the CSM prior to submission to TfNSW.

15 Communications Management Control Group

The CSM will attend Communications Management Control Group (CMCG) meetings established by TfNSW prior to the commencement of the contractor activities on site, until final completion. The meetings will be fortnightly or less frequently, if approved by TfNSW.

At the meetings the CSM will provide:

- a summary of current and upcoming activities, likely impacts and proposed communication strategies to address any impacts
- an update on any current or emerging issues and/or opportunities
- an update on complaints received and action taken to resolve them
- other information as requested by TfNSW.

The CMCG provides a forum to exchange information and coordinate communication and consultation activities with other contractors. TfNSW will ensure a consistent approach is delivered to the community and other stakeholders.

16 Advertisements

If advertisements are required, the following requirements will apply:

- the Project would prepare and publish advertisements relating to performance activities as required to comply with the law and approvals only
- any advertisement would cover the geographic area of the Project work activities
- advertising will comply with the policies of TfNSW and Department of Premier and Cabinet in relation to the procurement of advertising services by an external vendor and will adhere to the “NSW Government Advertising Guidelines”
- any advertisement would be submitted to TfNSW for review and approval

17 Communication responsibility and training

The CSM is responsible for reviewing and implementing this Plan and the communication mechanisms for all listed stakeholders, in consultation with the PM.

The CSM and the allocated CET representative will liaise regarding the delivery of Project communication and external stakeholder management for this Project.

The CSM, and PM will be the main external stakeholder liaison points in consultation with TfNSW representatives. No other project staff or contractors will formally liaise with external stakeholders unless briefed and authorised by these two persons or CET.

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All Project staff, including contractors and subcontractors, will be briefed about the key elements and deliverables of this Plan as part of project inductions. Daily pre-starts and weekly meetings will update the team about key stakeholder issues. The CSM will provide relevant information for the inductions.

18 Key communication contact protocols

18.1 Media and Government relations

The CSM or PM will:

- a) immediately make any enquiry/contact by the media or elected government representative known to CET
- b) not make any statement (verbal or written) or provide any photographs or illustrations on social media or to the media, or elected government representatives regarding the Project activities without the prior written approval of TfNSW
- c) not permit any media or elected government representative on a worksite without the prior written approval of TfNSW
- d) proactively identify positive media and/or community relations opportunities and inform TfNSW of these opportunities in a timely manner
- e) provide TfNSW with relevant information in a timely manner as required to respond to media and government enquiries
- f) ensure all Subcontractors comply with these requirements
- g) record all contact with the media and elected government representatives and project related articles (paper and web based) and online discussions (blogging) into the CMS and send copies of articles or web links to TfNSW.

Response to media enquiries will be managed by TfNSW, in accordance with established protocols. Any media enquiries about the Project received by Novo Rail will be immediately referred to the CET and the media enquirer will be advised of this. Media enquiries will be managed by the TfNSW media team in consultation with the TfNSW Project Director and the CET. Assistance from Novo Rail will be provided as required.

For Project staff members, the following protocols will be observed when any member of the team is managing a media enquiry, or any request for project information:

- always be polite and courteous
- do not attempt to answer the enquiry

- advise you are not the best person to respond to their enquiry and provide them with the Project Information Card
- ask them to contact the number and a project representative will be in contact with them within a couple of hours
- do not engage in any “off the record” conversations
- report any interaction to the Supervisor, CSM, CM or PM immediately
- provide the 1800 contact card to the media representative
- refer the enquiry to the CSM or the PM immediately.

These protocols are part of the induction process to ensure all subcontractors respond appropriately to any enquiry or issue.

18.2 Ministerial liaison and enquiries

Novo Rail will have no direct interface with the Minister for Transport and/or local members. TfNSW will liaise with the State Minister’s and Local Member’s office. TfNSW will keep the Minister for Transport and Roads’ office informed of relevant matters. Response to ministerial enquiries will be managed by TfNSW, in accordance with established protocols.

18.3 Day-to-day communications

Day-to-day Project communications with the community and stakeholders will be the responsibility of Novo Rail, in accordance with the protocols outlined below:

Meetings

Members of the Project team will attend meetings hosted by stakeholders where face-to-face communication is most appropriate. The CET will be informed of and invited to meetings with stakeholders. These meetings will address stakeholder concerns, ensure understanding, and foster both commitment and consensus. All meetings will be formally minuted and logged on CMS and reported to the CET.

Door Knocking

Door knocking will be undertaken to communicate the Project activities to adjacent and sensitive receivers, or when emergency works need to be carried out. Door knocking is important in establishing a relationship between stakeholders and the Project and provides stakeholders with a human “face” for the Project. The CET will be informed of and invited to attend the door knocking. Details of the interactions will be logged in CMS and reported to the CET.

Email

Email will be the preferred method to ensure timely communication and distribution of project updates. A record distribution will be detailed in CMS.

Email interaction with TfNSW will be via Teambinder

Telephone

Telephone communication will be used when interaction is required to gain immediate response,

personally respond to concerns/complaints/enquiries or generally interact with stakeholders. s. A record of telephone contact will be detailed in CMS.

Presentations

Presentations will be developed to meet the information needs of specific audiences if required. All materials developed for meetings will be archived on Asite and will be approved by the TfNSW Community Engagement Manager prior to delivery. TfNSW will be provided with five business days to approve or request further changes to the presentation, prior to the presentation being made.

Meeting Minutes

Minutes from meetings will capture decisions that were made and be distributed to the appropriate audience, as well as archived on Asite.

Reports

Throughout the Project, various reports will be written to document status. These reports will be distributed to the appropriate audience and archived on Asite.

18.4 Out of hours work

18.4.1 Assessment and mitigation

Over the course of the Project approximately 24 track possession weekends have been identified for work to be carried out, in addition to night work activities required to deliver and remove materials to and from the station platforms.

The project will identify appropriate respite periods between the out-of-hours work in accordance with the Out of Hours Work Protocol and residents will be consulted on a regular basis by providing:

- (a) an indicative three (3) month work schedule of likely out-of-hours work
- (b) a description of the potential work, location, duration, noise characteristics and likely noise levels
- (d) likely mitigation and management measures

The outcomes of the community consultation, the identified respite periods and the scheduling of the likely out-of-hours work will be submitted to the Planning Secretary for information prior to Work scheduled for the subject period being undertaken and approved by the ER.

Prior to any out-of-hours work periods, noise and impact assessments will be conducted for each out-of-hours work package and the appropriate mitigation measures and respite methodology will be applied in accordance with the Out of Hours Work Protocol.

Respite offers will be made in accordance with Out of Hours Work Protocol and may include offers such as temporary alternative accommodation or movie tickets.

18.4.2 Sensitive receivers

Where noise and vibration generating work is in the vicinity of potentially-affected community, religious, educational institutions and noise and vibration-sensitive businesses and critical working areas (such as theatres, laboratories and operating theatres) resulting in noise levels above the NMLs or vibration levels above the relevant criteria, consultation will be undertaken with those stakeholders by the CSM. Where possible, work will not be timetabled within sensitive periods, unless other reasonable arrangements with the affected institutions are made at no cost to the affected institution.

The CSM will establish a spreadsheet identifying specific requirements from sensitive businesses or institutions such as contact details, access signage, specific requirements such as vibration sensitive equipment, exam times, etc that may need to be considered by the Project

19 Complaints and enquiries management

Project enquiries and complaints will be responded to by the CSM in relation to the Project work activities and any impacts associated with these works. Complaints and enquiries may be received through TfNSW's 24-hour construction response line or Project info line, writing (letter or email), direct to TfNSW via telephone or directly to the Project or the Project's subcontractors.

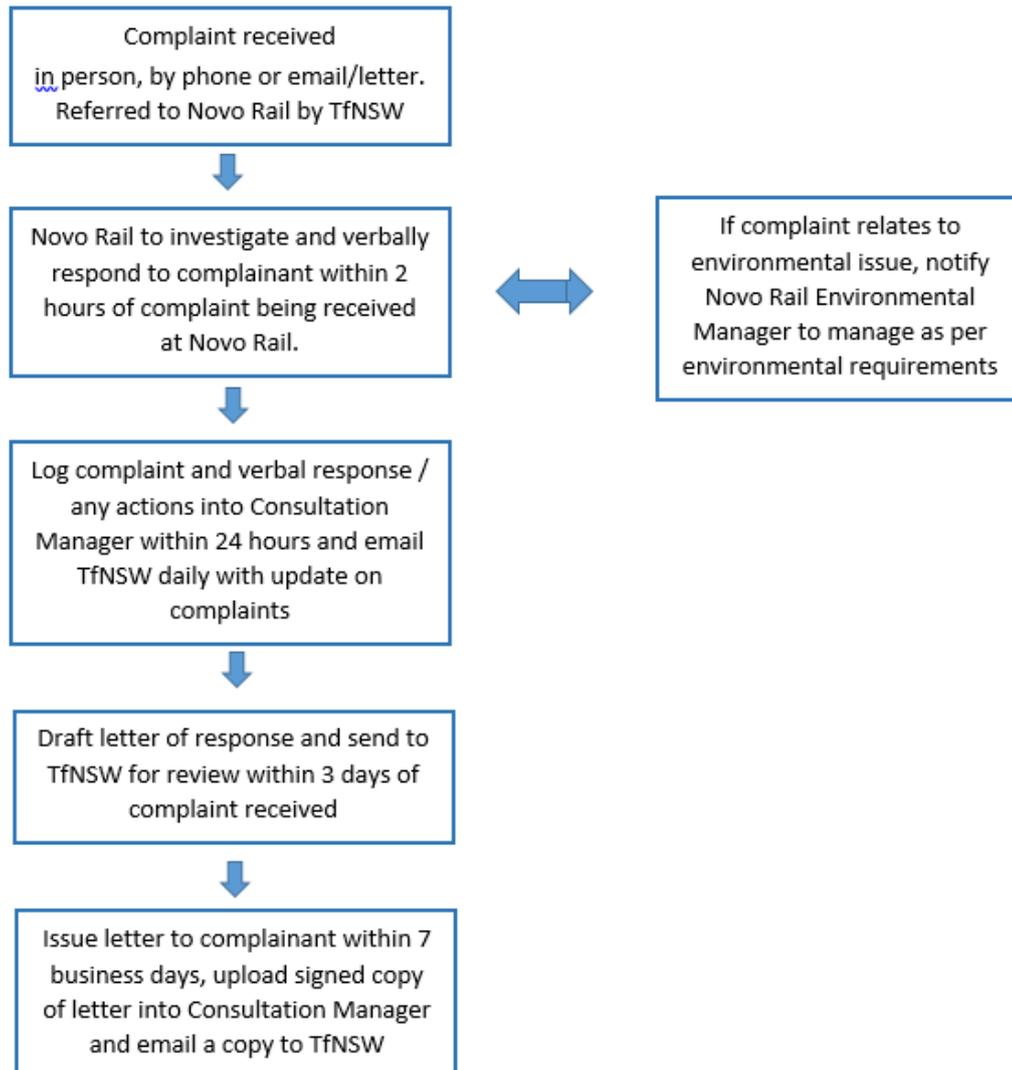
In responding to complaints the CSM will:

- record details in CMS of every complaint received and how it was managed and closed out
- advise TfNSW as soon as possible the complaint is received – if not via the TfNSW complaints contact number – to enable TfNSW to update their Complaints Register and advise the ER on that day of the complaint
- investigate and determine the source of the complaint, including a call to the complainant within 2 hours where the complaint was received by telephone. Should the CSM determine that the complaint does not relate to the Project activities, the CSM will immediately notify the CET
- provide at least an oral response to the complainant regarding what action is proposed as soon as possible and within a maximum of two 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 two hours from the time of receipt. If no phone number is provided, the complaint will be responded to within a maximum of 24 hours for emails and one week 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 the CET in writing each business day to meet the Project's reporting requirements including updating the TfNSW Complaints Register and daily reporting of complaints to the ER
- 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 the CET for approval within 3 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 and upload a copy into CMS
- provide the CET with details in writing of the complaint close out actions and the date the action was implemented.

Where a complaint is not resolved to the satisfaction of the complainant and the matter is escalated by the complainant, the CSM will investigate further options to resolve the issue with the CET, PM, ER and the TfNSW Project Manager. If after further discussions and options the issue is not resolved and the matter sits within the delivery of the project, an independent mediator may be required.

Redfern Station Upgrade – New Southern Concourse

Complaints Management process



20 Marketing and promotional opportunities

The Project will not commit to marketing or promotional opportunities or develop marketing or promotional materials that relate to the Project or its activities without the prior approval of TfNSW.

This includes, but is not limited to:

- signage
- media articles and releases
- advertisements
- presentations at conferences
- photographs
- sponsorships
- website text and graphics
- social media and professional networking activities
- award entries
- events
- case studies
- other corporate materials.

These requirements also apply to the Novo Rail consultants and subcontractors.

The Project will recognise and identify TfNSW’s role in any promotional material or award submissions that it develops in relation to the Project works. TfNSW will be given a minimum 5 business days to approve or request further changes to any promotional material or award submission.

21 Incident management and reporting

Site incidents and emergencies, including environmental incidents, related to Novo Rail projects will be managed in accordance with Novo Rail’s Incident Reporting Protocol and Emergency Management Plan, which is aligned with Sydney Trains’ Incident Management Plan and TfNSW Incident Reporting requirements.

In addition, the CET will be notified immediately (as soon as practicable) by the CSM of any incident or issue associated with the construction activities that may have an impact on the community, environment, employees, subcontractors or other stakeholder or that may attract the attention of the media, the Minister for Transport, local MP, Council or the broader community.

In the event of an issue or incident, Novo Rail will not provide information to the media or MP, but will liaise with TfNSW and those persons required to directly manage the incident or to comply with regulatory requirements.

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Where the incident or issue is a Work Health and Safety issue, the Project will also comply with the Incident Reporting Protocol. Where the incident is in respect of the environment, the Project will comply with the notification provisions of the Construction Environmental Management Plan.

In the event of an incident or issue, Novo Rail will not contact or provide information to any person (other than that which is required to directly manage the incident or to comply with the law), including any stakeholder, the media or the public, without the prior approval of the CET. Novo Rail will make available senior personnel to respond to the community, the media and other stakeholders when required by TfNSW.

Novo Rail will provide the CET with all necessary communications materials that may need to be disseminated as a result of such incidents, if required by TfNSW.

The response times for incident reporting by the Project are:

- Immediate verbal notification to the CET (once the Novo Rail project management team are advised), which is interpreted as being within 10 minutes of an incident occurring that has attracted or will imminently attract the attention of the media, the Minister for Transport, a local MP, or the broader community. Examples of such incidents include:
 - any delays to train timetables caused by the incident;
 - incidents where employees or subcontractors of the Project or a member of the community is harmed;
 - access to trains is blocked and preventing (or severely restricting) access to commuters.
- Incident reporting and corrective actions are managed through the TfNSW INX safety and environmental reporting system.

The Project will ensure that all details of an incident or issue are recorded in the CMS.

22 Construction hoardings and fences

Hoardings and fencing, including shade cloth or other material on the external face of any hoarding or fence, will be provided in a colour and material approved or specified by TfNSW and will include the telephone number, postal address, email address and SSI number. Plans for any such hoardings or fencing, including shade cloth or other material on the external face of any hoarding or fence, will be submitted to TfNSW for review and written approval.

Boundary screening will be erected around all ancillary facilities that are adjacent to sensitive receivers for the duration of construction of the Project, unless otherwise agreed with the City of Sydney Council, affected residents, businesses operators and landowners. Where practical, boundary screening will minimize visual, noise and air quality impacts on adjacent sensitive receivers.

23 Signage, graffiti and posters

TfNSW will provide project signage to be installed at the site that includes the SSI name and application number. This is in addition to Novo Rail’s responsibilities with regard to WorkCover legislation (and any other laws) to provide out of hours contact details. Novo Rail will provide the resources required to assist TfNSW with the provision and/or installation of any other signage or graphics required on the hoarding or fencing.

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. Wayfinding signage to direct pedestrians/commuters/vehicles around the work sites, as appropriate, will be prepared and installed by the Project.

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.

Inspections for graffiti and unauthorised advertising will be carried out daily and will be 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 1 month
- any advertising material will be removed or covered within 24 hours.

24 Communication requirements for site inductions

The Project will induct and train employees and subcontractors on the communication requirements of the Project with a focus on incident management, incident reporting procedures, community enquiries or complaints and media enquiries prior to commencing work on the Project. A record of inductions will be kept and will be available to TfNSW on request.

Periodical inductions, including reminders at pre-start meetings, will be carried out to ensure the communications procedures remain clear.

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 work hours
- watching the use of inappropriate language in public spaces
- site management – keeping areas clean and tidy – within and outside site
- understanding the enquiries / complaints / media enquiries process
- always carrying the TfNSW Project Information Card in case of an enquiry or complaint.

The proposed induction materials will be submitted to TfNSW to review and approve prior to use.

Appendix A Key Consultation Activities

| Activity/tool | Description | Stakeholder | Timing |
|---|---|---|--------------------|
| 24- hour phone information line, complaints phone number, email address and website | The Project Infoline (1800 684 490), 24-hour Construction Line (1800 775 465) and email (projects@transport.nsw.gov.au) will be placed on all communication material and displayed at each work site. The 24-hour Construction Line (1800 775 465) will be responded to within two hours of the CSM being notified by telephone. Project Information cards will be provided to staff to be handed out if approached about the upgrade work. | All | Ongoing |
| Construction notifications | Specific construction notifications delivered regularly monthly, to affected nearby property owners and businesses. These notifications will detail the work, any impacts and will be delivered seven days before the work starts. The frequency of notifications is to be determined in consultation with the CET. | Usually property owners and businesses, within 150 metres of the project works. | Ongoing |
| Project notifications | Project notifications will be provided to the local community on a quarterly basis, as required. These notices would be 4 page colour updates on the project progress. | Usually property owners and businesses, within 250 metres of the project works. | Ongoing |
| Community Information / drop-in sessions, talks | Community information talks / drop-in sessions will be provided at regular intervals to provide the community with opportunities to find out more about the project work, progress and ask questions about the methodology. | Local residents, business groups, community groups | Ongoing |
| Communications Management System | The Consultation Manager System database will be used to capture all contact with the community and stakeholders. | Local residents, businesses and groups, local MP and council | Ongoing |
| Letters/emails | Letters and emails will be sent in response to enquiries/complaints made. | All | Ongoing |
| Media releases | Media releases will be used to announce key milestones, details of public exhibitions, information on community engagement activities etc. TfNSW will manage this as required. | NSW Transport Minister NSW Government Transport for NSW | For key milestones |

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| Activity/tool | Description | Stakeholder | Timing |
|--------------------------|--|--------------------------|-----------------------------|
| Newspaper advertisements | To advertise traffic changes (only if required by local authority). | Usually local newspapers | Two weeks prior to the work |
| Meetings | Regular project updates will be offered to the City of Sydney Council and other key stakeholders as required. | CoS Key stakeholders | Ongoing |
| Door knocking | Door knocking of sensitive receivers will be undertaken, as required | All | Ongoing |
| Signage | Project site signage will either summarise the Project or display the Project name. It will list the website and Project Information Line and 24 hour Construction Response Line details for further information | All | Ongoing |
| Website | The website will be updated periodically by TfNSW to provide information on project progress (transport.nsw.gov.au/redfern). The CET will manage the updates with input from the CSM. | All | Ongoing |

Appendix B Indicative Project Engagement Program

The following section is indicative only and will be updated on a regular basis as the project progresses.

| Early work – to December 2020 | | | |
|--|--|---|--|
| Focus | Consideration | Stakeholder | Activities |
| <ul style="list-style-type: none"> Inform stakeholders and the community of the investigation activities required to inform the design Work on platforms and adjacent streets Management of the community, their queries and expectations Consultation with key stakeholders Ongoing environmental monitoring and assessment Property condition survey process | <ul style="list-style-type: none"> reinforce early work feeds into the design and not part of main construction redirect any planning questions to TfNSW engage with community and stakeholders 1:1 as required to provide a “face” for the project engage with business and community groups ensure responses to community and stakeholders are managed and resolved effectively and quickly | <ul style="list-style-type: none"> directly affected stakeholders/community general community key stakeholders SCLG | <ul style="list-style-type: none"> construction notifications updates to TfNSW website activity signage where appropriate respond to enquiries / complaints TfNSW project material / updates TfNSW Co-design process |

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| Major construction – January – June 2021 (first stage commencement) | | | |
|---|---|--|---|
| Focus | Consideration | Stakeholder | Activities |
| <ul style="list-style-type: none"> Maintain communication with stakeholders and the community Build contacts database and business/sensitive receiver spreadsheet Manage construction impacts Establish hoardings and commence work on platforms Management of the community, their queries and expectations Consultation with key stakeholders Ongoing environmental monitoring and assessment Property condition survey process | <ul style="list-style-type: none"> engage with community and stakeholders provide updates to key stakeholders such as Council, Watertower, Mirvac, Carriageworks, LES residents, SCLG, Sydney Trains ongoing engagement with business and community groups manage and resolve community and stakeholder queries effectively and quickly | <ul style="list-style-type: none"> directly affected general community key stakeholders SCLG | <ul style="list-style-type: none"> construction notifications project notifications updates to TfNSW website activity signage where appropriate respond to enquiries / complaints TfNSW project material / updates indicative schedule provided at three monthly intervals of likely out-of-hours work |

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Appendix C TfNSW Complaints Register

| Transport Access Program Complaints register | | | | | | | | | | CSD Community Engagement team | | | | | | | | | |
|---|--------|---|----------|----------------|-------------|-------------|---------------------|----------------------|------|-------------------------------|------------------------------------|-----------------------------|-------------------------|---|-----------------------------|--|--|--|--|
| Complaints managed by: | | | | | | | | | | Associate Director | | | | | | | | | |
| Environmental Protection Licence (EPL) held by: | | | | | | | | | | Senior Manager | | | | | | | | | |
| EPL reporting requirement: | | | | | | | | | | Manager | | | | | | | | | |
| Conditions of Approval requirement: | | | | | | | | | | Driver | | | | | | | | | |
| Monthly review of register completed by: | | | | | | | | | | Transport for NSW | | Status Key: | | Action required - incomplete, unresolved, under investigation or update required | | | | | |
| Distribution list reviewed by: | | | | | | | | | | Transport for NSW | | | | Investigation complete, close out action required - close out letter, advice to stakeholder | | | | | |
| | | | | | | | | | | | | | | complete and checked by CSD Community Engagement team | | | | | |
| Enquiry No | Status | Project (delete column if not required) | Received | Registered Via | Received by | Referred to | Name of complainant | Details of complaint | Type | Response to complaint | Time of Verbal or Initial Response | Complies with 2hr response? | Written response (date) | Completes with 7 day response? | CMS entry verified by TfNSW | | | | |
| | | | | | | | | | | | | | | | | | | | |

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