

# Overarching Communication Strategy

M12 Motorway – Cecil Hills to Luddenham

Transport for NSW | July 2025

## Document control

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M12 Motorway – Cecil Hills to Luddenham

## Approval and authorisation

Plan prepared by:	Plan reviewed by:	Plan approved by:
<i>Elisabeth Sacco</i> Transport for NSW Communication and Stakeholder Engagement Manager	<i>Deanne Forrest</i> Transport for NSW Project Director	<i>Anne Sutherland</i> Director Western Parkland City
	<i>Rebecca Rafter</i> Transport for NSW Snr Manager Corridors/M12	

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## List of emergency and key contacts

Position	Name	Contact Details
EPA pollution hotline	n/a	131 555
Fire and Rescue NSW	n/a	000 (for pollution incidents that present an immediate threat to human health or property) 1300 729 579 (for pollution incidents that do not present an immediate threat to human health or property)
NSW Police: Penrith Local Area Command (LAC) Liverpool LAC Fairfield LAC	n/a	(02) 4721 9444 (02) 9765 9411 (02) 9728 8399
SafeWork NSW	n/a	131 050
EPA		131 555
24 hour community information line and email address and website for M12 West and M12 Central	n/a	1800 517 155 <a href="mailto:m12motorway@transport.nsw.gov.au">m12motorway@transport.nsw.gov.au</a> <a href="http://nswroads.work/m12">nswroads.work/m12</a>
24 hour community information line and email address and website for delivery of M12 East as part of the M7/M12 Integration project	n/a	1800 712 712 Email: <a href="mailto:info@M7M12integrationproject.com.au">info@M7M12integrationproject.com.au</a>
Environmental Representative (M12 West, M12 Central, M12 East)	George Kollias	[REDACTED]
Transport for NSW Project Director	Deanne Forrest	[REDACTED]
Liverpool City Council	n/a	1300 362 170 (24 hours)
Fairfield City Council	n/a	9725 0222
Penrith City Council	n/a	4732 7777
TfNSW Community and Stakeholder Engagement Manager (subject to change)	Amanda Keating	[REDACTED]

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## Glossary / Abbreviations

AR	Amendment Report
CALD	Culturally and linguistically diverse populations
CEMP	Construction Environmental Management Plan
CMS	Complaints management system
CNVMP	Construction Noise and Vibration Management Plan
NSW CoA	NSW Planning Minister's Conditions of Approval
CCRM	Contractor Community Relations Manager
C&SE Manager	Communication and Stakeholder Engagement Manager
CSSI	Critical State Significant Infrastructure
DPE	Department of Planning and Environment
DPHI	Department of Planning Housing and Infrastructure
DPiE	Department of Planning, Industry and Environment (now DPE)
EIS	Environmental Impact Statement
EPA	NSW Environment Protection Authority
EPL	Environment Protection Licence
ER	Independent Environmental Representative nominated by TfNSW and approved by DPE
NESB	Non-English speaking background
OCS	Overarching Communication Strategy
OSO	Outer Sydney Orbital
Principal, the	Transport for NSW
REMM	Revised Environmental Management Measures as detailed in the Amendment Report Submissions Report (TfNSW, December 2020)
Secretary	Secretary of the NSW Department of Planning & Environment (or nominee, whether nominated before or after the date on which the Infrastructure Approval was granted)
Sensitive receivers/affected receivers	Community in close proximity to the construction and/or operation of the CSSI
SSI	State significant infrastructure
TfNSW	Transport for NSW

M12 Motorway



UDLP	Urban Design and Landscape Plan
USP	Un-Solicited Proposal
VMS	Variable message sign

# 1. Introduction

## 1.1 Purpose

This Overarching Communication Strategy (OCS) describes how Transport for NSW (TfNSW) and its low impact work, early work and construction contractors will manage community involvement through the delivery of the M12 Motorway project (the project) as shown in Figure 1.1. The OCS covers all three delivery packages of the project being the M12 West, M12 Central and M12 East.

This OCS has been prepared in accordance with the requirements of the M12 Motorway Minister's Conditions of Approval (NSW CoA) for a Communication Strategy for the M12 Motorway project (SSI-9364) as described in Table 1-1 as well as the TfNSW Revised Environmental Management Measures for the project (Table 1-2).

The OCS describes the methods used to facilitate communication between TfNSW and its contractors, the community, key stakeholders and relevant councils and government agencies during the work on site.

This document also contains the Complaints Management System (CMS) which has been prepared in accordance with the NSW CoA for the project for a Complaints Management System (NSW CoA B6).

The OCS must be submitted to the Secretary for approval no later than one month before commencement of Work on site as required by the NSW CoA. Work must not commence until the OCS has been approved by the Secretary.

The requirements of the NSW CoA relevant to the development of this OCS are shown in Table 1-1.

These are defined as "primary CoA" and specifically related to the OCS. Secondary CoA relevant to but not specific to the development of this Plan have been listed in Appendix A.

A cross reference is also included to indicate where the CoA is addressed in this Plan or other project management documents.

Table 1-1: Primary Conditions of Approval

NSW CoA	Requirement	Reference
B1	<p>A <b>Communication Strategy</b> must be prepared to provide mechanisms to facilitate communication about Work, construction and operation of the CSSI with:</p> <p>(a) the community (including adjoining affected landowners and businesses, and others directly impacted by the CSSI); and</p> <p>(b) the relevant councils and relevant government agencies.</p> <p>The <b>Communication Strategy</b> must address who (the Proponent, Independent Appointments and/or construction contractor) will engage with the community, relevant councils and agencies, how they will engage and the timing of engagements.</p>	<p>This document</p> <p>Section 4 Section 8</p>

NSW CoA	Requirement	Reference
B2	<p>The <b>Communication Strategy</b> must:</p> <ul style="list-style-type: none"> <li>(a) identify people, organisations, councils and agencies to be consulted during the design and Work phases;</li> <li>(b) identify details of the community demographics;</li> <li>(c) set out procedures and mechanisms for the regular distribution of accessible information, including to Language Other than English and Culturally and Linguistically Diverse and vulnerable communities, about or relevant to the CSSI;</li> <li>(d) detail the measures for advising the community in advance of upcoming Work, including utility works and upcoming out-of-hours work as required by <b>Condition E44</b>;</li> <li>(e) provide for the formation of issue or location-based community forums that focus on key environmental management issues of concern to the relevant community(ies); and</li> <li>(f) set out procedures and mechanisms - <ul style="list-style-type: none"> <li>(i) through which the community can discuss or provide feedback to the Proponent 24 hours a day, seven days per week;</li> <li>(ii) through which the Proponent will respond to enquiries or feedback from the community; and</li> <li>(iii) to resolve any issues and mediate any disputes that may arise in relation to the environmental management and delivery of the CSSI, including disputes regarding rectification or compensation.</li> </ul> </li> </ul>	<p>a – Section 5  b – Section 8.4  c – Table 5.1    d – Section 4.1 and Table 8.1    e – Table 8.1    f i) Table 8.1 and Section 9.1    f ii) Section 4.1, Section 9.1 and Table 8.1    f iii) Section 9.4</p>
B3	The <b>Communication Strategy</b> must be submitted to the Planning Secretary for approval no later than one (1) month before commencement of any Work.	Section 1.1
B4	Work for the purposes of the CSSI must not commence until the <b>Communication Strategy</b> has been approved by the Planning Secretary.	Section 1.1 Section 1.2
B5	The <b>Communication Strategy</b> , as approved by the Planning Secretary, must be implemented for the duration of Work and for 12 months following the completion of construction.	Section 1.2

NSW CoA	Requirement	Reference
B6	<p>A <b>Complaints Management System</b> must be prepared and implemented before the commencement of any Work and maintained for the duration of construction and for a minimum for 12 months following completion of construction of the CSSI. The Complaints Management System must require complainants to be advised that:</p> <ul style="list-style-type: none"> <li>(a) the Complaints Register may be forwarded to Government agencies, including the Department, to allow them to undertake their regulatory duties;</li> <li>(b) by providing personal information, the complainant authorises the Proponent to provide that information to government agencies;</li> <li>(c) the supply of personal information by the complainant is voluntary; and</li> <li>(d) the complainant has the right to contact government agencies to access personal information held about them and to correct or amend that information (Collection Statement).</li> </ul> <p>The Collection Statement must be included on the Proponent's or project website to make prospective complainants aware of their rights under the <i>Privacy and Personal Information Protection Act 1998</i>. For any complaints made in person, the complainant must be made aware of the Collection Statement.</p>	Section 9.2.1
B7	<p>The following information must be available to facilitate community enquiries and manage complaints one (1) month before the commencement of Work and for 12 months following the completion of construction:</p> <ul style="list-style-type: none"> <li>(a) 24 hour telephone number for the registration of complaints and enquiries about the CSSI;</li> <li>(b) a postal address to which written complaints and enquires may be sent;</li> <li>(c) an email address to which electronic complaints and enquiries may be transmitted; and</li> <li>(d) a mediation system for complaints unable to be resolved.</li> </ul> <p>This information must be accessible to all in the community regardless of age, ethnicity, disability or literacy level and must be provided on the website required under <b>Condition B10</b>.</p>	<p>Section 8.3 and Table 8.1</p> <p>Section 8.3 and Table 8.1 Section 8.3 and Table 8.1 Section 8.3 and Table 8.1 Table 9.2</p> <p>Table 5.1 and Section 9.4</p>
B8	<p>A <b>Complaints Register</b> must be maintained recording information on all complaints received about the CSSI during the carrying out of any work and for a minimum of 12 months following the completion of construction. The <b>Complaints Register</b> must record the:</p> <ul style="list-style-type: none"> <li>(a) number of complaints received;</li> <li>(b) the date and time of the complaint;</li> <li>(c) the method by which the complaint was made;</li> <li>(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</li> <li>(e) nature of the complaint;</li> <li>(f) means by which the complaint was addressed and whether resolution was reached, with or without mediation; and</li> </ul> <p>if no action was taken, the reason(s) why no action was taken.</p>	Section 9.5.1

NSW CoA	Requirement	Reference
B9	The <b>Complaints Register</b> must be provided to the Planning Secretary upon request, within the timeframe stated in the request.	Section 9.5.2
B10	<p>A website or webpage providing information in relation to the CSSI must be established before commencement of Work and be maintained for the duration of construction, and for a minimum of 24 months following the completion of construction. The following up-to-date information (excluding confidential, private, commercial information or any other information that the Planning Secretary has approved to be excluded) must be published before the relevant Work commencing and maintained on the website or dedicated pages including:</p> <ul style="list-style-type: none"> <li>(a) information on the current implementation status of the CSSI;</li> <li>(b) a copy of the documents listed in <b>Condition A1</b> of this approval, and any documentation relating to any modifications made to the CSSI or the terms of this approval;</li> <li>(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 (ordered in a logical sequence and easy to navigate);</li> <li>(d) a copy of each statutory approval, licence or permit required and obtained in relation to the CSSI;</li> <li>(e) a current copy of the final version of each document required under the terms of this approval; and</li> <li>(f) a copy of the audit reports required under <b>Conditions A34</b> and <b>A37</b> of this approval.</li> </ul> <p>Where the information / document relates to a particular Work or is required to be implemented, it must be published on the Proponent's website before the commencement of the relevant Work to which it relates or before its implementation.</p>	Section 8.3
E41	Owners and occupiers of properties at risk of exceeding the screening criteria for cosmetic damage must be notified before works that generate vibration commences 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 are to 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. These properties must be identified and considered in the <b>Noise and Vibration CEMP Sub-plan</b> required by <b>Condition C4</b> and the <b>Communication Strategy</b> required by <b>Condition B1</b> .	Table 5.1, Section 6 Section 7.2

Table 1-2: Revised environment management measures - applicable to the overarching communication strategy

REMM	Requirement	Reference
G01	<p>A Community Communication Strategy will be prepared for the project to facilitate communication with the local community including relevant Government agencies, Councils, adjoining affected landowners and businesses, and other relevant stakeholders that may be affected by the project. The strategy will:</p> <ul style="list-style-type: none"> <li>Identify people or organisations to be consulted during the delivery of the project</li> <li>Set out procedures and mechanisms for the regular distribution of information about the project</li> <li>Outline mechanisms to keep relevant stakeholders updated on site construction activities, schedules and milestones</li> <li>Outline avenues for the community to provide feedback (including a 24-hour, toll free project information and complaints line) or to register complaints and through which TfNSW will respond to community feedback</li> <li>Outline a process to resolve complaints and issues raised.</li> </ul> <p>The Community Communication Strategy will include a Construction Fatigue Protocol to minimise impacts associated with construction fatigue. The Protocol will include consideration of noise attenuation and restriction of out-of-hours work or use of noise intensive equipment where reasonable and feasible.</p>	This document

## 1.2 OCS scope and objectives

The OCS aims to:

- Meet the reasonable needs and desires of the community for involvement, communication and information
- Comply with community engagement requirements specified in the NSW CoA B1 to B10
- Comply with community engagement requirements specified in the Revised Environmental Management Measures in the Amendment Report Submissions Report (TfNSW, December 2020)
- Ensure members of the community have access to appropriate project information
- Identify processes and procedures required to fulfil the community involvement obligations of TfNSW

Ensure all contractors and TfNSW staff involved in community engagement for the M12 Motorway are aware of, and follow, procedures and processes.

TfNSW has primary responsibility, as the Proponent, for community involvement throughout the delivery of Work for the project, some responsibilities will be contracted to the construction contractors of the project. TfNSW considers that engaging the community and other key stakeholders in open, honest and respectful two-way dialogue is critical to the success of the project. When feedback is sought and received on any aspect of the project,

TfNSW will ensure that this is considered and appropriate information is provided back to the provider of this feedback within a timely manner.

TfNSW has established a set of clear communication objectives, which will ensure that strategies implemented, activities undertaken and materials produced target specific stakeholder groups, provide visibility of the process and deliver the desired outcomes for the project. TfNSW's communication objectives for the project are to:

- Implement best practice techniques
- Ensure alignment across other major infrastructure projects to eliminate inconsistent messages and approaches, and minimise construction impacts
- Ensure clear, timely and accurate information is appropriately provided to stakeholders
- Use multiple communication channels to:
  - Raise the visibility of the project within the local and broader community, interest groups and government stakeholders
  - Actively engage with the community at all stages of the project delivery
  - Encourage stakeholders to provide important feedback
  - Ensure stakeholders understand how their feedback has been addressed
  - Demonstrate transparency in disseminating information about sensitive issues such as access changes, dust, noise, vibration and night work.
- Minimise objections and complaints by stakeholders and members of the community and implement effective resolution measures.

This OCS has been developed with the above communication objectives in mind, as well as TfNSW's Stakeholder Engagement Toolkit and other relevant guidelines, as identified in Section 1.3.

TfNSW and its construction contractors will work closely together to ensure that there is a positive perception in the community about the project and how impacts and communications have been managed, as described in Section 5.

This OCS is an 'active document' and is subject to ongoing development, amendment and updating throughout the duration of the works to take into account:

- Changes in the construction program and staging
- Changes in community and stakeholders needs
- Changes in the work and the community / stakeholder participation requirements.

This OCS applies to all communications directed to and by TfNSW staff and all contractors and sub-contractors for the construction of the M12 Motorway project. The project will be delivered in three sections, as described in Section 2.4 of this document.

### **1.3 Documents referenced**

The following documents have been referenced in the OCS:

- Privacy and Personal Information Protection Act 1998 (NSW)
- Government Information (Public Access) Act 2009 (NSW)
- NSW Government Advertising Handbook

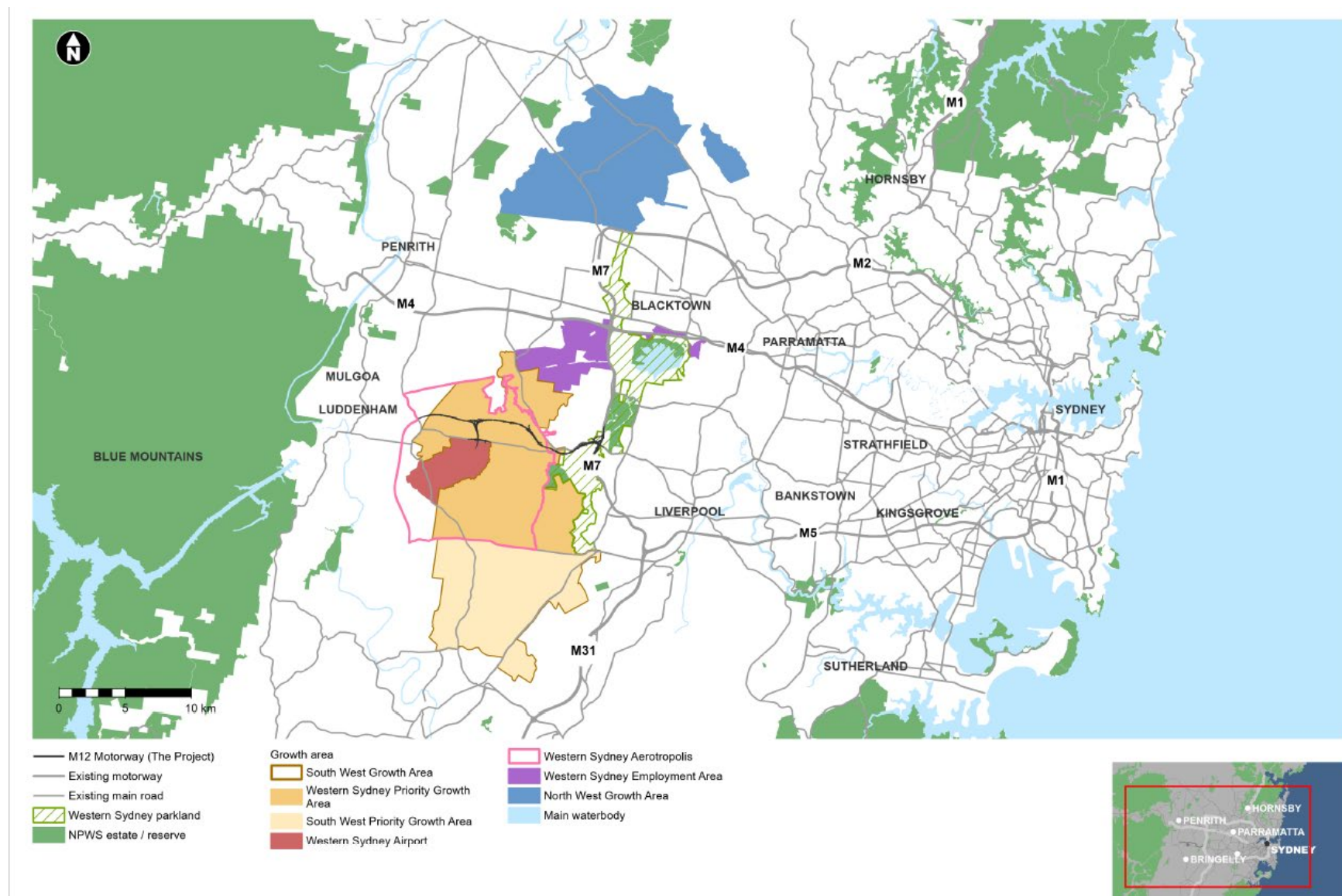
- NSW Government Brand Guidelines, December 2021
- TfNSW Editorial Style Guide, August 2022
- Transport for NSW Services Project Communications Templates
- Transport for NSW - Social Media Guidelines and Processes, January 2022
- Transport for NSW Code of Conduct, April 2020.

#### **1.4 Project specific documents**

The following documents guide the delivery of communication for the project and the strategies to be implemented. Project specific plans include community communication requirements which are a part of the OCS.

- Federal Minister's Conditions of Approval
- NSW Minister's Conditions of Approval
- Environment Protection Licence – Section specific
- Exhibited Environmental Impact Statement (October 2019) and Submissions Report (October 2020)
- Amendment Report (AR) (October 2020)
- Amendment Report Submissions Report (December 2020) Revised Environmental Management Measures
- Environmental Management Plans for early work prior to construction
- Overarching Construction Environmental Management Plan and section specific plans (for major construction)
- Overarching Construction Transport and Traffic Management Plan
- Overarching Construction Noise and Vibration Management Plan
- Overarching Construction Out of Hours protocol





1.1: Location of the project in a regional context

M12 Motorway

## 2. Project description

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The M12 Motorway is an east-west 16 kilometre motorway between the M7 Motorway, Cecil Hills and The Northern Road, Luddenham (Figure 2.1).

The M12 Motorway is expected to service the Western Sydney Aerotropolis, South West Growth Area, Western Sydney Employment Area and the Western Sydney International Airport (WSIA) at Badgerys Creek and is expected to be operational by 2026.

The project is part of the Western Sydney Infrastructure Plan (WSIP), a road investment program jointly funded by the Australian (80 percent) and NSW governments (20 percent).

The M12 Motorway crosses through three local government areas, Fairfield in the east, Liverpool in both parts of the east and the central section and Penrith to the west.

The M12 corridor lies within a 'green field' area, and with the exception of Cecil Hills to the east, it is sparsely populated and largely undeveloped. The majority of the corridor is made up of small to medium farming operations and business operations. The eastern section of the corridor also contains portions of dedicated parklands for recreation and conservation. For more details about the demographics of the area, refer to Section 8.4.1.

### 2.1 Benefits and key features

The M12 Motorway will provide the following benefits:

- Provide direct access to the new airport and from the M4 Motorway via the upgraded The Northern Road
- Provide access to the M7 Motorway
- Improve access to the Western Sydney Aerotropolis and the South West Growth Area
- Increase road capacity for future growth and development and increase journey reliability for all road users
- Improve traffic safety for all road users
- Improve public transport and increase pedestrian and cyclist infrastructure
- Provide a better regional east west connection, linking to improved north south connections that benefit road users across western and south western Sydney
- Improve road freight movement to key commercial centres
- Provide a connection to Elizabeth Drive at the eastern end of the M12 Motorway, near the M7 Motorway interchange
- Provide direct access to WSIA and a connection to Elizabeth Drive at the airport
- Reduce the cost of congestion impact on the community and businesses.

The M12 Motorway's key features include:

A new dual-carriageway motorway between the M7 Motorway and The Northern Road with two lanes in each direction and a central median allowing for future expansion to six lanes

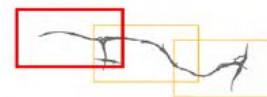
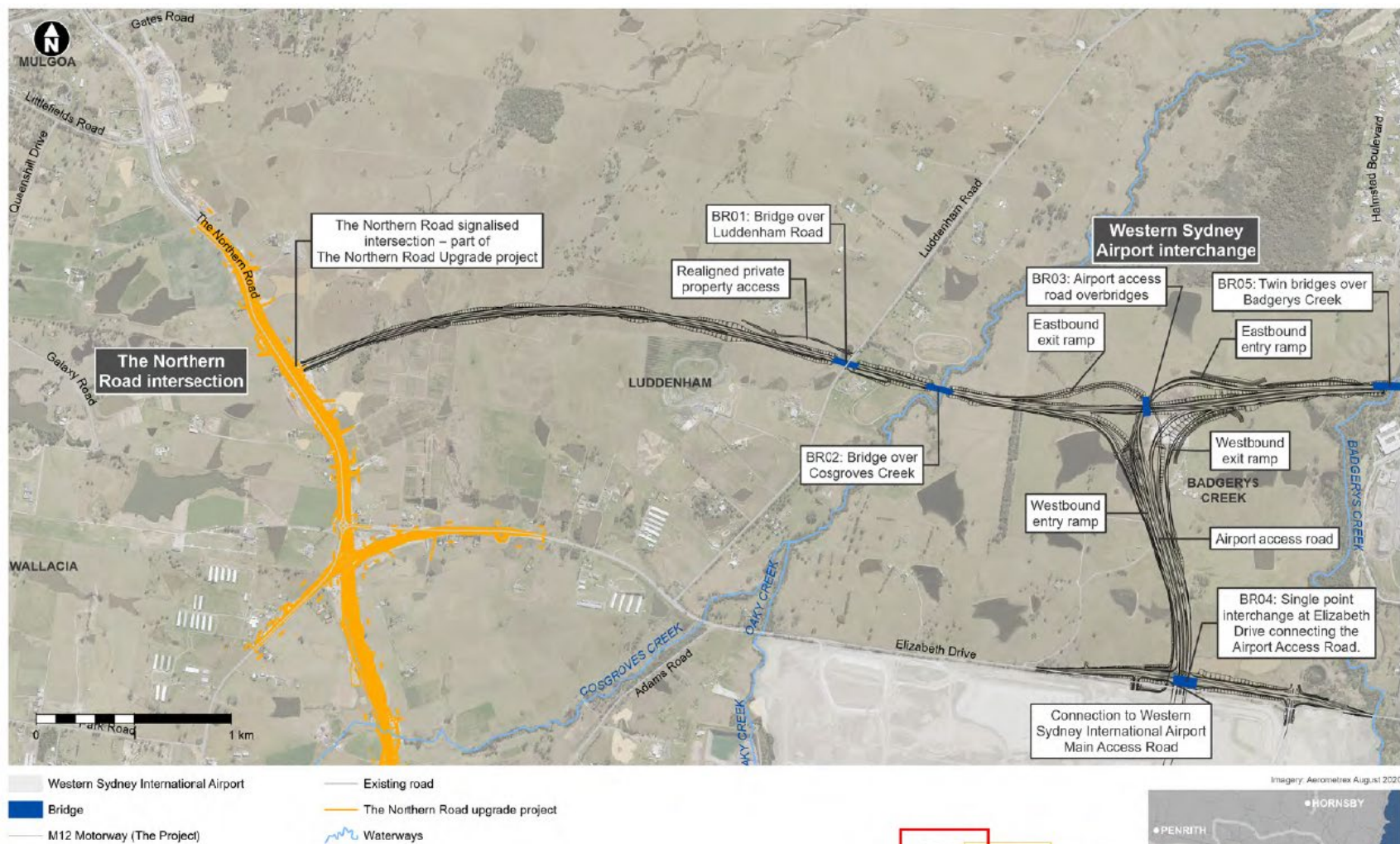
- Motorway access via three interchanges/intersections:

- A motorway-to-motorway interchange at the M7 Motorway and associated works (extending about four kilometres within the existing M7 Motorway corridor) with connection between the M12 Motorway and Elizabeth Drive.
- A grade-separated interchange referred to as the Western Sydney International Airport interchange, including a dual-carriageway four-lane airport access road (two lanes in each direction for about 1.5 kilometres) connecting with the Western Sydney International Airport Main Access Road
- A signalised intersection at The Northern Road with provision for grade separation in the future.
- Bridge structures across creeks, interchanges and roads

Inclusion of new shared walking and bike paths, with connections to existing and future shared walking and bike path networks

- Modifications to the local road network, as required, to facilitate connections across and around the M12 Motorway including:
  - Realignment of Elizabeth Drive at the Western Sydney International Airport, with Elizabeth Drive overpassing the airport access road and rail infrastructure
  - Two new signalised intersections from Elizabeth Drive into the Western Sydney International Airport, with provisions for future connection to potential developments to the north
  - Widening of Elizabeth Drive under the M7 Motorway and approaches
  - Realignment of Clifton Avenue over the M12 Motorway, with associated adjustments to nearby property access
  - Relocation of Salisbury Avenue cul-de-sac, on the southern side of the M12 Motorway
  - Realignment of Wallgrove Road to connect to Cecil Road, including a connection between Elizabeth Drive and Wallgrove Road via Cecil Road with a signalised intersection with Elizabeth Drive
- Adjustment, protection or relocation of existing utilities
- Ancillary facilities to support motorway operations, smart motorways operation in the future and the existing M7 Motorway operation, including gantries, electronic signage and ramp metering
- Other roadside furniture including safety barriers, signage and street lighting
- Adjustments of waterways, where required, including Kemps Creek, South Creek and Badgerys Creek
- Permanent water quality management measures including swales and basins
- Establishment and use of temporary ancillary facilities, temporary construction sedimentation basins, access tracks and haul roads during construction
- Permanent and temporary property adjustments and property access refinements as required.





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Figure 2.1: Overview of the M12 Motorway (M12 West)

M12 Motorway

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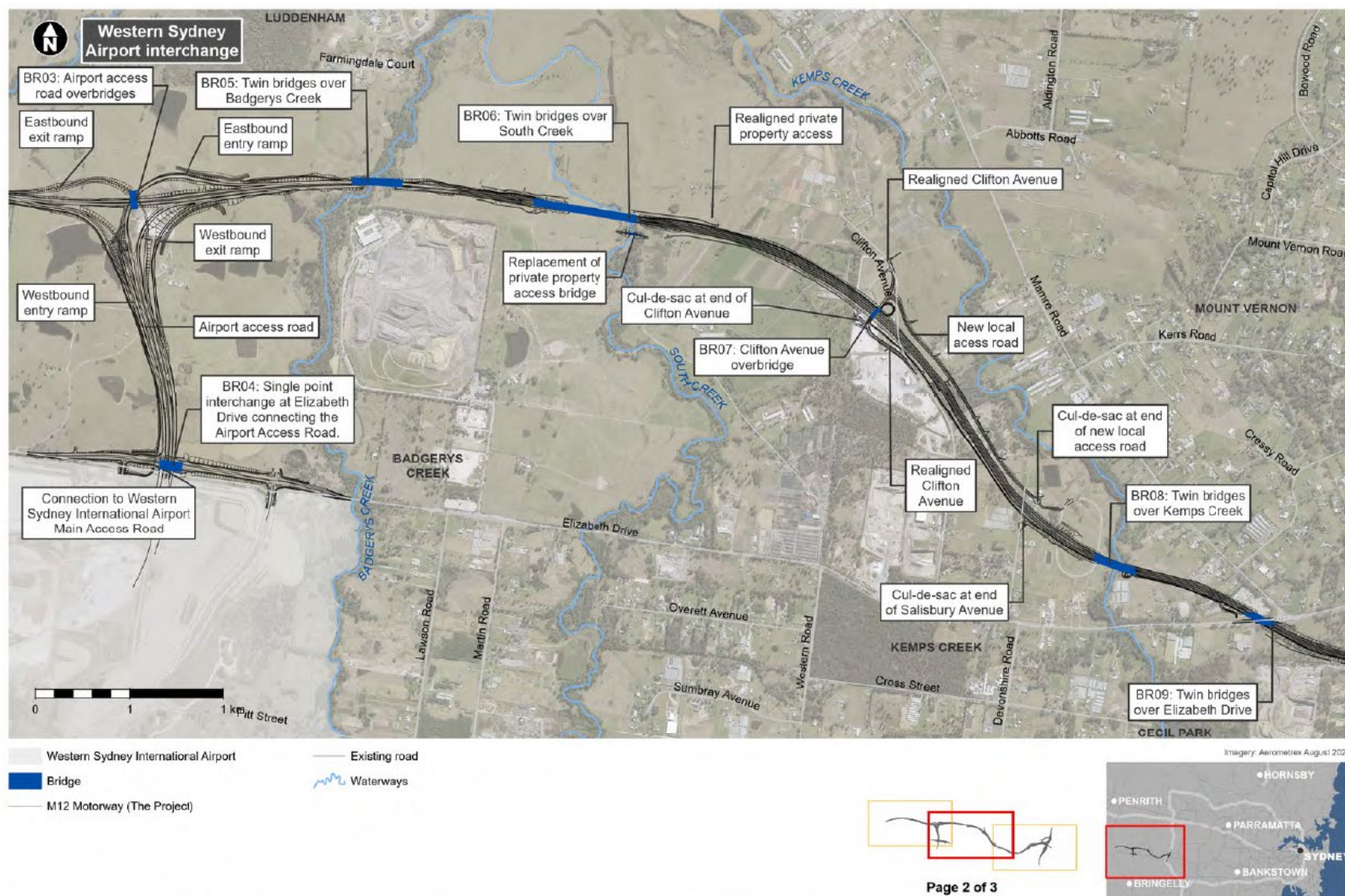


Figure 2.1: Overview of the M12 Motorway (M12 West - M12 Central)

M12 Motorway

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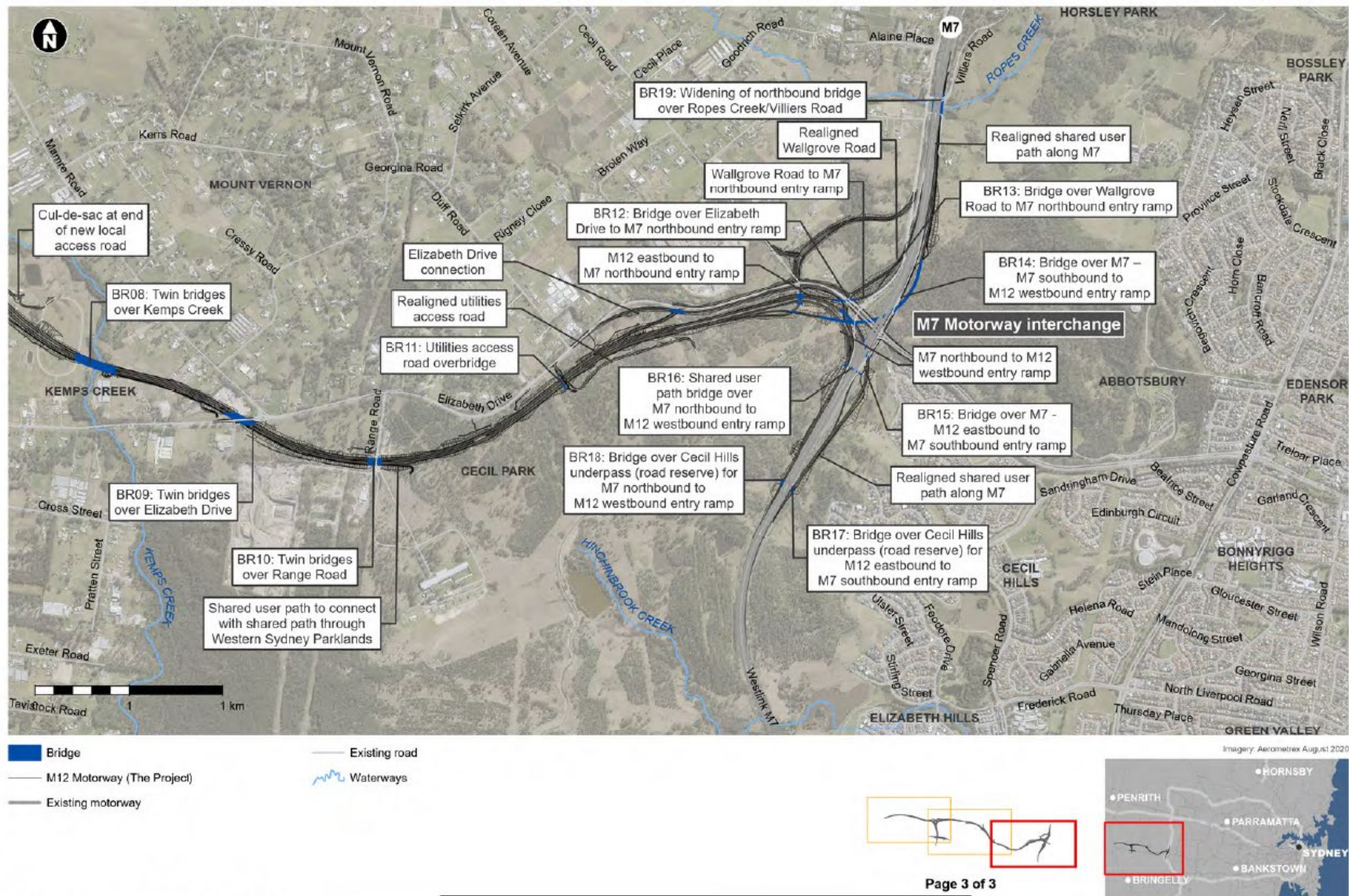


Figure 2.1:

## Overview of the M12 Motorway (Central - East)

### M12 Motorway

## 2.2 Project program

Construction of the M12 Motorway will take around three years, with major construction commencing in August 2022 for M12 West and M12 Central and low impact work and early work (including utility work and heritage salvage) commencing in late 2021. There is a targeted completion date set for mid-2026 in time for the operational opening of the Western Sydney International Airport in late 2026.

- West package schedule: Commenced construction August 2022
- Central package schedule: Commenced construction August 2022
- M12 Central temporary roundabout installation (small package delivered by TfNSW Sydney Roads Asset Performance Contractor) – Completed construction February 2024
- East package (Elizabeth Drive Connection) schedule: Commenced construction August 2023
- East package (M7/M12 interchange) schedule: Commenced construction November 2023

M12 East Elizabeth Drive Connection and the M7/M12 interchange is being delivered as part of the M7-M12 Integration project which also includes the delivery of the M7 Widening. The construction contractor for the M7/M12 Integration project will prepare a Community and Stakeholder Engagement Plan that is consistent with the performance outcomes of this OCS and for the purposes of CoA B2 under the M7 Widening Modification Approval.

## 2.3 Staging

The project is being delivered in three stages, with each stage delivered in a separate construction package that will include all activities needed to complete the stage, including utility adjustments, road construction, bridge construction, traffic management, intelligent transport systems (ITS), lighting and finishing work.

Each stage is split as follows:

- **West:** Approximately six kilometres of motorway from The Northern Road at Luddenham to approximately 250 metres east of Badgerys Creek
- **Central:** Approximately 7.5km of motorway from east of Badgerys Creek to the Water Tower Access Road in Western Sydney Parklands at Cecil Park
- **East:** Approximately two kilometres from Duff Road to 300 metres west of the M7 Motorway including a grade separated motorway to motorway connection between M7 Motorway and M12 Motorway.

Some overlap may occur where the respective sections meet.

An overview of the key features of each package is described below. The construction will be delivered by separate construction contractors who will operate in accordance with plans consistent with this OCS.

## 2.4 M12 East Package

The M12 East package involves two sections of work as described below.

### 2.4.1 Elizabeth Drive connection

Construction of this package of the project will involve the upgrade of a two kilometre section of Elizabeth Drive from Duff Road to 300 metres west of the M7 Motorway which includes:

- The realignment of Wallgrove Road through properties to the existing Cecil Road and Elizabeth Drive intersection
- The realignment of Cecil Road to connect it the new Wallgrove Road
- Upgrading 700 metres of Elizabeth Drive from two to three lanes in both directions from Elizabeth Drive/M7 Motorway southbound entry and exit ramp intersection to new Wallgrove Road/Elizabeth Drive intersection with provisions for three lanes on the remaining sections.

Wallgrove Road will be realigned to make room for the construction of the Elizabeth Drive connection. This will also require decommissioning a section of the existing Wallgrove Road approximately 500 metres from where it currently intersects with Elizabeth Drive. The new Wallgrove Road will connect to and replace the existing Cecil Road and Elizabeth Drive intersection and Cecil Road will be realigned to connect back into the realigned Wallgrove Road.

The package will require relocation of utility services including electricity, water and telecommunications.

### 2.4.2 M7-M12 interchange

The M7-M12 interchange provides a grade separated motorway to motorway connection between the M7 Motorway and M12 Motorway. Located in Cecil Park, this package involves:

- Provision of four connections at the grade separated interchange including:
  - Connection from M7 southbound onto M12 westbound
  - Connection from M7 northbound onto M12 westbound
  - Connection from M12 eastbound onto M7 southbound
  - Connection from M12 eastbound onto M7 northbound.
- Interchange tie-in extending about four kilometres into the M7 Motorway corridor



## 2.5 M12 Central Package

Construction of this package of the project will involve building 7.5km of motorway from west of Badgerys Creek to the Water Tower Access Road within Western Sydney Parklands.

The M12 Central package will provide a dual carriageway with a wide median to allow for future widening to six lanes. Safety barriers will be provided along the length of the package. Emergency stopping bays and emergency crossovers will be provided at regular intervals.

A shared user path with lighting will provide an active transport link along the motorway and eastward to the M7.

The M12 Central package includes the following bridges:

- Twin bridges over South Creek
- A bridge for Clifton Avenue over the M12 Motorway
- Twin bridges over Kemps Creek
- Twin bridges over Elizabeth Drive near Mamre Road
- Twin Bridges over Range Road
- A bridge for the Water Tower Access Road over the M12 Motorway
- A private property access bridge in University of Sydney land

Retaining walls will be provided around Range Road to help limit the impact of the motorway on Range Road.

The M12 Central package requires adjustments to local roads including Clifton Avenue and Salisbury Road.

This package also requires relocation of utility services including electricity, water and telecommunications.

Urban design features of the package include Aboriginal artwork on bridges, rest areas on shared user paths, interpretive signage and landscape planting.

## 2.6 M12 West Package

The M12 West package is six kilometres long and runs from The Northern Road at Luddenham to approximately 250 metres east of Badgerys Creek and features a grade separated interchange with the Airport Access Road connecting the M12 Motorway to the Western Sydney International Airport.

The M12 West package incorporates the Airport Access Road (1.5 km) and the Elizabeth Drive bridge over the Airport Access Road, Sydney Metro Western Sydney Airport and a future rail corridor.

The M12 West package will provide a dual carriageway with a narrow median and safety barriers running along the entire length. The M12 West package has been designed to integrate with the future Outer Sydney Orbital (OSO) project. The OSO eastbound carriageway would be built to the north of the M12 Motorway alignment and the M12 Motorway carriageway would become the westbound carriageway for OSO. Emergency stopping bays and emergency crossovers will be provided at regular intervals.

The M12 West package includes the following bridges:

- Bridge over Luddenham Road (120m)
- Bridge over Cosgroves Creek (90m)
- WSIA Interchange bridge (80m)
- Bridge over Badgerys Creek (180m)
- Viaduct on eastbound exit ramp over M12 Motorway and eastbound entry and westbound exit ramps (290m)
- Bridge on Eastbound entry ramp over M12 Motorway (70m)
- Bridge on Westbound entry ramp eastbound entry ramp (90m)

The M12 West package also consists of:

- Active transport (pedestrian and cyclist) facilities through the provision of a shared user path, including connections to existing paths. The M12 West package would not preclude connection to future shared user path networks proposed as part of the Western Sydney Aerotropolis
- A connection to the signalised at grade intersection at The Northern Road with provision for grade separation in the future as part of the future OSO.
- A realignment and duplication of approximately 1500m of Elizabeth Drive with a new bridge over the Airport Access Road and Metro Rail corridor, a four-way signalised intersection east of Airport Access Road, and a left-in/left-out intersection west of Airport Access Road, providing access to the WSIA and to the property to the north.
- A signalised single point interchange with north facing ramps from Elizabeth Drive to M12 Motorway and south facing ramps from Elizabeth Drive to Airport Access Road.

### 3. Key issues

While the M12 Motorway will deliver significant benefits to local communities, there will be some impact on surrounding communities, especially during construction, which TfNSW is committed to minimising.

Some of the construction impacts and issues which have been identified by community and stakeholders during the project design and project consultation activities are included in Table 3.1.

Table 3.1: Key impacts

Impact	Description
<b>Air quality</b>	Dust generated by construction activities and emissions from plant equipment and vehicles.
<b>Noise</b>	Noise from construction, particularly where construction areas/compounds are close to residents, businesses, educational institutions and catering related facilities. While the Construction Environmental Management Plan (CEMP) will identify areas of worst-case scenario impact and measures to manage these impacts, constant communication and robust consultation will be the key to reducing complaints. Additionally, some properties have been identified for noise treatment and this will be delivered within six months of construction starting for residences where construction noise management levels are expected to be exceeded in accordance with NSW CoA E53. Out of hours work, especially associated with working close to utilities will be required. This has the potential of impacting on residents located in close proximity to the work areas. Out of hours work will be managed in accordance with an out of hours work protocol including notifications for affected receivers in accordance with NSW CoA E37. Noise impacts would be managed in accordance with the relevant EPL for each stage of the project.
<b>Traffic</b>	Construction Traffic Management Plans will identify a number of road closures, diversions and temporary arrangements during the delivery of the project. Extra traffic will be generated with the delivery of construction equipment and material as well as haulage. The area will also be impacted by construction traffic from the new Western Sydney International Airport, work associated with the Aerotropolis, Sydney Metro – Western Sydney Airport and other commercial, residential and retail developments. Communication about traffic will need to be managed sensitively, in a robust, clear and timely manner.
<b>Vibration</b>	There is potential for some impact from vibration, especially in close proximity to residences, businesses and heritage structures and will need to be managed sensitively. Section 7.2 identifies properties potentially at-risk of vibration impacts.
<b>Property impact</b>	A number of properties have been acquired by TfNSW. Properties which have only been partially acquired, as well as those which have not been acquired, but are impacted by the project, will require one-on-one consultation to manage expectations of restoration, access and noise. Robust property condition surveys of properties within 50 m of construction compounds and clear explanation of processes about surveys, claims and resolution of disputes will be key to managing this. Where adjustments are required to property, this will require clear, three-way communication between Transport for NSW, the construction contractors and property owners.
<b>Business impact</b>	Some agricultural and commercial businesses and home-based business are located within the alignment. Impacts on these businesses are likely due to access impact and impact on facilities such as dams.
<b>Visual</b>	During EIS exhibition and Amendment Report exhibition, the visual impact of the road structures was raised particularly in the northern part of Cecil Hills at

	<p>the eastern end of the project. Visual amenity was managed through the development of the Place, Design and Landscape Plan (PDLP). Consultation on the PDLP Stage 1 took place from 1 to 28 November 2021 and included a range of virtual and digital engagement due to COVID-19 restrictions. A total of 21 submissions were received during the exhibition period. Consultation on the PDLP Stage 2 took place from Thursday 13 March to Thursday 10 April 2025. A total of 17 submissions were received during the exhibition period. The PDLP documents and submissions reports can be view on the project website.</p>
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### 3.1 Key issues during phases of project

This OCS has been developed for low impact work, early work and construction activities and includes impacts during the progress of these works. The OCS will be updated as the project progresses and more information about issues becomes available.

The project will involve the following activities which are separated into low impact work, early work and major construction activities (as defined by the conditions of approval) as follows:

#### Low impact work:

- **Investigations** – access to properties for noise monitoring, building condition surveys, utility and services location, heritage salvage, vegetation condition assessments and vibration monitoring.
- **Surveys** – surveying of areas to be impacted by construction
- **Preparation** – removal of building structures, vegetation removal, set up of site fencing, offices and sheds.
- **Utilities** – relocating and protecting utilities as required in negotiation with service providers in accordance with NSW CoA E75

#### Early work:

- **Utility work:** Relocation of electrical and high pressure gas pipelines, Sydney Water main installation and protection of high pressure gas pipelines carried out in accordance with an Early Works Environmental Management Plan (EWEMP) endorsed by the ER and approved by the Planning Secretary
- **Minor temporary road work:** Installation of a temporary roundabout west of the M12 airport access road to facilitate construction access for M12 West construction contractor and the Western Sydney International Airport. This work will be carried out in accordance with an Early Works Environmental Management Plan (EWEMP) endorsed by the ER and approved by the Planning Secretary
- **Establishment of ancillary facilities:** carried out in accordance with a site establishment management plan approved by the Planning Secretary
- **Demolition:** of acquired residential houses, structures and sheds.

#### Major construction activity:

- **Compound operation**– out of hours deliveries, dust, noise, consultation about boundary screening with communities as required by NSW CoA A21, education of community about access routes, hours of work and person to contact for information.

- **Specific activities** – prompted by the construction of the M12 Motorway, for example removal and/or relocation of farm infrastructure near the construction footprint, such as dewatering and filling in of farm dams, fencing and internal roads.
- **Start of construction** – delivery of equipment and associated traffic impacts, establishment of environmental controls, removal of soil, vegetation and establishment of haulage routes used by vehicles carrying out this work.
- **Major construction** – including earthworks, piling and rigging, new road and intersection work, bridge and viaduct construction, drainage, pavements and finishing work.

## 3.2 Cumulative impacts

The multitude of other projects in the area including The Northern Road upgrade, the Western Sydney International Airport, work associated with the Aerotropolis, Sydney Metro – Western Sydney Airport and other residential and retail developments may lead to construction and consultation fatigue for the local community.

Interagency communication between government departments undertaking work in the area is required to manage the cumulative impacts of the extensive work that will be happening in the area with the aim of combining messages when possible and minimising impacts to the local community.

### 3.2.1 Early works and construction

To many people in the community there is no distinction between ‘early work’ and ‘construction work’. Although disruptions are generally fewer with early work, the arrival of notifications, construction vehicles, traffic control and general construction activity can trigger construction fatigue particularly in communities where major construction for other projects has been underway for some time. This will be the case particularly in the M12 West package where both WSIA and The Northern Road have been in construction for a number of years.

Therefore, it is imperative that knowledge and information sharing with other nearby existing construction projects in the area begins early and remains consistent throughout the early work and construction phases. Impacts the local community might already be experiencing may lead to cumulative impacts being exacerbated and construction fatigue when construction of the M12 Motorway commences.

M12 Motorway has joined the Sydney Metro – Western Sydney Airport Communication Interface Coordination Group, a group of communications specialists whose goal it is to ensure the major projects working in the area coordinate messages and work if possible to manage and plan for cumulative impacts that are likely to be sensitive to the community during the construction phase.

Coordination of work will include but not be limited to out of hours work where the scheduling of night work must allow for respite, as required by NSW CoA E37, NSW CoA E45, NSW CoA E47 and REMM CU01.

### 3.2.2 Operation phase

Initial possible issues during operation include access, queuing, operational noise levels being different to those predicted. There could also be concern that property treatments and

property adjustment work is unsatisfactory. Monitoring of operational noise impacts will be carried out within 12 months of operation commencement in accordance with NSW CoA E58. An operational noise compliance report will be prepared to document the results of the monitoring and any additional noise mitigation measures required.

## 4. Community relations for project

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### 4.1 Community relations protocols

Transport for NSW's Communication and Stakeholder Engagement Manager (C&SE Manager) has primary responsibility for the overall management and coordination of community information and involvement for the project.

All community contacts are to be managed by the project Community Relations Team. All team members who come into contact with the community and stakeholders are to report contact to the Community Relations Team within two hours of the contact being made.

The Transport for NSW C&SE Manager is the designated complaints handling and community contact management representative for the project.

#### 4.1.2 Approvals for project communication collateral

The contractor's Project Engagement Team will provide TfNSW with 20 business days to comment on draft versions of any public communication including, but not limited to, advertisements, content for media releases, project communication collateral or public displays.

A guide below has been compiled to assist in determining the need to issue a notification to inform or consult with the community about project work:

- Low risk activities will impact a small number of residents for less than three days/nights
- Medium risk activities will impact a larger group, including residents and the travelling community, for over three days/nights.
- High risk activities are where there will be a high impact on a single stakeholder or large number of residents and/or the travelling community for more than three consecutive nights.

All communication material for key construction work and plans must be submitted to TfNSW for approval within the required timeframes as detailed in the respective contract documents for the contractor of each respective package of work.

#### 4.1.3 Inquiries from MPs and Councillors

All inquiries from elected representatives will be forwarded to the TfNSW's C&SE Manager. An acknowledgement will be sent by the Project Engagement Team to the representative to inform them their inquiry has been forwarded to the appropriate team member for response.

#### 4.1.4 Media inquiries and events

Media inquiries are to be immediately referred to TfNSW's C&SE Manager to refer to TfNSW's Media Unit. Project staff and contractors are not authorised to comment to the media.

The TfNSW media team will lead and manage any media events or press conferences as needed. TfNSW expects the full cooperation of contractors if the requirement to host a media event arises. This includes the supply of plant and equipment as a 'backdrop' and the facilitation of inductions, planning and event logistics as outlined in contract documents and

safe access to areas of the site as required by any members in attendance of the media event.

#### 4.1.5 Branding

All project collateral produced by the contractors on behalf of the project will be produced in line with the most recent guidelines as listed in this document:

- NSW Government Brand guidelines
- TfNSW Editorial Style guidelines
- TfNSW Stakeholder Engagement Toolkit templates.

#### 4.1.6 Communication approach

The communication approach must consider how to communicate with:

- Informed and previously impacted residents and businesses who are experiencing construction fatigue
- Businesses and residents directly or indirectly impacted by the project including construction and operation
- Landowners who were partially acquired due to the project and still reside near the project corridor and are resentful of the acquisition process and the project overall
- Stakeholders not in the immediate project area, including but not limited to, tourists, daily commuters, cyclers, freight industry and the wider road network
- Other sensitive receivers including, but not limited to, shift-workers, hotels, childcare facilities, aged care facilities, places of worship, schools and libraries.

Key messages related to the communication approach include:

The Australian and NSW Governments have funded the construction of the M12 Motorway between The Northern Road at Luddenham to the M7 Motorway at Cecil Hills as part of the Western Sydney Infrastructure Plan to improve safety, increase road capacity and reduce travel times and congestion in the future

- NSW planning approval was received on 23 April 2021 and the federal approval under the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act) was received 3 June 2021.
- TfNSW is managing the delivery of the project through a number of construction contractors.
- All work will be carried out in accordance with the NSW planning approval, the federal EPBC Act approval, the Environment Protection Licence (EPL) and TfNSW's requirements
- The community and stakeholders will be kept informed via the project website, social media, email notifications, written notifications, community information sessions and meetings
- Feedback from community and stakeholders about the work, how impacts can be minimised and the content of this OCS is welcomed.



## 4.2 Community Relations team

The TfNSW C&SE Manager or authorised delegate will be available to each stage of the project from the start of low impact works and early works until eight weeks after the date of construction completion.

Each construction contractor will appoint a full time Contractor Community Relations Manager (CCRM) for the construction of their section of the project. The CCRMs for the construction contractor will ensure that TfNSW C&SE Manager is informed of all community issues, consulted on all decisions affecting the local and wider community and invited to all community information sessions and site visits.

The Contractor Community Relations team is to be comprised of senior and junior staff and need expertise in both corporate communications and marketing including social media, print publication, design, messaging and branding and community engagement including conflict resolution, mediation and outrage management.

An overview of the team's roles and responsibilities is given below:

Table 4.1: Community Relations team responsibilities

Role	Responsibility
Transport for NSW Senior Manager Corridors and M12 Motorway	<ul style="list-style-type: none"> <li>• Provide strategic advice on community relations issues, including review of this OCS</li> <li>• Risk management advice</li> <li>• Media management advice</li> <li>• Government stakeholder management</li> <li>• Advise on major milestones and openings</li> </ul>
Transport for NSW (M12 Motorway) Communication and Stakeholder Engagement Manager (C&SE Manager)	<ul style="list-style-type: none"> <li>• Overall management and coordination of community information and involvement including: <ul style="list-style-type: none"> <li>- All community, issues management and stakeholder relations</li> <li>- Communication activities such as notifications, community updates and community forums as detailed in the construction contract documents, the environmental assessment documents detailed in NSW CoA A1 and this OCS.</li> </ul> </li> <li>• Strategically approach communications for the project within corporate guidelines established by Transport for NSW for construction projects (including the Transport for NSW Editorial Style Guide (August 2022) and the Use of Social Media (January 2022)</li> <li>• Develop positive working relationships between Transport for NSW and the CCRM to achieve the goals and objectives of this OCS</li> <li>• Establish multiple points of contact for the community in proximity to construction activities, appropriate community display material, information panels, information leaflets, access to technical reports, complaints handling and website access</li> <li>• Establish mobile display unit(s) for conducting community information sessions as required</li> </ul>

Role	Responsibility
	<ul style="list-style-type: none"> <li>• Manage the provision of information on the project website in accordance with the Conditions of Approval and Transport for NSW requirements</li> <li>• Arrange for the transition and ongoing operation of the 24 hour 1800 telephone number for the construction period, including after hour's answering service</li> <li>• Manage the cloud based Consultation Manager database for use by the community relations team</li> <li>• Implement an appropriate auditing system for all project communication activities and systems</li> <li>• Process all media notifications through TfNSW approval procedures in a timely manner</li> <li>• Co-ordinate preparation of all graphical and electronic community display material including display panels, community updates, letter box handouts and electronic community display materials</li> <li>• Establish distribution systems for community information</li> <li>• Ensure community notifications are prepared and issued with accurate information and with all environmental approvals in place</li> <li>• Develop potential opportunities to increase the profile of the project within requirements</li> <li>• Act in accordance with the Transport for NSW communication policy and procedures</li> <li>• Identify milestones and opportunities for promotion of the project in media</li> <li>• Keep up-to-date records on current landowner discussions with members of the contractor's staff.</li> <li>• Responsible for complaints management, recording and escalation process</li> <li>• Responsible for overall tracking of Business Risk Register in conjunction with CCRM</li> <li>• Responsible for liaison with the ER on matters of community – especially complaints and escalation process, in conjunction with the Senior Environment Officer or their delegate.</li> </ul> <p><b>Community:</b></p> <ul style="list-style-type: none"> <li>• Facilitate effective and proactive communication about the project and its benefits to the community and other stakeholders</li> <li>• Prepare and maintain accurate records on community relations issues</li> <li>• Prepare and assess for emerging issues and identify proactive solutions</li> <li>• Analyse, investigate and follow up queries and issues referred by the community relations team to specified timeframes, as appropriate, developing action plans, monitoring progress and outcomes</li> <li>• Ensure the TfNSW project team are aware of issues as they arise and are involved in finding solutions to these issues</li> </ul>

Role	Responsibility
	<ul style="list-style-type: none"> <li>• Report key findings/status/trends on a monthly basis evaluating the root cause of complaints across the projects to reduce or prevent recurrence of disturbance to the community</li> <li>• Coordinate and develop appropriate communication tools to convey project key messages honestly and in the most effective way for the target audience(s)</li> <li>• Develop the promotion of potential educational/training opportunities to tertiary and secondary students to learn about the project</li> <li>• Deliver on promises when made and negotiate if circumstances change</li> <li>• Have up-to-date information on planned traffic arrangements, including any temporary traffic switches, detours and planned construction activities.</li> </ul> <p><b>Stakeholders:</b></p> <ul style="list-style-type: none"> <li>• Build and maintain productive external relationships to engage stakeholders and enable long term outcomes for TfNSW.</li> <li>• Oversee the development of a communication program to develop strong positive external stakeholder relationships during project delivery.</li> <li>• Create and maintain strong and effective relationships with project teams, clients, consultants, and other key stakeholders, as required.</li> <li>• Coordinate the development and implementation of a regular program of stakeholder contacts/liaison meetings on issues that are relevant to the needs of the contractor to build a perception of trust, honesty and reliability through action.</li> <li>• Ensure proper note taking and recording of all liaison meetings for community activities.</li> <li>• Ensure the development and delivery of a systematic and user friendly complaints management system, which effectively deals with complaints.</li> <li>• Implement an appropriate audit system for complaints handling procedures.</li> </ul> <p>The C&amp;SE Manager will work closely with construction contractor's community relations team, especially on communicating about:</p> <ul style="list-style-type: none"> <li>• Planned traffic arrangements, including any temporary traffic switches</li> <li>• Planned construction activities</li> <li>• Current landowner discussions</li> <li>• Implementing an appropriate audit system for complaints handling procedures</li> </ul>
Contractor Community Relations Managers	<p>Be an active participant of the construction team:</p> <ul style="list-style-type: none"> <li>• Undertake all activities in a cooperative and informative manner with TfNSW representatives to ensure delivery of an integrated community engagement strategy</li> </ul>

Role	Responsibility
	<ul style="list-style-type: none"> <li>Respond to community enquiries and complaints about the project as per the CMS utilising the agreed system and ensure the system is monitored and updated</li> <li>Proactive engagement with members of the community impacted by the project to build positive working relationships</li> <li>Timely escalation of potential stakeholder issues to the TfNSW C&amp;SE Manager</li> <li>Draft notifications and project manage flow through the approvals process including liaison with construction staff, TfNSW and designers</li> <li>Prepare notifications to the community of project activities.</li> <li>Ensure the 24 hour toll-free information line is managed and calls are answered at all times.</li> <li>Coordinate production of information for the web site with internal stakeholders and designer, including gaining internal and external approvals.</li> <li>Assist with coordination of community updates.</li> <li>Organise, manage and attend community displays as required to update local communities about the project.</li> <li>Proof read media and internal documents before publication.</li> </ul> <p><b>Plan and project manage community events:</b></p> <ul style="list-style-type: none"> <li>Promote project's involvement in community events internally and externally</li> <li>Draft editorials and advertisements for the local media for TfNSW approval (no direct media contact) if required</li> <li>Research opportunities for sponsorship of local interests</li> <li>Host external stakeholders and community groups visiting the project, as approved by TfNSW</li> <li>Record and photograph key events and interesting on site activities to use as potential social media content, to be submitted to TfNSW</li> <li>Attend community events and support displays on behalf of project</li> <li>Develop materials and participate in a program of toolbox meetings</li> <li>Maintain and update the Business Risk Register for the area under the control of the CCRM and liaise with C&amp;SE Manager to ensure the overall Risk Register is kept up to date</li> <li>Report complaints to the TfNSW C&amp;SE Manager as set out in the Complaints Management System.</li> </ul> <p>Maintain the existing M12 Motorway Consultation Manager database to:</p> <ul style="list-style-type: none"> <li>Maintain records of all community interactions including events, meetings, alternative accommodation bookings, emails and phone calls with community members</li> </ul>

Role	Responsibility
	<ul style="list-style-type: none"> <li>Utilise features such as mass email and SMS functionality to communicate weekly traffic updates.</li> </ul>

#### 4.2.1 The role of the Independent Environmental Representative (ER)

While the ER is independent of the construction community relations team and TfNSW, the ER is available to the team to assist in the resolution of complaints where required by the Secretary to do so (NSW CoA A34(g)). The ER may also recommend improvements to work practices to avoid or minimise adverse impacts to the environment and community (NSW CoA A34(c)).

The ER will receive all community notifications for information (Section 5.4).

The ER will be involved as appropriate as per the complaint escalation process in cases where complaints and resident issues have been escalated and cannot be resolved or where they have been requested to intervene by the Secretary. See Chapter 9 and Figure 9.1.

#### 4.2.2 The role of other independent expert appointments

The M12 Motorway NSW CoA require a number of independent expert appointments in addition to the Environmental Representative.

In accordance with NSW CoA E17 and NSW CoA E24, TfNSW would engage a suitably qualified and independent person in the event TfNSW and landowners cannot agree on measures to mitigate adverse impacts from flood afflux above the nominated project criteria or from stormwater runoff reduction to farm dams in primary production land use zones.

An independent and experienced noise specialist is required under NSW CoA E50 to verify the validity of the operational noise modelling, operational noise review and operational noise compliance report for the project. The operational noise modelling and review identifies the sensitive receivers that qualify for at-property noise treatments based on the final detailed design of the project.

A number of independent and qualified practitioners are required to be part of a design review panel for the project under NSW CoA E68. The practitioners will cover fields of expertise including public art, Aboriginal cultural heritage, non-Aboriginal cultural heritage, landscape architecture and active transport. The advice and recommendations from the independent experts has been addressed in the Place, Design and Landscape Plan for the project, which was placed on public exhibition for community feedback in November 2021 and March 2025.

NSW CoA E80 requires that where the viability of existing agricultural operations will be impacted by the project, a suitably qualified and experienced independent agricultural expert must be engaged (at the request of the landowner) to assist in identifying management measures to address the impacts.

In addition to requirements under the NSW CoA, TfNSW may also engage an independent mediator or the TfNSW Customer and Information Services as part of an escalation process to resolve community complaints if required. This process is described further in Section 9.4.

### **4.3 Liaison between community relations teams**

The TfNSW C&SE Manager and CCRM's will meet on a regular basis to share information about construction, community members, complaints and other matters relevant to the roles.

The roles and responsibilities of the CCRM's are included in the individual contracts for the different stages of the project.

As noted in the EIS, regular consultation will be carried out with nearby/ adjoining projects and key stakeholders during the construction phase to review potential cumulative impacts and integrate designs and construction methodologies (including traffic impacts and noise management), as far as practicable to minimise cumulative impacts.

Measures to manage construction traffic interfaces and access arrangements will be put in place with Western Sydney International Airport and Sydney Metro – Western Sydney Airport.

Consultation will also be carried out with the operators of the M7 Motorway to develop measures to manage the potential impacts of construction within the operating M7 Motorway corridor (TfNSW REMM TT04).

The regularity of such interface meetings is required to be carried out no less than once each quarter, more frequently as required. These meetings must be attended by relevant community and stakeholder engagement representatives from nearby projects. Invitations would also be extended to local council.

#### **4.3.1 Community relations team contact details**

The TfNSW C&SE Manager will be based in a location convenient to the project.

CCRM's will be located at the construction ancillary facilities relative to each construction package.

A toll-free information line has been established for the project which is linked to each project section via an option selection process when the caller dials in eg. 'Press 1 for West, 2 for Central, 3 for East. Each option will connect to a representative from the project team at all times. This toll-free line operates on 24-hour, seven days a week while the project is in major construction.

A second toll-free information number has been established for construction completed under the M7-M12 Integration project. This number will directly connect the caller to a representative from the project team.

The community will be continually advised of these 1800 numbers via the project website, community information materials and advertising in local media.

#### **4.3.2 Internal communications**

The effectiveness of the OCS relies on the inclusion and support of the wider project team. In particular, close relationships between the community relations team and design, construction, traffic management and environmental teams is vital. This will enable the community relations team to:

- Keep up-to-date with construction progress and proposed activities

- Be a part of the decision-making process about construction, especially where it impacts on community and stakeholders, in order to minimise these impacts
- Identify potential issues and impacts and plan proactive community relations and communication activities
- Prepare accurate information for the stakeholders
- Provide advance notice to stakeholders/communities and plan one on one consultation
- Develop clear two-way communication with all staff
- Train and promote community relations principles – increase general awareness and gain support
- Provide feedback to the team on the outcomes of the OCS and incorporate feedback into project plans as appropriate.

Cross-discipline relationships will be achieved through the participation of community relations personnel in both formal and informal project team meetings, involving discussion of:

- Upcoming construction activities
- Current and/or potential community impacts and/or issues
- Proposed management and mitigation of community impacts/issues
- Any potential marketing opportunities which will allow the project to be positively positioned.

One of the main avenues for conveying issues to construction personnel in a timely manner is through toolbox meetings. Toolbox talks will be scheduled on a regular basis, but no less than once per month for each work section or group.

In addition to covering all topics in relation to safety and environmental management, toolbox talks may cover stakeholder and community relations concerns and considerations, when they relate to safety and/or environmental management at particular work sites.

#### **4.3.3 Community relations awareness training**

As ambassadors for the project, all construction personnel and subcontractors working on the project from both the client and contractor side are required to undertake compulsory induction training, which includes community relations awareness. This will be part of the site project induction and additional reminder toolboxes will be carried out every six months.

Key elements of the induction training include:

- Outline of community involvement behaviours and obligations
- Site specific stakeholder concerns and levels of interaction
- Free call community contact telephone line
- Community enquiry and complaints management system
- Interface with the public and media (no comment to media)
- Issues management procedures.

The training will ensure that all of the TfNSW and construction personnel involved in the work are:

- Trained on how to respond to community queries
- Aware of and abide by the requirements for the release of information detailed in the Conditions of Approval and as required by TfNSW
- Advised on the identity of the community within which they are working.

The records of personnel training and induction in community obligations will be provided within construction contractor monthly progress reports.



## 5. Stakeholders and community overview

TfNSW have carried out extensive consultation with key stakeholders on the preferred design, during refinement of the design and the environmental impact assessment, to understand and address community concerns and questions. Consultation will continue throughout the early and low impact work, construction and finalisation stages of the project.

TfNSW recognises the diverse consultation and information needs of the community and stakeholders and commits to a robust plan of consultation which will be inclusive and participative in nature.

The list of stakeholders in Table 5.1 builds on information contained in the EIS and the AR.

Table 5-1: Key stakeholders and communications proposed

Stakeholder Group	Stakeholder	Level of influence	Issues/potential issues	Communication proposed
Federal Government	<ul style="list-style-type: none"> <li>Prime Minister</li> <li>Federal Minister for Infrastructure, Transport, Regional Development and Local Government</li> <li>Federal Member for Lindsay</li> <li>Federal Member for McMahon</li> <li>Federal Member for Werriwa</li> <li>Federal Member for Hume</li> <li>Department of Infrastructure, Transport, Regional Development, Communications and the Arts</li> <li>Department of Climate Change, Energy, The Environment and Water</li> </ul>	<ul style="list-style-type: none"> <li>High</li> </ul>	<ul style="list-style-type: none"> <li>Transport planning</li> <li>Airport related issues and developments</li> <li>Timing of construction with reference to new airport</li> <li>Housing and jobs growth</li> <li>Infrastructure planning</li> <li>Environmental considerations and protection of matters of national environmental significance</li> <li>Communication and stakeholder engagement</li> <li>Changes to project scope post EPBC approval</li> </ul>	<ul style="list-style-type: none"> <li>Media and key milestone events</li> <li>Correspondence (letter/email)</li> <li>Meetings</li> <li>Briefings</li> <li>Mailing list for all communications items (including Community Updates)</li> <li>Community information events</li> <li>Consultation with DAWE on Biodiversity matters as required by NSW CoA</li> </ul>
State Government	<ul style="list-style-type: none"> <li>Department of Premier and Cabinet (including Heritage NSW)</li> <li>Minister for Roads</li> <li>Minister for Transport</li> <li>Minister for Regional Transport and Roads</li> <li>Minister for Planning</li> <li>Minister for Western Sydney</li> </ul>	<ul style="list-style-type: none"> <li>High</li> </ul>	<ul style="list-style-type: none"> <li>Transport planning</li> <li>Housing and jobs growth</li> <li>Infrastructure planning</li> <li>Environmental considerations and protection</li> <li>Airport related issues and developments</li> </ul>	<ul style="list-style-type: none"> <li>Correspondence (letter/email)</li> <li>Meetings</li> <li>Mailing list for all communications items (including Community Updates)</li> </ul>

Stakeholder Group	Stakeholder	Level of influence	Issues/potential issues	Communication proposed
	<ul style="list-style-type: none"> <li>Minister for Environment and Heritage</li> <li>State Member for Badgerys Creek</li> <li>State Member for Camden</li> <li>State Member for Penrith</li> <li>State Member for Liverpool</li> <li>NSW Department of Planning, Industry and Environment</li> <li>Sydney Catchment Authority</li> <li>Infrastructure NSW</li> <li>NSW Department of Planning, Housing and Infrastructure including: <ul style="list-style-type: none"> <li>Planning and assessment</li> <li>Compliance</li> <li>Environment and Heritage</li> <li>Place, Design and Public Spaces</li> </ul> </li> <li>WaterNSW Environment Protection Authority</li> <li>NSW Department of Primary Industries (Fisheries)</li> <li>NSW Treasury</li> <li>Western Parkland City Authority</li> <li>Western Sydney Parklands Trust (WSPT)</li> <li>Sydney Buses</li> <li>Sydney Water</li> <li>WaterNSW</li> </ul>		<ul style="list-style-type: none"> <li>Communications and stakeholder engagement</li> <li>Changes to scope post planning approval</li> <li>Impacts on other projects in the area</li> <li>Provide feedback on plans required for the delivery of the infrastructure.</li> </ul>	<ul style="list-style-type: none"> <li>Community Information events (either in attendance with other agency or providing collateral for them to distribute)</li> <li>Consultation about documents and monitoring programs as required under NSW CoA A5</li> <li>Consultation with relevant stakeholders in regards to reuse of timber in accordance with NSW CoA E15</li> <li>Provide flood information to relevant stakeholders based on work as executed in accordance with NSW CoA E20</li> <li>Consultation with WSPT regarding property adjustments and their relocation of the Wylde Mountain Bike Trail</li> </ul>
Councils directly impacted	<ul style="list-style-type: none"> <li>Liverpool City Council</li> <li>Penrith City Council</li> <li>Fairfield City Council</li> </ul>	<ul style="list-style-type: none"> <li>High</li> </ul>	<ul style="list-style-type: none"> <li>Staging</li> <li>Delivery of infrastructure when needed</li> <li>Maintenance of infrastructure including local roads</li> <li>Consultation prior to start of vegetation clearing</li> <li>Environmental impacts</li> <li>Landscaping and maintenance</li> </ul>	<ul style="list-style-type: none"> <li>One-on-one briefings</li> <li>Consultation about design</li> <li>Consultation about Place, Design and Landscape Plan</li> <li>Consultation and feedback on documents and monitoring programs as required under NSW CoA A5</li> <li>Regularly scheduled meetings</li> </ul>

Stakeholder Group	Stakeholder	Level of influence	Issues/potential issues	Communication proposed
			<ul style="list-style-type: none"> <li>• Provide feedback on plans required for the delivery of the infrastructure</li> <li>• Potential flooding impacts, changes to waterways</li> </ul>	<ul style="list-style-type: none"> <li>• Liaison during construction by TfNSW</li> <li>• Liaison during construction by construction contractors</li> <li>• Consultation in regards to reuse of timber in accordance with NSW CoA E15</li> <li>• Provide flood information based on work as executed in accordance with NSW CoA E20</li> </ul>
Other Councils	<ul style="list-style-type: none"> <li>• Blacktown Council</li> <li>• Campbelltown Council</li> <li>• Camden Council</li> <li>• Wollondilly Council</li> <li>• Western Sydney Regional Organisation of Councils (WSROC).</li> </ul>	<ul style="list-style-type: none"> <li>• Low</li> </ul>	<ul style="list-style-type: none"> <li>• Transport planning</li> <li>• Housing and jobs growth</li> <li>• Infrastructure planning</li> <li>• Environmental considerations and protection</li> <li>• Communication and stakeholder engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Correspondence (letter/email)</li> <li>• Mailing list for all communications items (including Community Updates)</li> <li>• Community Information events</li> <li>• Mailing list for all communications items (including Community Updates)</li> </ul>
Government partners	<ul style="list-style-type: none"> <li>• Australian Government - Department of Infrastructure, Transport, Regional Development, Communications and the Arts (Infrastructure Investment and Western Sydney units)</li> <li>• Western City Deal</li> <li>• Greater Sydney Commission</li> <li>• Western Parkland City Authority</li> </ul>	<ul style="list-style-type: none"> <li>• High</li> </ul>	<ul style="list-style-type: none"> <li>• Transport planning</li> <li>• Housing and jobs growth</li> <li>• Infrastructure planning</li> <li>• Environmental considerations and protection</li> <li>• Communication and stakeholder engagement</li> <li>• Funding and use of funds</li> </ul>	<ul style="list-style-type: none"> <li>• Letters</li> <li>• Meetings</li> <li>• Mailing list for all communications items (including Community Updates)</li> <li>• Community information events (either in attendance with other agency or providing collateral for them to distribute)</li> </ul>
Directly impacted government landowners	<ul style="list-style-type: none"> <li>• Western Sydney Parklands Trust</li> <li>• WSACo</li> </ul>	<ul style="list-style-type: none"> <li>• High</li> </ul>	<ul style="list-style-type: none"> <li>• Work is on their land</li> <li>• Leases of land</li> <li>• Urban design</li> <li>• Access</li> <li>• Handover of road to facilitate airport construction</li> </ul>	<ul style="list-style-type: none"> <li>• Regular meetings</li> <li>• Protocols organised for access and work</li> <li>• Access in and out maintained</li> <li>• Consultation about UDLP</li> </ul>

Stakeholder Group	Stakeholder	Level of influence	Issues/potential issues	Communication proposed
CALD and NESB communities	<ul style="list-style-type: none"> <li>• Sydney Community Services operating in the M12 corridor</li> <li>• CALD Community groups including: CoAsIt, Australian Chinese Community Association, Liverpool and Fairfield Councils CALD outreach services</li> </ul>	<ul style="list-style-type: none"> <li>• Low</li> </ul>	<ul style="list-style-type: none"> <li>• Communication challenges in terms of printed information not being translated into language other than English</li> <li>• Difficulties communicating project information</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting with Liverpool and Fairfield councils</li> <li>• Translation information and details for translation services included on all project notifications and publications</li> <li>• M12 digital portal is linked to Google Translate to facilitate improved communication</li> <li>• Consider the use of translators during any one on one discussions with owners</li> </ul>
Emergency services	<ul style="list-style-type: none"> <li>• Fire and Rescue NSW</li> <li>• NSW Rural Fire Service</li> <li>• NSW Police</li> <li>• State Emergency Service</li> <li>• NSW Ambulance Service</li> </ul>	<ul style="list-style-type: none"> <li>• Medium</li> </ul>	<ul style="list-style-type: none"> <li>• Emergency and incident response</li> <li>• Crime and safety</li> <li>• Provide feedback on plans required for the delivery of the infrastructure</li> <li>• Traffic management and road closures</li> </ul>	<ul style="list-style-type: none"> <li>• Letters</li> <li>• Mailing list for all communication items (including Community Updates)</li> <li>• Consultation about plans as required</li> </ul>
Utilities	<ul style="list-style-type: none"> <li>• Telstra Corporation Limited</li> <li>• Optus</li> <li>• Jemena Gas</li> <li>• Australian Power &amp; Gas</li> <li>• TransGrid Energy</li> <li>• Endeavour Energy</li> <li>• NBN Co (National Broadband)</li> <li>• Optus (Telecommunications)</li> <li>• PIPE Networks (Telecommunications)</li> </ul>	<ul style="list-style-type: none"> <li>• Low</li> </ul>	<ul style="list-style-type: none"> <li>• Utility infrastructure planning</li> <li>• Consultation and engagement during the construction</li> <li>• Provide feedback on plans required for the delivery of the infrastructure</li> <li>• Impacts to assets and disruption to services as a result of design and construction</li> </ul>	<ul style="list-style-type: none"> <li>• Letters</li> <li>• Meetings</li> <li>• Mailing list for all communication items (including Community Updates)</li> <li>• Consultation about plans as required</li> <li>• Negotiation in regard to requirements for diversion, protection and/or support of assets and consultation about minimising service disruption in accordance with NSW CoA E75.</li> </ul>

Stakeholder Group	Stakeholder	Level of influence	Issues/potential issues	Communication proposed
Sydney Water	<ul style="list-style-type: none"> <li>Sydney Water</li> <li>Water NSW</li> </ul>	<ul style="list-style-type: none"> <li>High</li> </ul>	<ul style="list-style-type: none"> <li>Sydney Water undertaking the work on behalf of TfNSW</li> <li>Provide feedback on plans required for the delivery of the infrastructure</li> <li>Impacts to assets and disruption to services as a result of design and construction</li> </ul>	<ul style="list-style-type: none"> <li>Agreed protocol of communications with Sydney Water including complaint management, media management.</li> <li>Regular ongoing meetings to share information and manage and plan for emerging issues</li> </ul>
Potentially impacted local residents / property owners	Business and individuals located within a 500m radius of the work areas or are otherwise identified to be impacted eg impact to access, dams, livestock, property adjustments, noise/vibration, traffic delays or detours or night work	<ul style="list-style-type: none"> <li>High</li> </ul>	<ul style="list-style-type: none"> <li>Property acquisition finalisation</li> <li>Property adjustments</li> <li>Impacts on property infrastructure including dams, services and flooding</li> <li>Consultation and engagement during construction especially those properties where temporary leases are being taken</li> <li>Consultation about the Urban, Design and Landscape Plan</li> <li>Information about out of hours work and impacts</li> <li>Risk of vibratory activities exceeding the screening criteria for cosmetic damage to properties</li> <li>Construction related impact including noise, vibration, dust and access</li> </ul>	<ul style="list-style-type: none"> <li>Letters</li> <li>Property condition surveys</li> <li>Property adjustment plans</li> <li>Community information events</li> <li>Door knocking</li> <li>Press advertisements</li> <li>Meetings</li> <li>Community updates</li> <li>Project website</li> <li>Facebook page</li> <li>Project information line and email</li> <li>Community displays</li> <li>Community feedback mechanisms including feedback forms and surveys</li> <li>Consultation about plans as required under NSW CoA A5</li> <li>Consultation regarding boundary screening at ancillary facilities (if required) under NSW CoA A21</li> <li>Agreement with affected landowners regarding flood levels and mitigation measures where afflux criteria outlined in NSW CoA E17 cannot be met by the project.</li> </ul>

Stakeholder Group	Stakeholder	Level of influence	Issues/potential issues	Communication proposed
				<ul style="list-style-type: none"> <li>• Consultation regarding stormwater runoff impact on farm dams as required under NSW CoA E24</li> <li>• Notifications regarding out of hours work in accordance with NSW CoA E37</li> <li>• Consultation with owners and occupiers at risk of cosmetic damage prior to work commencing as required under CoA E41. This will include providing a schedule of potential exceedances on a monthly basis for the duration of the exceedances unless otherwise agreed with the owners/occupiers.</li> </ul>
Potentially impacted businesses	<ul style="list-style-type: none"> <li>• Austcorp Pty Ltd</li> <li>• Brandown Pty Ltd</li> <li>• Damjanovic Holdings Pty Ltd</li> <li>• Luddenham Raceway (LPG Holdings)</li> <li>• International Shooting Centre</li> <li>• Hi-Quality Group</li> <li>• Kemps Creek Sporting and Bowling Club</li> <li>• Suez Australia</li> <li>• ATPT Pty Ltd</li> <li>• DNH Super Pty Ltd</li> <li>• Muhammadi Welfare Assoc</li> <li>• Kadjil Pty Ltd</li> <li>• Cosbea Pty Ltd</li> <li>• Homebush Management Pty Ltd</li> <li>• Imam Ali Ltd</li> <li>• Madfouni Fut Pty Ltd</li> <li>• KWC Capital</li> <li>• Ozsource</li> <li>• Anric</li> </ul>	<ul style="list-style-type: none"> <li>• High</li> </ul>	<ul style="list-style-type: none"> <li>• Property acquisition</li> <li>• Business impacts during construction and operation especially loss of business</li> <li>• Signage and access during construction</li> <li>• Consultation and engagement during construction</li> <li>• Wayfinding signage and business activation after completion of construction</li> <li>• Information about Out of Hours Work and impacts</li> </ul>	<ul style="list-style-type: none"> <li>• Letters</li> <li>• Business impact risk register</li> <li>• One-on-one liaison</li> <li>• Business activation</li> <li>• Community information events</li> <li>• Community displays</li> <li>• Door knocking</li> <li>• Press advertisements</li> <li>• Meetings</li> <li>• Community update newsletters</li> <li>• Project website</li> <li>• M12 West and Central Project information line (1800 517 155), email <a href="mailto:m12motorway@transport.nsw.gov.au">m12motorway@transport.nsw.gov.au</a></li> <li>• M12 East project information line 1800 712 712</li> </ul>

Stakeholder Group	Stakeholder	Level of influence	Issues/potential issues	Communication proposed
	<ul style="list-style-type: none"> <li>Water NSW</li> <li>Sydney Water</li> </ul>			<p>info@M7M12integrationproject.com.au</p> <ul style="list-style-type: none"> <li>Consultation about plans as required under NSW CoA A5</li> <li>Consultation regarding boundary screening at ancillary facilities (if required) under NSW CoA A21</li> <li>Notifications regarding out of hours work in accordance with NSW CoA E37</li> <li>Consultation regarding appropriate business signage where existing signs are obscured or no longer visible (REMM TT08)</li> </ul>
Indirectly affected businesses near or operating in the project area	<ul style="list-style-type: none"> <li>Western Sydney Business Chamber</li> <li>VI &amp; S Musico Transport Pty Ltd</li> <li>J and E Vella Pty Ltd</li> <li>Tom Heath Transport</li> <li>Marusic Transport Pty Ltd</li> <li>Badgerys Creek Taxis</li> <li>Ezi Drive Coaches and Mini Buses</li> <li>OmniCar Limousines</li> <li>Vibe Removals and Taxi Trucks</li> <li>Vic's Maxi Transport</li> <li>Busways, Interline and Transit Systems</li> <li>NSW Business Chamber</li> <li>NSW Taxi Council</li> </ul>	<ul style="list-style-type: none"> <li>High</li> </ul>	<ul style="list-style-type: none"> <li>Construction and operational impacts</li> <li>Land/property acquisition and adjustment</li> <li>Impact on farm dams, fencing and internal roads</li> <li>Access during construction</li> </ul>	<ul style="list-style-type: none"> <li>Community updates</li> <li>Letters</li> <li>Project web page</li> <li>One-on-one liaison</li> <li>Business activation</li> <li>Project information line (M12 West and Central - 1800 517 155, M12 East – 1800 712 712)</li> <li>Community information events</li> <li>Community displays</li> <li>Press advertisements</li> </ul>

Stakeholder Group	Stakeholder	Level of influence	Issues/potential issues	Communication proposed
Local community groups <ul style="list-style-type: none"> <li>• Action groups</li> <li>• Environmental and heritage groups</li> <li>• Sporting groups</li> <li>• Special interest groups</li> </ul>	<ul style="list-style-type: none"> <li>• Western Sydney Business Connection</li> <li>• NSW Business Chamber, Western Sydney</li> <li>• Bicycle NSW</li> <li>• Camwest</li> <li>• Pedestrian Council of Australia</li> <li>• Western Sydney Cycling Network</li> <li>• Unions NSW</li> <li>• Stop the Orbital and Rail Corridor (STORC)</li> <li>• Cecil Hills residents</li> <li>• CPRAG</li> <li>• Kemps Creek Cougars Baseball Club</li> </ul>	<ul style="list-style-type: none"> <li>• Medium</li> </ul>	<ul style="list-style-type: none"> <li>• Construction and operational impacts</li> <li>• Consultation and engagement during the construction</li> <li>• Consultation prior to start of vegetation clearing</li> <li>• Environmental impact and conservation</li> <li>• Disruptions to existing facilities</li> <li>• Impact on heritage</li> </ul>	<ul style="list-style-type: none"> <li>• Letters</li> <li>• Site visits to obtain information prior to land clearing</li> <li>• Community Information events</li> <li>• Door knocking</li> <li>• Press advertisements</li> <li>• Meetings</li> <li>• Community Updates</li> <li>• Project website</li> <li>• Project information line (M12 West and Central - 1800 517 155; M12 East – 1800 712 712)</li> <li>• Consultation about plans as required under NSW COA</li> </ul>
Vulnerable communities	<ul style="list-style-type: none"> <li>• Mobility, hearing or sight impaired, digitally impaired</li> </ul>	<ul style="list-style-type: none"> <li>• Low</li> </ul>	<ul style="list-style-type: none"> <li>• Difficulties communicating project information</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure all documents uploaded to the project website are web accessible as per TfNSW web publishing guidelines.</li> <li>• Offer alternatives to face to face information sessions for those who prefer online community</li> <li>• Ensure face to face sessions are held in locations which cater for mobility impaired communities</li> </ul>
Media	<ul style="list-style-type: none"> <li>• Local news outlets including Penrith Press. Western Weekender, Liverpool and Fairfield Champion</li> <li>• Sydney Morning Herald</li> <li>• The Daily Telegraph</li> <li>• WOW FM 100.7 Local Penrith Community Radio</li> <li>• SBS Radio</li> <li>• All metropolitan radio stations</li> </ul>	<ul style="list-style-type: none"> <li>• High</li> </ul>	<ul style="list-style-type: none"> <li>• Community and local area impacts</li> <li>• Resident property impacts</li> <li>• Disruptions to traffic and other facilities</li> <li>• Project milestones and achievements</li> </ul>	<ul style="list-style-type: none"> <li>• Media releases</li> <li>• Media and photo opportunities</li> <li>• Social media</li> <li>• Social media influencer strategy in approvals</li> </ul>



Stakeholder Group	Stakeholder	Level of influence	Issues/potential issues	Communication proposed
	<ul style="list-style-type: none"> <li>All Sydney television stations: Channels 10, 9, 7, ABC, SBS, Foxtel</li> </ul>			
Educational facilities	<ul style="list-style-type: none"> <li>Kemps Creek Public School</li> <li>Holy Family Primary School Luddenham</li> <li>Irfan College</li> <li>Western Sydney University</li> <li>University of Sydney</li> <li>Christadelphian Heritage College</li> <li>Luddenham Public School</li> </ul>	<ul style="list-style-type: none"> <li>Medium -High</li> </ul>	<ul style="list-style-type: none"> <li>Consultation and engagement during construction to understand special needs</li> <li>Impact from noise and construction traffic</li> </ul>	<ul style="list-style-type: none"> <li>Letters</li> <li>Community Information events</li> <li>Door knocking</li> <li>Press advertisements</li> <li>Meetings</li> <li>Community Updates</li> <li>Project information line (M12 West and Central 1800 517 155; M12 East 1800 712 712)</li> <li></li> </ul>
Transport Services	<ul style="list-style-type: none"> <li>NRMA</li> <li>Australian Trucking Association</li> <li>National Road Transport Association</li> <li>Roads Australia</li> <li>Bus operators: Busways, Interline and Transit Systems</li> <li>Westlink M7 Motorway (Northwestern Roads)</li> <li>NSW Taxi Council</li> <li>Sydney Metro</li> <li>WSIA Co</li> </ul>	<ul style="list-style-type: none"> <li>Medium</li> </ul>	<ul style="list-style-type: none"> <li>Route impacts</li> <li>Consultation and engagement during construction</li> </ul>	<ul style="list-style-type: none"> <li>Letters</li> <li>Meetings</li> <li>Mailing list for all communications items (including Community Updates)</li> <li>Media alerts</li> <li>VMS</li> <li>Consultation with Westlink M7 Motorway will also be carried out with the operators of the M7 Motorway to develop measures to manage the potential impacts of construction within the operating M7 Motorway corridor (TfNSW REMM TT04).</li> </ul>
Local Aboriginal Land Councils and local Aboriginal community members	<ul style="list-style-type: none"> <li>Gandangara Land Council</li> <li>Deerubbin Land Council</li> <li>Registered Aboriginal Parties (RAP's)</li> </ul>	<ul style="list-style-type: none"> <li>High</li> </ul>	<ul style="list-style-type: none"> <li>Consultation and engagement during construction</li> <li>Aboriginal heritage salvage</li> </ul>	<ul style="list-style-type: none"> <li>Letters</li> <li>Meetings</li> <li>Mailing list for all communications items (including Community Updates)</li> </ul>

Stakeholder Group	Stakeholder	Level of influence	Issues/potential issues	Communication proposed
				<ul style="list-style-type: none"> <li>• Involve RAP's in Aboriginal salvage activities</li> <li>• Consultation undertaken as part of the Aboriginal Interpretation study</li> </ul>
Places of worship	<ul style="list-style-type: none"> <li>• St James Church of England, Luddenham</li> <li>• Uniting Church in Australia – Congregation of Luddenham</li> <li>• Muhammadi Welfare Association of Australia</li> </ul>	<ul style="list-style-type: none"> <li>• Medium</li> </ul>	<ul style="list-style-type: none"> <li>• Road safety</li> <li>• Transport</li> <li>• Construction and operational noise</li> </ul>	<ul style="list-style-type: none"> <li>• Meetings</li> <li>• Community updates</li> <li>• Letters</li> <li>• Project web page</li> <li>• Project information line (M12 West and Central 1800 517 155; M12 East 1800 712 712)</li> <li>• Door knocking</li> <li>• Community information sessions</li> <li>• Community displays</li> <li>• Press advertisements</li> </ul>
Other construction contractors delivering projects near to the M12 Project and Elizabeth Drive Connection project	<ul style="list-style-type: none"> <li>• WSIA</li> <li>• Sydney Metro</li> <li>• Elizabeth Drive upgrade</li> <li>• M7 widening (WSO Co and John Holland)</li> <li>• M7/M12 Interchange (WSO Co and John Holland)</li> </ul>	<ul style="list-style-type: none"> <li>• High</li> </ul>	<ul style="list-style-type: none"> <li>• Communication and engagement during construction</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholder meetings</li> <li>• Mailing list for all communications (including Community Updates)</li> <li>• Email communication</li> <li>• Project briefings</li> </ul>
Others	<ul style="list-style-type: none"> <li>• Developers</li> <li>• Agribusiness</li> </ul>	<ul style="list-style-type: none"> <li>• Medium</li> </ul>	<ul style="list-style-type: none"> <li>• Current and future impacts</li> <li>• Utility impacts</li> </ul>	<ul style="list-style-type: none"> <li>• Letters</li> <li>• Mailing list for all communications (including Community Updates)</li> </ul>

## 5.1 Business stakeholders

A number of businesses (Table 5-1) fall within the project area including a number of small/home based businesses.

These businesses can be grouped in the following categories:

- Agricultural including dairy, horses (including training facilities) and small market gardens
- Tree removal services
- Raceway
- Hospitality
- Recyclables and resource recovery
- Light industrial including a quarry, tubing and moulding suppliers and transportation services
- Service stations, panel beaters and mechanics.

## 6. Management strategies

The key stakeholder and community impacts during construction are identified in Table 6-1 and in Section 3. They are likely to be different for different areas depending on construction stage methods. The table below identifies potential issues and lists intended strategies to pro-actively manage and communicate these issues to affected stakeholders and the community.

Table 6-1: Potential issues, impacts and management strategies

Issue	Potential Key Impacts	Communication Management Strategies
<b>Pre-construction</b>		
Access to properties for surveys prior to construction	<ul style="list-style-type: none"> <li>Identification of property owners not possible</li> <li>Damage to property</li> <li>Access to property not provided by owners</li> <li>Contacting owners is difficult</li> <li>Cooperation from tenants</li> <li>Contact via solicitors can be restrictive and cause delays</li> </ul>	<ul style="list-style-type: none"> <li>Separate Building Condition Surveys communications procedure to be prepared</li> <li>Induction for all staff about communication requirements and protocols – include 1800 number, dealing with media, do's and don'ts</li> <li>Early ownership identification</li> <li>Risk assessment prior to starting</li> <li>Documented and signed property access agreements</li> <li>Close cooperation with property owners and clear explanation of what to expect during the surveys</li> <li>Preparation of Building Condition Surveys in accordance with NSW CoA E76 and E77</li> </ul>
Impacts on agricultural property	<ul style="list-style-type: none"> <li>Impact on livestock</li> <li>Impact on dams and water bodies</li> <li>Flooding</li> <li>Dust</li> </ul>	<ul style="list-style-type: none"> <li>Early negotiation with property owners about compensation/alternative arrangements prior to construction</li> <li>Consultation about flooding and runoff impacts including compensation in accordance with NSW CoA E17 and E24,</li> <li>Construction of infrastructure such as cattle underpasses and/or compensation in accordance with NSW CoA E40.</li> <li>Minimise intrusion as far as reasonably practicable and disruption to agricultural property/agricultural business activities and operations in accordance with NSW CoA E79</li> <li>Where the viability of existing agricultural operations will be impacted and at the request of the affected landowner, an independent agricultural expert will be engaged to assist in identifying appropriate management measures in accordance with NSW CoA E80.</li> </ul>

Issue	Potential Key Impacts	Communication Management Strategies
Design refinement	<ul style="list-style-type: none"> <li>▪ Unsatisfied property owners and community members</li> <li>▪ Design not clear</li> <li>▪ Property adjustment plans in contention</li> </ul>	<ul style="list-style-type: none"> <li>▪ Simple, easy to understand designs</li> <li>▪ Close consultation with impacted owners especially if there is change in design</li> <li>▪ Property adjustment plans to be re-signed if changes impact private properties (TFNSW REMM SLP04)</li> <li>▪ Involvement at early stage</li> </ul>
Property acquisition issues	<ul style="list-style-type: none"> <li>▪ Difficulties in obtaining access to site due to property acquisition process</li> <li>▪ Potential conflict for landowners who remain on property (where only a strip was purchased) who remain unhappy with process and monetary compensation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Liaise with TfNSW property team to ensure appropriate acquisition and access has been negotiated</li> <li>▪ Liaise with property owner closely to make them aware of the process and assistance available including Personal Manager Acquisition (PMA)</li> <li>▪ Liaise with M12 TfNSW C&amp;SE Manager</li> </ul>
Investigations and utility works (early works)	<ul style="list-style-type: none"> <li>▪ Noise</li> <li>▪ Dust</li> <li>▪ Access</li> <li>▪ Damage to property requiring restoration</li> </ul>	<ul style="list-style-type: none"> <li>▪ Early notification of work</li> <li>▪ Induction of staff doing the work</li> <li>▪ Property access agreements to be signed prior to accessing private properties</li> <li>▪ Property condition surveys</li> <li>▪ Dust and noise suppression measures in place</li> <li>▪ Traffic alerts in place if required</li> <li>▪ Property access agreements to be signed prior to accessing private properties</li> </ul>
<b>During construction</b>		

Issue	Potential Key Impacts	Communication Management Strategies
Dust	<ul style="list-style-type: none"> <li>▪ Dust due to start of construction</li> <li>▪ Dust suppression measures not set up</li> <li>▪ Screening inadequate</li> <li>▪ Aggravated dust related illnesses</li> </ul>	<ul style="list-style-type: none"> <li>▪ Early identification of sensitive receivers</li> <li>▪ One-on-one consultation</li> <li>▪ Tool box talks to ensure all measures which can be taken to mitigate have been taken</li> <li>▪ Early involvement of construction workers to make them aware of sensitive receivers</li> <li>▪ Damping down of dust on a regular basis</li> <li>▪ Special care taken on windy days</li> <li>▪ Complaints mechanisms in place</li> <li>▪ Manage work in accordance with the Construction Air Quality Management Plan or the Early Works Environmental Management Plan</li> </ul>
Construction noise	<p>Noise caused by:</p> <ul style="list-style-type: none"> <li>▪ Deliveries</li> <li>▪ Reversing beepers</li> <li>▪ Noise from earthworks</li> <li>▪ Noise from night work</li> <li>▪ Noise from construction activities such as saw-cutting, piling and pile driving</li> <li>▪ Increased construction traffic</li> <li>▪ Use of compound site or stockpile site</li> <li>▪ Noise from heavy vehicle movements</li> </ul>	<p>Refer to NSW CoA E34-37</p> <ul style="list-style-type: none"> <li>▪ Adhere to operating hours of work</li> <li>▪ Early involvement of construction workers to make them aware of sensitive receivers</li> <li>▪ Adhere to strategies outlined in this Overarching Communication Strategy</li> <li>▪ Contact sensitive receivers prior to work as per requirements of EPL</li> <li>▪ Community notifications with contact details</li> <li>▪ Robust inquiry and complaint management</li> <li>▪ Manage work in accordance with the Construction Noise and Vibration Management Plan and/or the Early Works Environmental Management Plan as relevant</li> </ul>
Construction fatigue	<ul style="list-style-type: none"> <li>▪ Same stakeholders impacted again and again, not interested in engaging, have a low threshold for construction impact or have been treated poorly before</li> </ul>	<ul style="list-style-type: none"> <li>▪ Ensure CR team has background information</li> <li>▪ Ensure Contractors CR teams are given and are aware of all background information</li> <li>▪ Show empathy and understanding</li> <li>▪ CR team to liaise with other projects in the area to understand impacts and multiple impact</li> </ul>

Issue	Potential Key Impacts	Communication Management Strategies
Property access requirements for residents and businesses	<ul style="list-style-type: none"> <li>Some property access disruption due to construction</li> <li>Physically affected property accesses</li> </ul>	<ul style="list-style-type: none"> <li>Maintain access to private properties and businesses at all times (TfNSW REMM TT07)</li> <li>Reinstate property access to at least an equivalent standard in accordance with NSW CoA E83</li> <li>Ensure Contractors CR teams are given and are aware of all information regarding access requirements, especially sensitive residents and businesses</li> <li>If access is to be disrupted for some reason consult with property owner and provide alternatives eg temporary access, parking for vehicles if driveway impacted</li> </ul>
<p>Traffic, cyclist and pedestrian access and parking disruption.</p> <p>Disruption to day to day operations for school bus services and community members.</p>	<ul style="list-style-type: none"> <li>Disruptions, delays, temporary detours, traffic switches, construction access including changes to traffic conditions, and vehicle access to and from the work site</li> <li>Impacts on taxis, buses and emergency access</li> <li>Maintaining access and minimising disruption to local residents, landholders and businesses, during construction and operation</li> </ul>	<ul style="list-style-type: none"> <li>Targeted consultation with bus operators to determine any bus route impacts</li> <li>Information boards at bus stops</li> <li>Information through "Trip view" and 'Live Traffic'</li> <li>Targeted consultation with bus operators to determine where bus routes go through minor roads</li> <li>Targeted consultation with schools and information provided for circulation to teachers, parents and students</li> <li>One on one meetings with property owners</li> <li>Involve businesses and schools in close proximity in design/planning of work and provide adequate notification and consultation to ensure appropriate signage and access requirements</li> <li>Where disruption cannot be minimised, implement alternative pedestrian and vehicular access, and parking arrangements in consultation with affected residents and property owners and before the disruption in accordance with NSW CoA E96</li> <li>VMS signs</li> <li>Safe pedestrian and cyclist access must be maintained around work sites during work. Where access is restricted or removed due to work, an alternate route which complies with the relevant standards must be provided and signposted in accordance with NSW CoA E99.</li> </ul>

Issue	Potential Key Impacts	Communication Management Strategies
Impacts on businesses from disruptions	<ul style="list-style-type: none"> <li>▪ Businesses cannot get/make deliveries due to traffic disruptions or suffer undue impacts on manufacturing, usual business processes due to noise/dust/vibration</li> <li>▪ Access and visibility is impacted, impacting customers</li> </ul>	<ul style="list-style-type: none"> <li>▪ Provide advance warnings</li> <li>▪ Involve businesses in close proximity in design/planning of work and provide adequate notification and consultation to ensure appropriate signage and access requirements (TfNSW REMM TT08)</li> <li>▪ Where disruption cannot be minimised, implement alternative pedestrian and vehicular access, and parking arrangements in consultation with affected residents and property owners and before the disruption in accordance with NSW CoA E96</li> <li>▪ Business Impact Risk Register to identify and manage specific impacts</li> </ul>
Lack of project awareness and understanding	<ul style="list-style-type: none"> <li>▪ Lack of awareness about project</li> <li>▪ Need for project not accepted</li> <li>▪ Misinformation or information about project not understood</li> <li>▪ Community not knowing how to contact project team</li> <li>▪ Complaints and issues received that relate to other concurrent projects</li> </ul>	<ul style="list-style-type: none"> <li>▪ Widespread communications of project information in easy-to-understand language and use of graphics</li> <li>▪ Use a range of communication tools to reach wider community and stakeholders including written communication, information sessions and staff displays</li> <li>▪ Establish lines of communication with key personal at the other projects</li> <li>▪ </li> </ul>
Local infrastructure and utilities	<ul style="list-style-type: none"> <li>▪ Existing condition reports to ensure agreed baseline for restoration</li> <li>▪ Coordination of works</li> <li>▪ Impacts to assets or disruption to services</li> </ul>	<ul style="list-style-type: none"> <li>▪ Liaison with councils and utility providers</li> <li>▪ Liaison with other projects in the area</li> <li>▪ Consultation for suitable arrangements for access to, diversion protection, and/or support of services /infrastructure (NSW CoA E75)</li> <li>▪ In consultation with service providers, avoid disruption to services where possible (NSW CoA E75)</li> <li>▪ Where a disruption is unavoidable advise local residents and businesses affected before any planned disruption of service occurs (NSW CoA E75)</li> </ul>



Issue	Potential Key Impacts	Communication Management Strategies
Location of ancillary facilities	<ul style="list-style-type: none"> <li>▪ Impacts on nearby property owners</li> <li>▪ Visual impacts</li> <li>▪ Access to facilities such as dams, parking</li> <li>▪ Noise, litter and parking issues from staff</li> <li>▪ Community opposed to location</li> <li>▪ Pedestrian, parking and access</li> </ul>	<ul style="list-style-type: none"> <li>▪ Face to face communication with affected owners to explain what is required to erect ancillary facilities and duration</li> <li>▪ Liaison regarding access to areas which have been used eg dams</li> <li>▪ Clear information about when the compound will be in place and for how long</li> <li>▪ Where boundary screening is not proposed at an ancillary facility agreement must be sought from affected residents, business operators and landowners (NSW CoA 21)</li> <li>▪ Clear communications to explain that construction compounds are temporary Track issues that arise relating to compounds and identify stakeholders to be targeted for communications relating to this part of the project</li> <li>▪ Establish regular communication with directly affected property owners to maintain trusting relationship with project team and Transport for NSW</li> <li>▪ Communication materials to explain need for ancillary facilities</li> </ul>
Noise attenuation	<ul style="list-style-type: none"> <li>▪ Lack of consultation on detail or entitlement i.e., lack of understanding by community of how operational noise attenuation measures are determined</li> <li>▪ Lack of notification of at-property treatments</li> <li>▪ Lack of detailed design information at early stages of construction</li> </ul>	<p>Manage operational noise treatments, using information from the EIS and provide treatment to properties identified as required by NSW CoA E 52 and E53 using the following procedures:</p> <ul style="list-style-type: none"> <li>▪ Scope the required treatments to meet the required noise reduction (according to relevant guidelines) in consultation with landowner.</li> <li>▪ Undertake work at no cost to the owner</li> <li>▪ Conduct post-operation noise monitoring as required by NSW CoA E52</li> </ul>

Issue	Potential Key Impacts	Communication Management Strategies
Out of hours work	<ul style="list-style-type: none"> <li>▪ Lack of warning and consideration of needs</li> </ul>	<ul style="list-style-type: none"> <li>▪ Plan early to identify likely impact and duration of work</li> <li>▪ Letterbox/fax/email notification and meetings with affected residents/businesses/services leading up to out of hours work</li> <li>▪ Maintain open phone line or line directed to the construction site at all times</li> <li>▪ Clearly flagged at mobile displays and community open days</li> <li>▪ Communicate as per the Out of hours work requirements of EPL and NSW CoA E37 including notifications and agreements</li> <li>▪ Implement respite management measures for highly affected receivers in accordance with the requirements outlined in the Construction Noise and Vibration Management Plan and Out of Hours Work Protocol</li> <li>▪ Once aware of the need for emergency works, the ER, Planning Secretary, and the EPA will be informed of the reasons for such emergency work as required by NSW CoA E36.</li> </ul> <p>Best endeavours will be used to notify all noise and vibration sensitive receivers about the nature of the emergency work, location, likely impacts and how long the impacts are expected to last.</p>

Issue	Potential Key Impacts	Communication Management Strategies
Property impacts	<ul style="list-style-type: none"> <li>Property damage from construction (including cosmetic damage from vibration)</li> <li>Access to properties</li> <li>Re-alignment or permanent diversions of their existing property access</li> </ul>	<ul style="list-style-type: none"> <li>Contractors to undertake Building Condition Survey Reports for buildings and structures adjacent to the project and access roads or within an area potentially affected by works</li> <li>Ensure Contractors CR teams are given and are aware of all information regarding access requirements, especially sensitive residents and businesses</li> <li>Property access agreements to be signed prior to accessing private properties, unless otherwise requested by the owner</li> <li>Notification and/ or meetings with property owners to provide information about nature of works, particularly activities that have the potential to impact on landowners</li> <li>Specific information about impacts to allay fears for property – especially vibration</li> <li>Documented consultation program with property owners to provide them with information on the expected effects on their properties and existing accesses, to identify their individual needs and other relevant information.</li> <li>Respond to complaints in accordance with Complaints Management System</li> <li>Respond promptly to calls for project information</li> <li>Any damage caused to property as a result of the Project must be rectified or the landowner compensated, within a reasonable timeframe.</li> <li>Notification to owners and occupiers of properties at risk of exceeding the screening criteria for cosmetic damage must be notified before works that generate vibration commences in the vicinity of those properties.</li> </ul> <p>Provide a schedule of potential exceedances on a monthly basis for the duration of the potential exceedances, unless otherwise agreed by the owner and occupier if the potential exceedance is to occur more than once or extend over a period of 24 hours.</p>
Rehabilitation and restoration of construction areas	<ul style="list-style-type: none"> <li>Lack of information and consultation about the rehabilitation and restoration of natural areas and private property affected by construction</li> </ul>	<ul style="list-style-type: none"> <li>Establish photographic records of areas likely to be disturbed prior to commencement of works</li> <li>Negotiate with land owners regarding appropriate standards for restoration</li> <li>Involve councils at an early stage to manage expectations about restoration and rehabilitation with follow up post restoration</li> <li>Liaise with construction team to ensure appropriate restoration to the existing standard or better</li> </ul>

Issue	Potential Key Impacts	Communication Management Strategies
Traffic management and transport	<ul style="list-style-type: none"> <li>▪ Disruptions, delays, temporary detours, traffic switches, construction access including changes to traffic conditions, and vehicle access to and from the work site</li> <li>▪ Construction access locations</li> <li>▪ Effects on local traffic, through traffic movement including heavy vehicles, transport operators, school buses, tourist bus and coach operators during construction</li> <li>▪ Access and impacts on pedestrians, cyclists, motorists and emergency vehicles</li> <li>▪ Maintaining access and minimising disruption to local residents, landholders and businesses, during construction and operation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Advertisements in local papers</li> <li>▪ Provide residents/businesses/ councils/services/motoring and freight industry groups with advance warning of planned changes to the local road network via liaison and notifications</li> <li>▪ Regularly update material on the website</li> <li>▪ Targeted group meeting/site inspection</li> <li>▪ Community update/newsletter</li> <li>▪ Respond quickly to complaints or calls for project information</li> <li>▪ Information through live traffic networks (where possible)</li> <li>▪ Variable Message Signs at key locations to provide information about traffic</li> <li>▪ Seek information on traffic reports through Transport Management Centre</li> <li>▪ Liaise with trucking networks</li> <li>▪ Convey information early through procedures set out in the Transport and Traffic Management Plan</li> <li>▪ Manage work in accordance with the Construction Traffic and Transport Management Plan and/or the Early Works Environmental Management Plan as relevant</li> </ul>
Urban design & landscaping	<ul style="list-style-type: none"> <li>▪ Lack of consultation on the detail of design and landscaping</li> <li>▪ Information not available in the early stages of the project</li> <li>▪ Information about permanent infrastructure</li> <li>▪ Information not being relayed to new residents or owners moving into the area</li> </ul>	<ul style="list-style-type: none"> <li>▪ Implement a consultation strategy to liaise with relevant stakeholders especially where there may be an opportunity for input and refinements in accordance with the conditions set out in NSW CoA E70</li> <li>▪ Face to face and resident meetings as required</li> <li>▪ Community consultation on the Place, Design and Landscape Plan prior to finalising in accordance NSW CoA E70</li> </ul>

Issue	Potential Key Impacts	Communication Management Strategies
Vegetation removal	<ul style="list-style-type: none"> <li>Removal of significant vegetation with landscape or environmental values</li> <li>Displacement of native and exotic fauna</li> <li>Perceived increase in traffic noise following vegetation removal</li> </ul>	<ul style="list-style-type: none"> <li>Liaise with key stakeholders especially EPA and local government prior to removal</li> <li>Ensure stakeholders are aware of planned vegetation removal and that work will be in accordance with the approved Flora and Fauna Management Plan</li> <li>Involve local groups who have expressed an interest in being part of the process</li> <li>Key message of compensatory habitat being provided in lieu of loss of this vegetation</li> <li>Environmental review group to be involved</li> <li>Clear marking of species to be preserved including training of construction staff</li> <li>Manage work in accordance with the Construction Flora and Fauna Management Plan or the Early Works Environmental Management Plan as relevant</li> </ul>
Vibration	Vibration caused by: <ul style="list-style-type: none"> <li>Vibratory earthworks</li> <li>Use of compound site or stockpile site</li> </ul>	Provision of forward warning by: <ul style="list-style-type: none"> <li>Extensive education of residents and businesses about vibration impacts, length and possible timing of when they might be impacted</li> <li>Letterbox/fax/email notification and meetings with affected residents/businesses</li> <li>Targeted information and liaison</li> <li>Respond quickly to complaints or calls for project information</li> <li>Property condition reports before and after construction activities causing vibration where agreed to by the property owner (NSW CoA E76 and NSW CoA E77)</li> <li>Implement respite management measures for severely impacted residents in accordance with the Construction Noise and Vibration Management Plan and Out of Hours Work Protocol (NSW CoA E37)</li> </ul>
<b>During operation</b>		
Property access	<ul style="list-style-type: none"> <li>Residents and businesses not aware of changes to access</li> <li>Longer travel times due to diversions</li> </ul>	<ul style="list-style-type: none"> <li>Provision of information through communication so that stakeholders are aware of final alignment of the road and access points</li> <li>Reinstate access to at least an equivalent standard in consultation with the landowner in accordance with NSW CoA E83 and E97</li> </ul>
Business access	<ul style="list-style-type: none"> <li>Potential customers not able to find businesses</li> </ul>	<ul style="list-style-type: none"> <li>Wayfinding signage to be included as part of Place, Design and Landscape Plan as per CoA E97</li> </ul>

Issue	Potential Key Impacts	Communication Management Strategies
Damage to property issues not resolved	<ul style="list-style-type: none"> <li>Residents and businesses not aware of damage claim process</li> </ul>	<ul style="list-style-type: none"> <li>Ensure property conditions surveys are completed including post condition surveys where required</li> <li>Complaint management process to be followed</li> </ul>
Property adjustments not done satisfactorily	<ul style="list-style-type: none"> <li>Residents and businesses not happy with adjustments done</li> </ul>	<ul style="list-style-type: none"> <li>Engage contractor and residents early in the process with clear and easy to understand Property Adjustment Plans (TfNSW REMM SLP04)</li> </ul>
At-property noise attenuation	<ul style="list-style-type: none"> <li>Not done properly</li> <li>Residents/businesses perceive noise levels have increased</li> <li>Residents want more treatments than are being installed</li> <li>Delays in receiving treatment</li> <li>Perception that noise mitigation will shield construction noise</li> </ul>	<ul style="list-style-type: none"> <li>Noise attenuation to be installed as per NSW CoA E52 and the At-Receiver Treatment Guideline (Road and Maritime, 2017)</li> <li>Post construction noise monitoring to be completed and results shared in accordance with NSW CoA E58</li> </ul>

## 6.1 Strategies for managing business impacts

Strategies for managing business impacts during construction will include:

- Identification of businesses as a category in the Complaints Register which is used to identify any impacts and to mitigate those impacts. The Complaints Register will be a common register across all projects updated by each construction team as necessary
- Face-to-face consultation about potential impacts
- Development of a stakeholder register which identifies key business needs, sensitivities and requirements
- Information about access, traffic and transport arrangements especially if likely to impact
- Noise and vibration assessments
- Property condition surveys to be carried out for businesses located within the area identified for survey
- Support with signage where appropriate
- Maintenance of access where possible
- Regular business briefings for affected businesses by project team and consultation on planned activities.



## 7. Site specific issues

### 7.1 Ancillary facilities

The ancillary facilities for the project will be established in accordance with the requirements outlined in NSW CoA A15, A16, A17 and A18.

As ancillary facilities for the project will be established in a number of locations along the alignment as identified in the M12 Amendment Report (October, 2020), the stakeholders and issues for each facility will be different and require different communication strategies. The ancillary facilities, main issues and strategies to be implemented are outlined below. The locations of ancillary facilities for construction will be revisited with the Construction contractors during preparation of the Site Establishment Management Plan (SEMP) prior to establishment of the facilities.

Local councils will be consulted during the preparation of the SEMP as per NSW CoA A16. Regarding ancillary facility locations and operations, consultation commenced during the display of the EIS (October 2019) and was followed up again during the display of the Amendment Report (October 2020). Consultation included liaison with businesses and residents located immediately adjacent to each respective site.

Consultation will continue when more specific details are known in relation to construction ancillary facility operation, site maintenance and management, boundary screening, parking and haulage routes.

A number of ancillary facilities are proposed to be established along the project alignment. The location, size and purpose of the proposed ancillary facilities is outlined in **Table 7-1**.

Table 7-1: Ancillary facilities and their purposes

Ancillary facility	Location	Approximate size (ha)	Purpose
AF 1	East of The Northern Road	6.4	<ul style="list-style-type: none"><li>▪ Plant servicing workshop</li><li>▪ Stockpile and laydown area (including crushing and screening activities)</li><li>▪ Secondary offices</li><li>▪ Amenities</li><li>▪ Vehicular access</li><li>▪ Car park</li></ul>
AF 2	North of Elizabeth Drive opposite the Elizabeth Drive/Badgerys Creek Road intersection	23.2	<ul style="list-style-type: none"><li>▪ Plant servicing workshop</li><li>▪ Stockpile and laydown area (including crushing and screening activities)</li><li>▪ Main office</li><li>▪ Amenities</li><li>▪ Vehicular access</li><li>▪ Car park</li></ul>

Ancillary facility	Location	Approximate size (ha)	Purpose
AF 4	West of Clifton Avenue	3.0	<ul style="list-style-type: none"> <li>▪ Concrete/asphalt batching plant</li> <li>▪ Plant servicing workshop</li> <li>▪ Stockpile and laydown area</li> <li>▪ Secondary offices</li> <li>▪ Amenities</li> <li>▪ Vehicular access</li> <li>▪ Car park</li> </ul>
AF 9	East of the M7 Motorway	14.0	<ul style="list-style-type: none"> <li>▪ Stockpile and laydown area</li> <li>▪ Site offices</li> <li>▪ Amenities</li> <li>▪ Vehicular access</li> <li>▪ Car park</li> </ul>
AF 10	East of The Northern Road, South of Gates Road. Existing ancillary facility for construction of Stages 5 and 6 of The Northern Road	12.2	<ul style="list-style-type: none"> <li>▪ Concrete/asphalt batching plant</li> <li>▪ Stockpile and laydown area (including crushing and screening activities)</li> <li>▪ Site offices</li> <li>▪ Amenities</li> <li>▪ Vehicular access</li> <li>▪ Car park</li> </ul>
AF 11	East of Luddenham Road	4.6	<ul style="list-style-type: none"> <li>▪ Stockpile and laydown area</li> <li>▪ Site offices</li> <li>▪ Amenities</li> <li>▪ Vehicular access</li> <li>▪ Car park</li> </ul>
AF 12	West of Clifton Avenue	14.0	<ul style="list-style-type: none"> <li>▪ Stockpile and laydown area</li> <li>▪ Amenities</li> <li>▪ Vehicular access</li> <li>▪ Car park</li> </ul>
AF 13	East of Salisbury Avenue	4.1	<ul style="list-style-type: none"> <li>▪ Stockpile and laydown area</li> <li>▪ Site offices</li> <li>▪ Amenities</li> <li>▪ Vehicular access</li> <li>▪ Car park</li> </ul>
AF 14	West of Salisbury Avenue	1.5	<ul style="list-style-type: none"> <li>▪ Stockpile and laydown area</li> <li>▪ Vehicular access</li> <li>▪ Car park</li> </ul>
AF17	West of the M7 Motorway	4.5	<ul style="list-style-type: none"> <li>▪ Stockpile and laydown area</li> <li>▪ Amenities</li> </ul>

M12 Motorway

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Ancillary facility	Location	Approximate size (ha)	Purpose
			<ul style="list-style-type: none"> <li>▪ Vehicular access</li> <li>▪ Car park</li> </ul>
AF18	West of the M7 Motorway	1.1	<ul style="list-style-type: none"> <li>▪ Stockpile and laydown area</li> <li>▪ Secondary offices</li> <li>▪ Amenities</li> <li>▪ Vehicular access</li> <li>▪ Car park</li> </ul>

Table 7-2: Impacts specific to ancillary sites

Stakeholders	Main impacts	Management strategies
Residents with construction sites in close proximity to their homes or businesses  Businesses on main haulage route  Road users Motorists Trucks Cyclists Pedestrians	Traffic congestion Traffic haulage route Dust Impacts on dams within property Noise and vibration Pedestrian access and safety Business impact Parking, noise, litter, smoking by workers Possible asbestos during removal of building structures Impact on dams and utilities	Door knock to ensure residents and businesses are aware of who to call and explain timing of work (COVID-19 restrictions permitting) Property adjustment plans clearly show impact on dams Measures in place to manage impacts early – temporary noise barriers, dust suppression measures Close cooperation during peak periods of work Tool box talks Haulage routes identified and signposted and regularly monitored by safety/traffic managers Place, Design and Landscape Plan Consultation regarding boundary screening for ancillary facilities

## 7.2 Properties potentially subject to vibration criteria exceedances

Owners and occupiers of properties at risk of exceeding the screening criteria for cosmetic damage must be notified before work that generates vibration commences in the vicinity of those properties in accordance with NSW CoA E41. If the potential exceedance is to occur more than once or extend over a period of 24 hours, owners and occupiers are to 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.

To identify properties which may be at risk of exceeding screening criteria for cosmetic damage, a review of buildings located within recommended minimum working distances for vibration was carried out. The review adopted the recommended minimum working distances

used to assess cosmetic damage impacts from a vibratory roller (>18 tonnes) as outlined in the Construction Noise and Vibration Guidelines (Roads and Maritime, 2016). These recommended minimum working distances are:

- 25 metres for standard structures (British Standard BS 7385 (1993) - Evaluation and measurement for vibration in buildings – Guide to damage levels from ground borne vibration)
- 68 metres for heritage structures (DIN 4150 – 2016 Vibration in Buildings – Part 3 Effects on Structures)

The review carried out was deliberately conservative in regards to the equipment selected and the buffer zone applied in order to ensure all potentially impacted properties were identified. Prior to work commencing in vicinity of the identified properties contractors will confirm the minimum working distances based on actual equipment being used as well as confirm the occupancy and heritage status of the structure.

Properties and buildings identified within the minimum working distances for M12 West, M12 Central and M12 East are outlined in Table 7-3 to Table 7-8 and shown in Figure 7-1.

### 7.2.1 M12 West

The structures identified within the minimum working distances for M12 West are listed in Table 7-3 and Table 7-4 and have the potential to be vibration impacted during the construction phase.

Table 7-3 Number of structures within the minimum working distances

Receiver Type	Number of identified structures in minimum working distances
Residential	3
Shed or Garage	2

Table 7-4 Sensitive Receivers within the minimum working distances

Receiver ID	Address	NCA	Receiver type
965	2765 The Northern Road, Luddenham	NCA 10	Shed
4921	2776 The Northern Road, Luddenham	NCA 10	Shed
5020	2785 The Northern Road, Luddenham	NCA 10	Residential
5068	2825-2841 The Northern Road, Luddenham	NCA 10	Residential
5149	1793-1951 Elizabeth Drive	NCA 07	Residential

### 7.2.2 M12 Central

The structures identified within the minimum working distances for M12 Central are listed in Table 7-5 and Table 7-6 and have the potential to be vibration impacted during the Construction phase.

Table 7-5 Number of structures within the minimum working distances

Receiver Type	Number of identified structures in minimum working distances
Residential	11
Commercial	5
Educational institute	2
Place of worship	1
Shed or Garage	15

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Table 7-6 Sensitive Receivers within the minimum working distance

Receiver ID	Address	NCA	Receiver type
504	1285 - 1291 Mamre Road, Kemps Creek	NCA04	Shed
551	1140 Elizabeth Drive, Cecil Hills	NCA05	Commercial
874	90 Clifton Avenue, Kemps Creek	NCA07	Shed
934	90 Clifton Avenue, Kemps Creek	NCA07	Shed
1055	1140 Elizabeth Drive, Cecil Hills	NCA05	Commercial
1241	1490 Elizabeth Drive, Cecil Park	NCA04	Commercial
1250	1293A Mamre Road, Kemps Creek	NCA04	Shed
1268	1460 Elizabeth Drive, Cecil Park	NCA05	Commercial
1297	203 - 229 Clifton Avenue, Kemps Creek	NCA07	Shed
1298	203 - 229 Clifton Avenue, Kemps Creek	NCA07	Shed
1299	203 - 229 Clifton Avenue, Kemps Creek	NCA07	Shed
1385	1669 Elizabeth Drive, Badgerys Creek	NCA07	Shed
1476	382 Clifton Avenue, Kemps Creek	NCA06	Shed
1477	13 - 23 Salisbury Avenue, Kemps Creek (Acquired)	NCA06	Shed
1480	26 - 32 Salisbury Avenue, Kemps Creek	NCA06	Shed
1481	26 - 32 Salisbury Avenue, Kemps Creek	NCA06	Shed
4268	2073 - 2081 Elizabeth Drive, Cecil Park	NCA04	Residential
4269	2073 - 2081 Elizabeth Drive, Cecil Park	NCA04	Residential
4275	2089 -09 Elizabeth Drive, Cecil Park	NCA04	Educational
4276	2089 -09 Elizabeth Drive, Cecil Park	NCA04	Educational
4278	1 - 7 Duff Road, Cecil Park	NCA04	Residential
4435	1271 - 1277 Elizabeth Drive, Mount Vernon	NCA04	Residential
4584	1306 Mamre Road, Mount Vernon	NCA04	Residential
4695	1341 - 1347 Elizabeth Drive, Kemps Creek	NCA04	Residential
4703	1530 Elizabeth Drive, Cecil Park	NCA04	Commercial
4819	2 - 10 Salisbury Avenue, Kemps Creek (Acquired)	NCA03	Shed
4828	90 Clifton Avenue, Kemps Creek	NCA07	Shed
4833	203 - 229 Clifton Avenue, Kemps Creek	NCA07	Residential

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Receiver ID	Address	NCA	Receiver type
5556	395 - 409 Clifton Avenue, Kemps Creek	NCA06	Residential
5557	395 - 409 Clifton Avenue, Kemps Creek	NCA06	Shed
5559	13 - 23 Salisbury Avenue, Kemps Creek (Acquired)	NCA06	Residential
5564	26 - 32 Salisbury Avenue, Kemps Creek	NCA06	Residential
9001	1271 - 1277 Elizabeth Drive, Mount Vernon	NCA04	Residential
9002	81 Clifton Avenue, Kemps Creek	NCA06	Place of worship

### 7.2.3 M12 East

The structures identified within the minimum working distances for M12 East are listed in Table 7-7 and Table 7-8 and have the potential to be vibration impacted during the construction phase. While a number of properties near Wallgrove Road are in proximity to the early works for wrapping and relocation of the high pressure gas mains, this work is considered to be sensitive to vibration for safety reasons. Therefore, it is unlikely properties would be at risk of cosmetic damage from vibration impacts.

Table 7-7 Number of structures within the minimum working distances

Receiver type	Number of identified structures in minimum working distance
Residential	10
Shed or garage	9

Table 7-8 Sensitive receivers within the minimum working distances

Receiver ID	Address	NCA	Receiver type
959	1111 - 1141 Elizabeth Drive, Cecil Park	NCA04	Garage
1179	18 Cecil Road, Cecil Park	NCA04	Garage
1183	1111 - 1141 Elizabeth Drive, Cecil Park	NCA04	Garage
1184	1111 - 1141 Elizabeth Drive, Cecil Park	NCA04	Garage
1185	1111 - 1141 Elizabeth Drive, Cecil Park	NCA04	Garage
1526	37 - 73 Wallgrove Road, Cecil Park	NCA04	Garage
2027	23 Isabel Street, Cecil Hills	NCA02	Residential
2028	33 Isabel Street, Cecil Hills	NCA02	Residential
2029	21 Isabel Street, Cecil Hills	NCA02	Residential
3864	1111 - 1141 Elizabeth Drive, Cecil Park	NCA04	Residential
3866	28 Cecil Road, Cecil Park	NCA04	Residential

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3881	1167 - 1181 Elizabeth Drive, Cecil Park	NCA04	Residential
3882	37 - 73 Wallgrove Road, Cecil Park	NCA04	Residential
3965	112 - 128 Wallgrove Road, Cecil Park	NCA01	Garage
3966	112 - 128 Wallgrove Road, Cecil Park	NCA01	Residential
3967	112 - 128 Wallgrove Road, Cecil Park	NCA01	Garage
3968	112 - 128 Wallgrove Road, Cecil Park	NCA01	Garage
3969	112 - 128 Wallgrove Road, Cecil Park	NCA01	Residential
3970	112 - 128 Wallgrove Road, Cecil Park	NCA01	Residential

Figure 7-1 (part 1) - M12 West Vibration impacted receivers

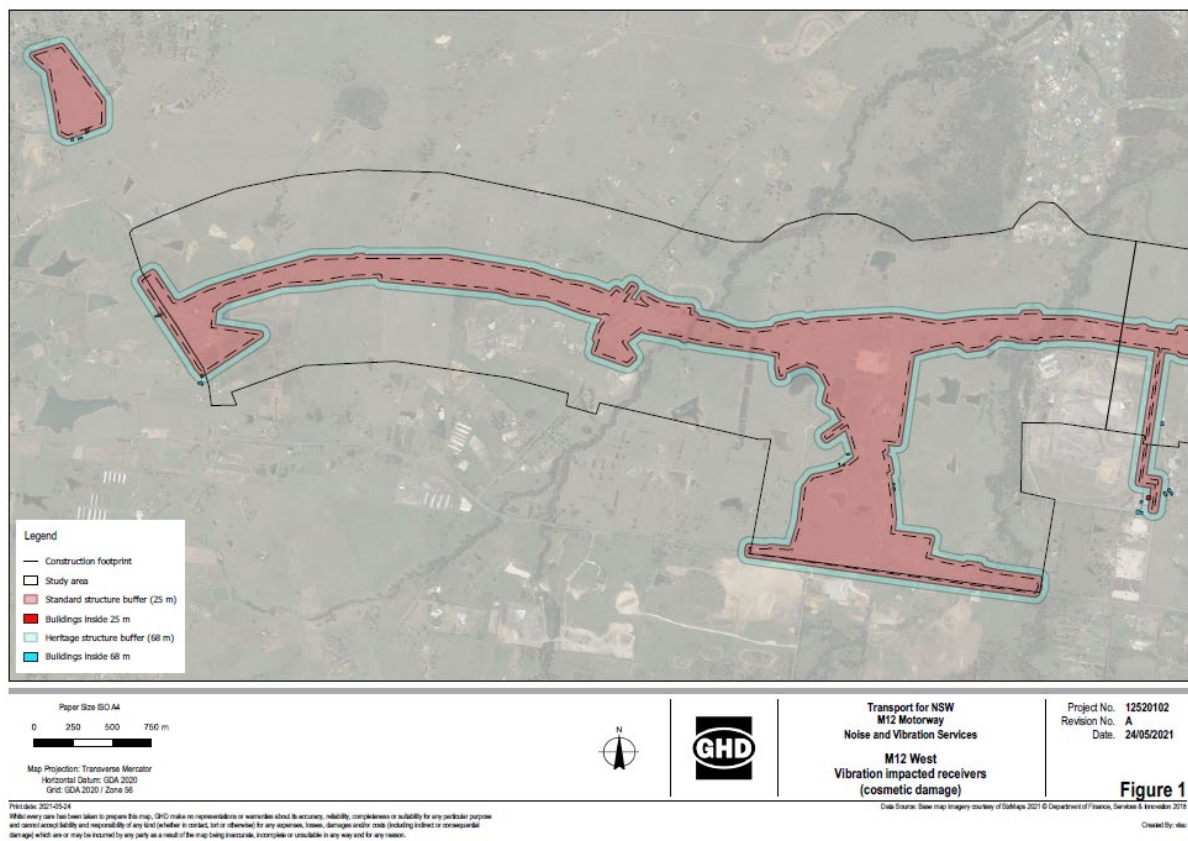




Figure 7-1 (part 2) - M12 Central Vibration impacted receivers

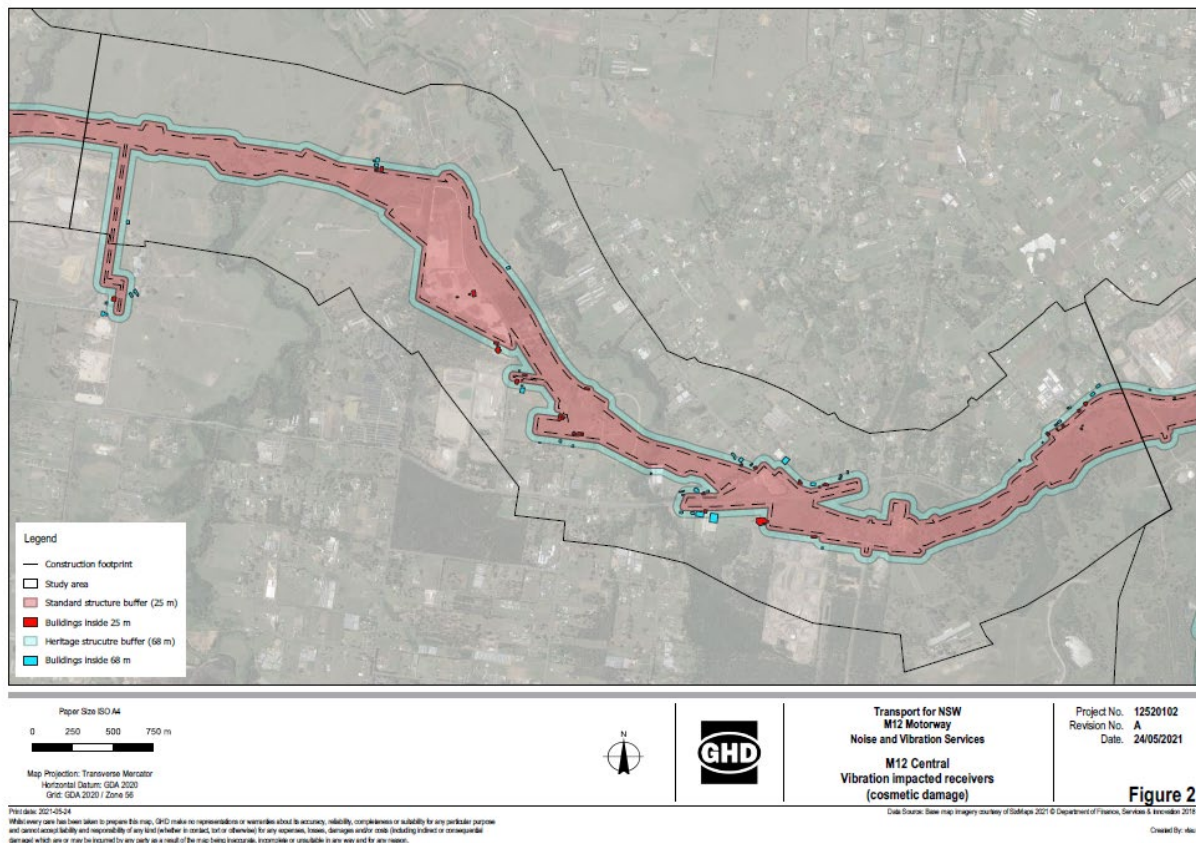
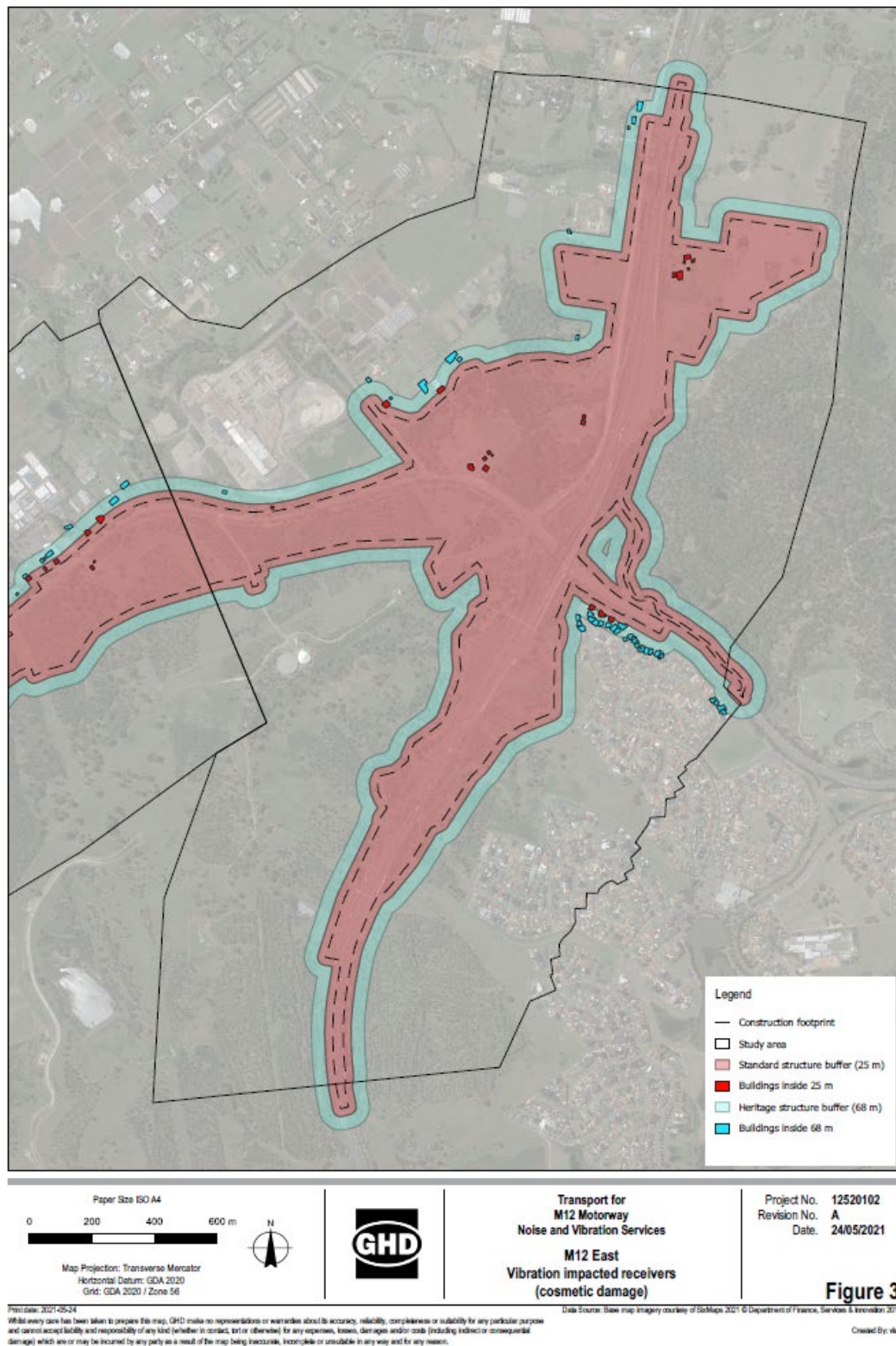


Figure 7-1 (part 3) - M12 East Vibration impacted receivers



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## 8. Engagement methods

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### 8.1 Communication approach

The objective of communication during the construction of the M12 Motorway project, will be to ensure that the community and stakeholders, particularly those directly impacted, are informed about the planned construction activities and program, access changes and the measures to be implemented to minimise construction impacts. Providing accurate and current information is essential to managing community expectations and encouraging an understanding of the project and its benefits.

### 8.2 Communication tools

A range of communication activities and tools will be used to inform and engage the community and stakeholders about the reconfiguration works. Table 8.1 below provides an overview of the communication tools that will be used, the aim of each tool and the stakeholder groups involved.

### 8.3 Basic demographics

The local context and potential social risks and opportunities relevant to the project will assist in the identification of stakeholders, their interests and which engagement activities are likely to be most effective. The 2021 Census suburb reports for Luddenham, Kemps Creek, Cecil Park and Badgerys Creek (statistical local areas) informs the following about the local area:

- The median age is 40 for Badgerys Creek, 43 for Cecil Park, 38 for Cecil Hills, 44 for Kemps Creek and 36 for Luddenham
- Badgerys Creek, Cecil Park and Luddenham are at present, largely rural areas primarily consisting of small to medium farming and husbandry operations as well as a spattering of large acreage homes
- At the time of the 2021 census these suburbs had populations of 456, 2121, 815 and 1828 respectively. This is expected to have increased since the census particularly in Luddenham where development is accelerating rapidly. This will soon be the case for Badgerys Creek as the new suburb of Bradfield starts to take shape in the coming decade.
- The suburb of Cecil Hills is by far the most densely populated suburb interacting with the M12 Motorway with a recorded population of 6906 in 2021
- The majority of homes situated within the corridor are separate Torrens title homes with the exception of Cecil Hills which has a small portion of strata-titled townhouses and villas. The majority of home are large with 4+ bedrooms
- Home ownership (inclusive of mortgages) is high at around 83% in Cecil Hills, Cecil Park and Luddenham. In Badgerys Creek and Kemps Creek it is at around 60 per cent
- A large percentage of the local population are employed and are using private vehicles to get to and from work
- Active transport and public transport are not favoured means of travel to and from work. Active transport connections and participation has been identified as a key priority in the WSIP and the M12 Motorway

- English communications and collateral align with the majority of residents speaking English in this catchment. However, it is noted there are non-English speaking residents and therefore Language Line interpretive service will be promoted on the website and other collateral.
- Most households have access to internet, however there is still a reasonable number with no household internet access. It will be important to use traditional communication methods in addition to digital communications to maximise messaging and information being delivered to all community members and residents, particularly if COVID-19 restrictions are put in place in the future.

Table 8.1: Communication Activities and Tools for M12 Motorway

Communication activity and tools	Description	Audience	Frequency / Timing	Requirements
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<b>Transport for NSW website</b>	<p>The M12 Motorway portal and project website: <a href="http://nswroads.work/m12">nswroads.work/m12</a> will be maintained and used to keep the community and stakeholders informed about project contact details, construction activities, access changes and approval documentation.</p>	<p>Stakeholders, Councils, Luddenham, Kemps Creek, Cecil Hills, Cecil Park and Badgerys Creek communities, including nearby residents and the wider community</p>	<p>The website, which is live now, will be updated regularly and as a minimum every three months, for the duration of the project. In regards to start of work for each section of the M12, details will be published on the M12 website before the relevant section of work commences.</p> <p>Information will remain on the project website for no less than 12 months after the project is complete to comply with CoA B7.</p>	<ul style="list-style-type: none"> <li>• Transport for NSW has already commenced publishing information on the website</li> <li>• Information is to meet requirements of NSW CoA B10 and includes: <ul style="list-style-type: none"> <li>- Project contact details (including telephone number, postal address and email address)</li> <li>- Information on the current implementation status of the project</li> <li>- Copies of the EIS, AR and associated submissions reports, as well as any other assessment documents that are added to NSW CoA A1 as the result of a modification to the project approval</li> <li>- Documentation relating to any modifications made to the project or the terms of the NSW planning approval (including copies of approvals granted by NSW and federal Ministers)</li> <li>- Relevant project plans and documentation</li> <li>- Current copy of each document required under the terms of this approval</li> <li>- Endorsements, approvals, requirements from the ER and the Secretary of DPE</li> <li>- The NSW planning approval and the federal approval under the EPBC Act (original form and consolidated copy with any approved modifications)</li> <li>- Statutory approvals, licences or permits obtained for the project</li> </ul> </li> </ul> <p>Copies of audit reports required under the NSW planning approval and federal approval under the EPBC Act.</p>
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<b>Community survey</b>	A survey of residents and businesses to understand preferred means of contact	Residents and businesses	Prior to start of different stages	- Survey to identify/confirm preferred method of contact. To be conducted by phone.
<b>Digital portal</b>	A portal has been developed to enable the community and stakeholders to explore elements of the M12 Motorway such as current work activities, noise models, haulage routes, driver views, before and after tools, urban design plans and more	Councils, media, residents, businesses and community and stakeholder groups, any interested parties	For the duration of the project. The portal can be accessed by the public at any time from the project website. It will be available at the site office and used during site tours and stakeholder meetings and presentations	
<b>Social media</b>	Social media posts	NSW Roads Facebook page followers as well all community and stakeholder groups	For major milestones such as the commencement of construction and finalisation of sections of road, and to highlight key features or upcoming work.	Social media posts to highlight suitable project milestones and information
<b>Community updates</b>	Community updates (newsletters) to inform and engage the community about construction progress, access changes, milestones, relevant project information and any changes to the detailed design	Councils, residents, businesses and community and stakeholder groups, any interested parties	Distributed on a quarterly basis or for major milestones such as the commencement of construction, appointment of contractors and finalisation of sections of road	The publications will be developed by TfNSW C&SE Manager with input from the CCRM. The publications will follow current TfNSW templates and branding guidelines
<b>Local newspaper advertisement</b>	At the commencement of work and once open to traffic an advertisement will be published in the Western Weekender and Liverpool and Fairfield Champion containing the project hotline and email address if they need to contact the project team	Councils, residents, businesses and community and stakeholder groups, any interested parties	Prior to the commencement of construction and operation of the works	The advertisement will be developed by TfNSW C&SE Manager. The advertisement will follow current TfNSW templates and branding guidelines



<b>Project email address</b>	<p>The project email address m12motorway@transport.nsw.gov.au will be maintained for the duration of the project enabling the community to provide feedback about the project.</p> <p>Delivery package specific email addresses have also been established for the Central (m12central@seymourwhyte.com.au) and West (m12westinfo@cpbuijv.com.au) packages. The east package email is info@M7M12integrationproject.com.au</p>	Councils, residents, businesses and community and stakeholder groups, any interested parties	The project emails are currently live and accessible and will continue to be available for 12 months following the completion the project.	<ul style="list-style-type: none"> <li>Responses to emails sent to the M12 Motorway will be provided by the C&amp;SE Manager. Emails sent directly to each contractor's email will be responded to via their community engagement teams.</li> <li>The M12 Motorway email address will be included on all project communication material</li> </ul> <p>Emails received and their responses will be recorded in a database</p>
<b>Project information phone number</b>	A 24-hour toll free project information telephone number has been established for the community to provide feedback about the project	Councils, residents, businesses and community and stakeholder groups, any interested parties and local road users	The project hotline is currently available and will continue to be available during all stages of the project (including for 12 months following the completion of the project.)	<ul style="list-style-type: none"> <li>The phone line will be managed by the C&amp;SE Manager</li> <li>The telephone number will be included on all project communication material</li> <li>All calls received and their responses will be recorded in a database</li> </ul>
<b>Project postal address</b>	<p>The project postal address has been established for the community to provide feedback about the project:</p> <p>M12 Motorway PO Box 973 Parramatta NSW 2124</p>	Councils, residents, businesses and community and stakeholder groups, any interested parties and local road users	The project postal address is currently available and will continue to be available during all stages of the project (including for 12 months following the completion of the project.)	<ul style="list-style-type: none"> <li>Letters received will be actioned for response by the C&amp;SE Manager if appropriate. If it is about details related to project delivery it will responded to by the contractor.</li> <li>All correspondence received and their responses will be recorded in a database</li> </ul>

<b>Notifications including 'out of hours work' notices</b>	Regular notification updates and specific reminder notifications will be used to inform directly affected residents and businesses about upcoming work that may impact on properties, such as access arrangements, construction work and permanent changes and work outside normal working hours.  TfNSW and its contractor will advise local residents and businesses affected before any planned disruption of services and utilities occur (NSW CoA E75).	Councils, residents, businesses and community and stakeholder groups, any interested parties and local road users	Monthly and as required, including when 'out of hours work' is required, for the duration of the project	<ul style="list-style-type: none"> <li>• All notifications will follow current TfNSW templates and branding guidelines</li> <li>• Notification of work will be delivered to the relevant stakeholders at least seven calendar days or five working days prior to work starting</li> <li>• If relevant, notifications will be distributed to a radius of 750m from work</li> <li>• The contractor will provide the notification letters for Transport for NSW approval at least 20 business days before it is planned for release/distribution</li> <li>• All out of hours work to be in accordance with the approved out of hours work protocol (NSW CoA E37)</li> </ul>
<b>Out of hours work agreements</b>	Agreements with impacted community and stakeholders to do out of hours work with agreement in order to complete the work expeditiously	Residents and stakeholders	As required	<ul style="list-style-type: none"> <li>• Consultation and agreement to conduct work outside of hours as identified in the CNVMP and EPL</li> <li>• Agreements or proof of contact</li> </ul>
<b>Business Impact Risk Register</b>	Register identifying any risks to business activities including access, signage and/or pedestrian impediments	Construction staff	Updated as new information is available	<ul style="list-style-type: none"> <li>• All businesses in the area identified including home-based and agricultural businesses</li> <li>• Construction team identify and update risks to share with all members</li> <li>• Strategies to reduce risk continually implemented</li> </ul>
<b>Live Traffic NSW</b>	Provides real time information about traffic changes for motorists	Council, all community and stakeholder groups and local road users	Updated with current information as it becomes available, for the duration of the project	<ul style="list-style-type: none"> <li>• The community will be made aware of the use of the Live Traffic NSW website via the project community updates and notifications</li> <li>• The contractor will immediately notify TfNSW Representative of any negative or reputational matters that are communicated to the Transport Management Centre for the Live Traffic NSW website</li> </ul>

<b>Photographic images</b>	Photographs (drone footage, video and still shots) will be taken during construction to visually record the progress of construction	Council, all community and stakeholder groups and local road users	Monthly and as required, for the duration of the project	<ul style="list-style-type: none"> <li>Photographs will be of a professional quality (minimum 300 dpi). Selected photos will be included on M12 Motorway's project website as needed</li> </ul>
<b>Project information and supplementary signage on site hoardings</b>	Project information and supplementary signage	Road users	For the duration of the project	<ul style="list-style-type: none"> <li>Signage will be designed and installed by the contractor in accordance with TfNSW templates and guidelines and include the Project name, telephone number, email address and website</li> </ul>
<b>Site tours</b>	<p>Site tours may be arranged, subject to the availability of staff and the work that is underway at the time,</p> <p>Tours may be provided to user groups, council staff and elected officials, elected representatives, government agencies, management and technical personnel, local schools and community groups</p> <p>Tours could also be arranged for specific activities such as archaeological investigations.</p>	Council, community and stakeholder and interested groups and local road users	As appropriate and as required	<ul style="list-style-type: none"> <li>Site tours can be arranged subject to approval by the TfNSW Representative</li> <li>Opportunities to attend upcoming site tours will be communicated to the community and stakeholders via the Project community updates</li> <li>Site tours will be accompanied by representatives of TfNSW or other persons authorised in writing by TfNSW Representative</li> <li>A visitor safety plan, including requirements for site inductions and protective clothing, will be developed and implemented by the contractor</li> <li>All attendees will undergo site inductions</li> </ul>
<b>Stakeholder meetings, and presentations</b>	Meetings, including with Councils, community groups, Government agencies etc, presentations and forums to brief and discuss project information and issues including environmental management issues	Stakeholders, council, nearby residents, other project teams operations nearby and wider community if required	As required	<ul style="list-style-type: none"> <li>The contractor must obtain approval from TfNSW prior to any stakeholder meetings and presentations being agreed to and occurring</li> <li>A suitable contractor representative must be available to attend the meeting if required</li> <li>Involve construction personnel from the construction site in engaging with the local community if required</li> <li>The contractor must provide suitable and timely content for the meeting on TfNSW templates if required</li> <li>Meeting notes to be recorded</li> </ul>

<b>Traffic alerts and media releases</b>	Content for traffic alerts and media releases will be prepared by the contractor and supplied to TfNSW to keep the community and stakeholders informed about construction activities and changes	Media outlets, stakeholders, road users, Councils, affected communities, nearby residents and wider community if required	Traffic alerts will be issued when there are substantial impacts to traffic anticipated. Media releases will be issued for major milestones such as the commencement of construction and the finalisation of construction.	<ul style="list-style-type: none"> <li>The contractor will provide relevant information to TfNSW to allow preparation of traffic alerts and media releases as required</li> <li>The contractor and its sub-contractors must not issue their own media releases or traffic alerts about the project without the written approval from the TfNSW Representative</li> <li>Traffic alerts and media releases will be distributed by TfNSW to key media outlets</li> </ul>
<b>Consultation Manager database</b>	Online community contact management tool	Used by all construction communication staff	Record of interaction with members of the community, businesses and stakeholders	<ul style="list-style-type: none"> <li>The database will be the source for the Complaint Management Register</li> <li>Updated regularly to provide seamless interaction with stakeholders</li> </ul>
<b>Feedback forms</b>	Hard copy forms for the community will be used to provide feedback to the project team and to inform future consultation carried out by TfNSW	Stakeholders, user groups, council, nearby residents and wider community	As required	<ul style="list-style-type: none"> <li>The contractor will prepare feedback forms using TfNSW templates and provide to TfNSW for approval prior issue to the community</li> </ul>
<b>Variable Message Signs (VMS)</b>	Permission pending, VMS will be used to keep the community and road users informed about changes to access conditions and other activities as required	Road users	As required	<ul style="list-style-type: none"> <li>The contractor, in consultation with Transport for NSW, will identify safe locations for the VMS</li> <li>Any adverse or changed traffic or access matters that may be displayed on VMS will be communicated to the TfNSW Representative immediately</li> <li>The VMS will display any impacts to existing traffic conditions to the public</li> </ul>

<b>Communications with service and utility providers</b>	The relevant owner or provider of the service or utility will be consulted to make suitable arrangements for access to diversion, protection and support of the affected infrastructure as required.	Service and utility providers	Prior to works affecting the utility or service, to determine the requirements for access to, diversion, protection and support of the utility or service	<ul style="list-style-type: none"> <li>• Develop protocol with utility providers for consultation and notifications when they are delivering work on behalf of the project</li> <li>• Implement all reasonable requirements of utility providers</li> <li>• Evidence will be provided to the TfNSW Representative by the Contractor regarding potential utility outages and notification to residents / stakeholders in advance notice of any outage</li> </ul>
<b>Community forums/information events</b>	TfNSW will conduct community-based forums when required during the works. The community-based forums will be developed where interest from the community has been received through complaints or general interest and focus on key environmental management issues or location specific issues to the relevant community(ies) for the project. Forums could take place in person or online via platforms such as Microsoft teams and Facebook.	Stakeholders, as well as those who register an interest in key environmental management issues.	As required	<ul style="list-style-type: none"> <li>• The structure of the forums will be informal, chaired by the C&amp;SE Manager and subject matter experts from the project team. The scope of the forums is to provide opportunities for the community to gain up to date information about the project and also voice any concerns. The objectives are to provide information and opportunity for feedback.</li> </ul>
<b>Community pop-up sessions</b>	TfNSW will provide pop-up sessions (stalls) based on community interest and at local community events.	Wider community interested in the project and project progress	As required	<ul style="list-style-type: none"> <li>• The stalls provide an opportunity for the community to gain up to date information about the project, ask questions and also voice any concerns. If able, the project will also set up at local market stalls, Wylde Mountain Bike Trail stalls, local shopping centre pop ups and other community events.</li> </ul>

<b>Tool box talks and construction team training</b>	TfNSW will require the construction contractors to have community awareness training and this will be supplemented with specific issue, or specific location tool box talks in order to make workers aware of community sensitivities.	Immediately impacted community	At induction and start of new work	<ul style="list-style-type: none"> <li>Structured tool box talks at the beginning of any work.</li> <li>At project induction of workers.</li> </ul>
<b>Consultation records about consultation carried out for documents required under the approval</b>	TfNSW will consult with identified stakeholders and members of the community during the preparation of plans and strategies required as a part of the project approval.	Key stakeholders and community which may change depending on the nature of the document	As required	<p>The consultation will consist of either sending the plans/documents for comments with a follow up offer of a presentation.</p> <p>Generally a period of two weeks for comment will be offered (depending on the nature of the document/impact).</p> <ul style="list-style-type: none"> <li>A register will be maintained about the consultation, follow up to obtain feedback and how the feedback was addressed. This register will be submitted with the plan for approval as required under NSW CoA B6.</li> </ul>
<b>Consultation strategy for consultation about specific issues</b>	<p>TfNSW will develop topic specific strategies to address consultation requirements for items such as:</p> <ul style="list-style-type: none"> <li>Place, Design and Landscape Plans required under NSW CoA E69 and E70</li> <li>Traffic and Transport arrangements as required under NSW CoA 94</li> <li>Change in design requiring modifications to the EIS</li> </ul> <p>Reuse of timber as required under NSW CoA E15</p>	Community and stakeholders impacted by the changes/details	As required	<p>The consultation will contain as a minimum:</p> <ul style="list-style-type: none"> <li>community notification to those impacted</li> <li>one-on-one consultation</li> <li>community forum/pop-up session</li> <li>provide at least two weeks for feedback</li> <li>information on website</li> <li>feedback on how the comments have been addressed and/or incorporated either on the website or one-on-one depending on the nature of the comments</li> </ul>
	<ul style="list-style-type: none"> <li></li> </ul>			

## 9. Complaints management system

### 9.1 Purpose

This **Complaints Management System** (CMS) describes how TfNSW and its contractors will manage complaints through the design refinement and construction of the M12 Motorway project.

This has been prepared in accordance with the requirements of NSW CoA B6 which requires a CMS for the project.

The CMS must be prepared at least one month prior to the commencement of any works in respect of the CSSI and be implemented and must be maintained for the duration of works and for a minimum for 12 months following completion of Construction of the CSSI.

This section outlines the procedure for managing complaints for the project for the duration of construction and up to twelve months after construction completion. It has been developed to be consistent with the current Australian Standards for complaints handling (AS-4269). This includes:

- Receiving complaints and enquiries
- Responding to complaints and enquiries
- Escalation
- Recording complaints
- Advising complainants of the requirement to collect personal information
- Reporting.

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

### 9.2 Responsibilities

Complaints handling is the responsibility of all team members who come into contact with the community and stakeholders.

The TfNSW C&SE Manager is the designated complaints handling management representative for the project.

Table 9-1: Responsibilities for Complaints

Roles	Responsibility
Project community relations team including Transport for NSW Community and Stakeholder	<ul style="list-style-type: none"><li>• Manage the 24 hour community information line and answer all phone calls to the community information line within construction hours, including when working out-of-hours.</li><li>• Provide a message service for calls received outside of construction hours.</li></ul>

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Roles	Responsibility
Engagement Manager and Contractor Community Relations Manager	<ul style="list-style-type: none"> <li>• Develop and implement procedures for managing and resolving stakeholder and community complaints directed to the project team.</li> <li>• Investigate and determine the source of a complaint immediately, including an immediate call to the complainant (when received by phone within 2 hours).</li> <li>• Provide an initial response to all complaints within 2 hours (where a phone number is provided) from the time of the complaint unless the enquirer agrees otherwise.</li> <li>• Provide an initial written response to email complaints within 24 hours (or during the next business day if received out-of-hours) and provided within 7 business days, if the complaint cannot be resolved in the initial contact.</li> <li>• Keep the complainant informed of the process until the complaint is resolved.</li> <li>• Close out complaints within agreed timeframe (with complainant).</li> <li>• Escalate complaints in accordance with the Complaints Management Procedure.</li> <li>• Inform Transport for NSW of complaint when resolved and if not resolved escalate to Transport for NSW C&amp;SE Manager for further resolution.</li> <li>• Record all complaints in the Complaints Register (Consultation Manager) in accordance within 24 hours.</li> </ul>
Project Manager/ Senior Project Manager	<ul style="list-style-type: none"> <li>• Internal escalation of complaint to Project Manager/Senior Project Manager if the complaint cannot be resolved by the Community Relations Team. The Project Manager/Senior Project Manager, in conjunction with the Community Relations Manager will decide about escalation to either Project Director or ER in the first instance</li> </ul>
Project Director	<ul style="list-style-type: none"> <li>• Level 1 escalation of complaint to Project Director if complaint cannot be resolved by Senior Project Manager.</li> <li>• Project Director will decide about escalation of non-environmental complaints to ER and/or Transport for NSW Customer and Information Services or Independent Mediator</li> </ul>
Transport for NSW Customer and Information Services	<ul style="list-style-type: none"> <li>• Level 2 escalation. Transport for NSW Customer and Information Services will determine in conjunction with Project Director and C&amp;SE Manager if complaint will be referred to the ER.</li> </ul>

### 9.2.1 Receiving complaints

The project team has established the following tools for receiving complaints from the community. At a minimum, the telephone number, the postal address and the email address will be published on the website and at construction sites and all publications distributed to members of the community.

In terms of the collection of personal contact information for the complainant, complainants will be advised that formal complaints submitted to the project team, whether it be in person, email, in writing, telephone or the website are required to be added to the project Complaints Register and the following will apply:

- The Complaints Register may be forwarded to Government agencies, including DPHI, to allow them to undertake their regulatory duties
- By providing personal information, the complainant authorises TfNSW or the contractor to provide that information to government agencies
- The supply of personal information by the complainant is voluntary

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- The complainant has the right to contact government agencies to access personal information held about them and to correct or amend that information
- Personal information provided will be kept on the TfNSW stakeholder database for the use of TfNSW and its contractors who will follow TfNSW's privacy guidelines.

All site personnel will be trained to forward on Community team's detail to a complainant in the event they receive a complaint in person.

Table 9-2: Community Contact Tools

Tools	Purpose
Community information line	The number allows stakeholders to have access to the project team 24-hours. Ph 1800 517 155 (M12 West and M12 Central) Ph 1800 712 712 (M12 East)
Community email address	The email address allows stakeholders to have access to the project teams. Email addresses for the project are as follows: <ul style="list-style-type: none"> <li>• Transport – <a href="mailto:m12motorway@transport.nsw.gov.au">m12motorway@transport.nsw.gov.au</a></li> <li>• CPB Georgiou Group Joint Venture (West section) - <a href="mailto:m12westinfo@cpbuijv.com.au">m12westinfo@cpbuijv.com.au</a></li> <li>• Seymour Whyte Construction (Central section) - <a href="mailto:m12central@seymourwhyte.com.au">m12central@seymourwhyte.com.au</a></li> <li>• John Holland (East section as part of the M7/M12 Integration project) - <a href="mailto:info@M7M12integrationproject.com.au">info@M7M12integrationproject.com.au</a></li> </ul>
Community engagement inductions for workforce	Ensure complaints are referred to the community team as required by the CMS (Figure 9.1) – whether received on the work site or at any project location.
Community Post Box	This postal address allows stakeholders to have access to the project team through traditional mail. M12 Motorway PO Box 973 Parramatta NSW 2124
Project website	<a href="http://nswroads.work/m12">nswroads.work/m12</a>

## 9.2.2 Description of inquiry, complaints and resolution

Community members and stakeholders will call, email or write to the project seeking information, resolving doubts or solving a problem. These inquiries will be recorded in the database, Consultation Manager, but are not classified as complaints. A maximum of seven business days should be taken to respond to an inquiry.

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

A complaint is deemed to be resolved when it reaches a conclusion, not necessarily resolved to the satisfaction of the complainant.

An initial response is an initial verbal discussion with the complainant.

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### **9.3 Dealing with complaints**

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

An initial written response to email complaints will be provided within 24 hours (or during the next business day if received out-of-hours) and a resolution provided within seven business days, if the complaint cannot be resolved in the initial contact.

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

All complaints will be recorded in the Complaints Register (Consultation Manager) and sent to the ER within 24 hours in accordance with NSW CoA A35(a).

An initial internal escalation process will be followed for the resolution of complaints which requires escalation to the C&SE Manager, Project Manager or Senior Project Manager, Project Director and following that to the next level which includes the ER as per the Complaints Management Process (Figure 9.1).

### **9.4 Escalating complaints**

TfNSW will attempt to resolve issues and/or disputes regarding rectification or compensation, prior to the escalation of these issues as per CoA B2 (f) iii, however, if a complaint is not resolved in the normal process, the complainant will be advised of the opportunity to seek mediation.

If required, the ER will mediate to assist in the resolution of complaints where required by the Secretary to do so and the complainant will be advised about the role of the ER and Complaints Management Process (Figure 9.1). TfNSW and construction contractor representatives will attend the mediation.

If the complaint is not resolved through mediation with the ER, an external review option is available which includes escalation to TfNSW Customer and Information Services or an independent mediator if required.

### **9.5 Unreasonable or habitual complaints**

Unreasonable or habitual complainers will be managed by a separate process as per TfNSW policy via the internal Customer Liaison Unit and/or referred to the Ombudsman.

According to the NSW Ombudsman's guideline, unreasonable complaint conduct is defined as any conduct which, because of its nature or frequency, raises substantial health, safety, resource or equity issues for the parties to the complaint.

TfNSW does not anticipate that there will be a significant number of complainants who exhibit this type of behaviour. However, any that do have the potential to negatively impact on the Project team's resources and efficiency, as well as on the safety and wellbeing of individual team members and the complainants themselves. To manage unreasonable

complaint conduct, TfNSW will follow the process and procedures as outlined in Managing Unreasonable Conduct by Complainants (NSW Ombudsman, 2021).

## Complaints management process

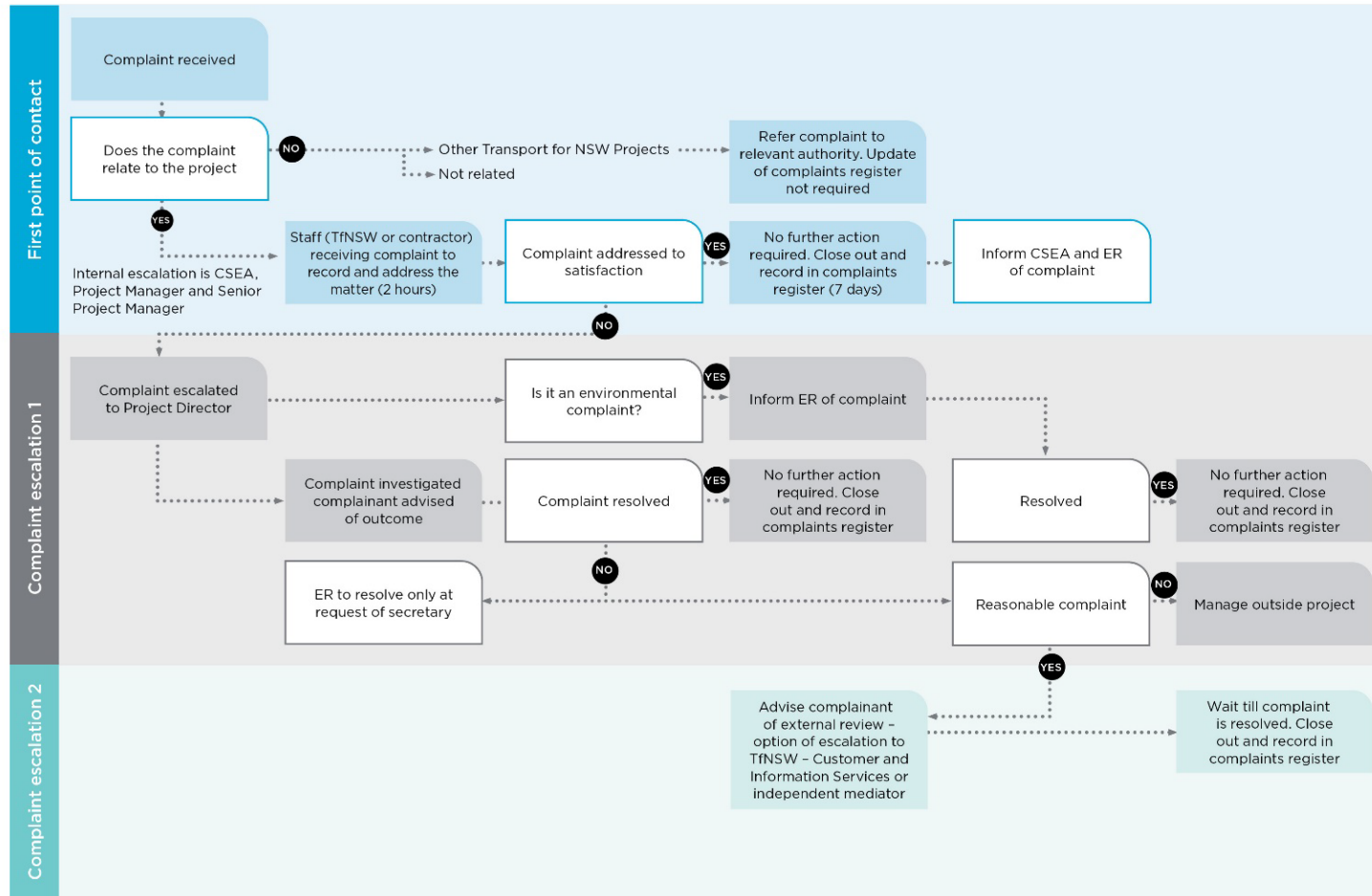


Figure 9.1: Complaints management process

### **9.5.1 Recording complaints in Consultation Manager (Complaints Register)**

All complaints will be recorded in Consultation Manager. This is necessary to enable management of the complaint and monitoring of response times. Records in Consultation Manager will form the Complaints Register for the Project required under NSW CoA B8.

At a minimum and on the proviso that such details are provided, the detail recorded on Consultation Manager will include:

- Date and time of complaint
- Cumulative number of complaints (if there are a multiple complaints about the same issue)
- Number of people affected in relation to the complaint
- Type of communication (telephone, letter, meeting, etc.)
- Name, address and contact number of complainant
- Nature of the complaint
- Action taken in response, including follow up contact with the complainant
- Where no action is taken, the reasons for no action will be recorded
- Details of whether resolution was reached
- Details of whether mediation was required or used
- Any monitoring to confirm that the complaint has been satisfactorily resolved.

If no personal details are provided by the complainant, Consultation Manager will include a note to that effect.

Complaints records in Consultation Manager will be maintained for a period of 12 months following construction completion as required by NSW CoA B8.

### **9.5.2 Reporting on complaints and representations**

A report of any complaints received by the contractor will be provided on a daily basis to the ER and the EPA (as required by the conditions of an EPL). Details of complaints and representations and the response to complaints and representations will be included in a monthly report of community involvement activities by TfNSW. The report will include the average and maximum times taken to respond to representations. A copy of the complaints part of this report will be provided to the ER. The report will be generated from the database Consultation Manager.

Further, complaints reporting will be undertaken to the NSW EPA in accordance with requirements of the Environment Protection Licences. This will be via the TfNSW Environment Manager.

At any time during the Project, the Secretary of DPHI may request the Complaints Register. As required by NSW CoA B9, the Complaints register must be provided to the Secretary upon request, within the timeframe stated.

Complaints will also be reported every six months through Project Construction Compliance Reports prepared by the Construction contractors. The compliance reports will outline the number of complaints received, including a summary of main areas of complaint, action taken, responses given and proposed strategies for reducing the recurrence of such complaints in the future.

## **9.6 Working with the Environmental Representative**

This strategy includes procedures and mechanisms through which community stakeholders can discuss or provide feedback to the Environmental Representative (ER) in relation to the environmental management and delivery of the M12 Motorway. Additionally the ER will be consulted when responding to the community concerning the environmental performance of the M12 Motorway upgrade where the resolution of conflict between TfNSW/contractor and the community is required.

TfNSW and contractors are to:

- Provide all project notifications to the ER as they are issued (Section 8.3)
- Provide to the ER details of all complaints received on the day they are received, and any escalation required as may be requested by the Planning Secretary to assist the Department in the resolution of community complaints
- Involve the ER as appropriate as per the Complaints Management Process (Figure 9.1, Section 9).



## **10. Reporting, monitoring & evaluation**

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### **10.1 Audit & review**

The C&SE Manager will monitor the performance and effectiveness of the communication activities on a regular basis with a minimum full review done every year. The C&SE Manager will modify processes and communication channels in light of any feedback or issues identified in the monitoring process. Performance indicators that will be monitored include the responsiveness and effectiveness of communication with the community and stakeholders as well as information flow.

Evaluation of the performance and effectiveness of the OCS will be undertaken as required with a six monthly summary report. The evaluation will be undertaken by the C&SE Manager and will include liaison with other relevant members of the project team.

Key elements of the evaluation will include examining the adequacy of the OCS and its implementation in achieving the intent of the consultation as evidenced by the:

- Availability, quality and distribution of information about the project to the local community and stakeholders
- Currency and accuracy of the enquiries and complaints management system
- Nature of issues/complaints raised and level of responsiveness and appropriateness of action taken by the team
- Response timeframes
- Quality of reporting
- Feedback received on the value of updates and other public information, responsiveness of the construction team and attendance at community information sessions or meetings with stakeholders.

Appropriate refinements to the OCS will be made in light of any review.

This OCS will also be made publically available on the TfNSW website and digital portal once approved by the Planning Secretary. TfNSW welcomes feedback on the OCS from the community and stakeholders at any stage through the project. Feedback would be considered and updates made to the OCS accordingly.

### **10.2 Management reporting**

A report detailing community involvement activities for the current and previous month will be included in the monthly report. These monthly reports will include:

- A summary of community and stakeholder feedback from all sources, prepared as a Consultation Manager report
- A summary of all complaints and enquiries received during the month, the means by which they were addressed or responded to and whether complaint resolution was reached

- Details of complaints and enquiries from previous months that were not previously responded to or not resolved
- Status of responses to all representations including receipt and response to issues
- Details of any site inspections by visitors
- Upcoming opportunities for media events
- Number of community relations inductions
- Any other information considered relevant including advertisements, notices and other community contact.

### **10.3 Document & Record control**

The OCS and any records collected relevant to the OCS will be controlled in accordance with the information management standards adopted for TfNSW. It will also be a quality assurance document prepared in accordance with AS/NZS ISO 9001-2008 Quality management systems - Requirements.

Once approved, this plan will be uploaded onto TfNSW Objective to become the controlled version of the plan and it will be distributed via Objective. Any hard copies of the plan will be uncontrolled.

### **10.4 Post Construction Monitoring and Evaluation**

TfNSW will engage with the community to understand the performance and effectiveness of the shared user path, from a community and stakeholder perspective, during the first 12 months following completion of construction.

A variety of communication and engagement channels will be used to understand if the new active transport connection is fit for purpose i.e. increased uptake for leisure and exercise. Communication tools can include and is not limited to the following:

- Survey(s) of SUP users via phone calls, in-person, social media
- Monitoring the number of the SUP users
- Use of existing stakeholder and community forums where feedback is sought on active transport links
- Summary of community and stakeholder feedback and complaints from users and stakeholders
- Summary of any ministerial correspondence or enquiries regarding the SUP
- Summary of any feedback received through other stakeholders including local councils, the Western Sydney Parklands Trust and DPHI.

The type of questions featured in the survey(s) could involve usability, accessibility of the SUP, if the provision of the shared user path is a recreational incentive and so forth. The detailed engagement plan will be developed prior to commencement of Operation.

## Risk assessment and mitigation strategies

The following initial community and stakeholder risks have been identified. This risk table will be updated as the project construction progresses, with new mitigation strategies developed if deemed necessary.

Table 11-1: Community risks and mitigation strategies

Issue	Risk category	Construction activity / aspect	Potential impact	Indicative management measures	Management documents / training required
Traffic and transport	Key issue	<ul style="list-style-type: none"> <li>Access to residential property and businesses disrupted</li> <li>Multiple projects under way</li> <li>Haulage and other vehicles using local roads</li> <li>Left in left out only</li> </ul>	Complaints and negative perception of project and organisation	Robust communication about traffic impact and changes	Communication about changes to traffic and community informed of upcoming disruptions Induction and training Overarching Construction Transport and Traffic Management Plan
				Measures to manage construction related delays as part of the Construction Transport and Traffic Management Plan.	
				Coordination between the various projects in the planning of major works to schedule construction activities in a way that minimises traffic disruption	
Noise and vibration	Key issue	<ul style="list-style-type: none"> <li>Site establishment</li> <li>Clearing and grubbing</li> <li>Demolition</li> <li>Earthworks and drainage</li> <li>Piling</li> <li>Paving</li> <li>Drilling</li> <li>Saw cutting</li> <li>Road furnishing</li> </ul>	Noise associated with construction activities and compound / laydown areas.	Consultation prior to establishment of ancillary facilities. Community information line and Complaints Management	Complaints management system Induction and training Overarching Construction Noise and Vibration Management Plan
			Noise associated with construction traffic.	The Construction Noise and Vibration Management Plan would identify requirements for minimising night-time construction traffic and include out-of-hours work procedures.	

Issue	Risk category	Construction activity / aspect	Potential impact	Indicative management measures	Management documents / training required
			Building damage	Information provided about upcoming activities and education about vibration. Property Condition Surveys	
Social and economic	Key issue	<ul style="list-style-type: none"> <li>Property acquisition</li> <li>Property adjustments</li> <li>General earthworks and construction</li> <li>Stockpiling</li> <li>Open excavation works</li> <li>Clearing of vegetation</li> <li>Construction of ancillary facilities</li> <li>Rehabilitation of disturbed land</li> <li>Bridge design</li> <li>Cuttings and cut finishes</li> <li>Evening / night works</li> </ul>	Impacts on residents and businesses as a result of the total or partial acquisition	Early and on-going consultation. Carry out acquisition consistent with the requirements of the <i>Land Acquisition (Just Terms Compensation) Act 1991</i> . Establish a direct contact at Transport for NSW for businesses to consult with as required.	Place, Design and Landscape Plan Overarching Communication Strategy Business Impact Risk Register (contained within Consultation Manager)
			Reduced local amenity (dust, noise and visual impact) from construction activities	TfNSW would continue to consult with the community, in accordance with the Overarching Communication Strategy.  Mitigation measures in this EIS and Amendment Report for dust, noise and visual impacts would be implemented.	

Issue	Risk category	Construction activity / aspect	Potential impact	Indicative management measures	Management documents / training required
Urban design and Visual Impact Assessment	Other issue	<ul style="list-style-type: none"> <li>• General earthworks and construction</li> <li>• Stockpiling</li> <li>• Open excavation works</li> <li>• Clearing of vegetation</li> <li>• Construction of ancillary facilities</li> <li>• Rehabilitation of disturbed land</li> <li>• Bridge design</li> <li>• Cuttings and cut finishes</li> <li>• Evening / night works</li> </ul>	Visual impact associated with construction activities and construction compounds	<p>Provide screening and barriers to screen views from visually sensitive nearby areas such as rural dwellings, residential and recreational areas. Rehabilitation of sites after construction in accordance with a detailed landscape plan.</p> <p>Early consultation with community and councils prior to commencement of vegetation clearing.</p>	<p>Consultation for Place, Design and Landscape Plan</p> <p>Induction and training</p> <p>Construction Flora and Fauna Management Plan</p>
Air quality	Other issue	<ul style="list-style-type: none"> <li>• Site establishment</li> <li>• Earthworks</li> <li>• Vegetation clearing</li> <li>• Spoil handling – including liming of Acid Sulphate Soils.</li> <li>• Stockpiling</li> <li>• Vehicular movements (during construction and operation)</li> <li>• Material haulage</li> <li>• Handling of chemicals, waste and hazardous goods</li> </ul>	Mobilisation of dust and odour from construction activities and compound sites	<p>Robust Complaints management System.</p> <p>Work with residents and businesses to identify dust issues and sensitive receivers early.</p>	<p>Construction Air Quality Management Plan</p> <p>Complaints procedure</p> <p>Induction and training</p>

Issue	Risk category	Construction activity / aspect	Potential impact	Indicative management measures	Management documents / training required
Biodiversity	Other issue	<ul style="list-style-type: none"> <li>Vegetation clearing</li> <li>Dam dewatering</li> </ul>	Impact to native vegetation and fauna habitat	<p>Early consultation with community and councils prior to commencement of vegetation clearing.</p> <p>Work with WSPT and Landcare groups to determine if hollows, tree trunks, mulch, bush rock and root balls, plant material, seeds and/or propagated plants salvaged from native vegetation impacted by the CSSI can be re-used in accordance with NSW CoA E15.</p>	<p>Construction Flora and Fauna Management Plan</p> <p>Complaints procedure</p> <p>Induction and training</p>
Cumulative impacts	Other issue	<ul style="list-style-type: none"> <li>Construction of adjacent Projects</li> </ul>	Additional impacts arising from interaction with adjacent upgrade projects and other surrounding developments during the construction period.	<p>Local communities potentially affected by the impact of multiple projects would be consulted.</p> <p>Where relevant, consultation would be undertaken with proponents of other nearby developments to increase the overall awareness of project timeframes and impacts.</p>	<p>Construction Transport and Traffic Management Plan</p> <p>Construction Noise and Vibration Management Plan</p> <p>Overarching Communication Strategy</p>
Public image	Other issue	<ul style="list-style-type: none"> <li>Complaints not handled in timely manner</li> <li>Unsatisfied residents and businesses</li> <li>Poor worker behaviour</li> <li>Contractors not following protocol</li> </ul>	<p>Reputation risk and frequent escalation of complaints.</p> <p>Notifications not put out in a timely manner</p>	<p>Training and induction of contractor personnel.</p> <p>Clear timelines for notification and re-notification</p>	<p>Contractor Management</p> <p>Induction and Toolbox</p> <p>Media protocol</p>

## Appendix A: Secondary conditions of approval and Revised Environmental Management Measures

Table A-1: Secondary Conditions of Approval

NSW CoA	Requirement	Reference in this plan
A5	Where the terms of this approval require a document or monitoring program to be prepared or a review to be undertaken and submitted to the Planning Secretary, and the terms of this approval require the document, monitoring program or review to be prepared/undertaken in consultation with identified parties, evidence of the consultation must be submitted to the Planning Secretary with the relevant document, monitoring program or review. The evidence must include: (a) documentation of the engagement with the party identified in the condition of approval that has occurred before submitting the document for approval; (b) a log of the dates of engagement or attempted engagement with the identified party; (c) documentation of the follow-up with the identified party where engagement has not occurred to confirm that they do not wish to engage or have not attempted to engage after repeated invitations; (d) outline of the issues raised by the identified party and how they have been addressed; and (e) a description of the outstanding issues raised by the identified party and the reasons why they have not been addressed.	Table 5.1
A21	Boundary screening must be erected around all construction ancillary facilities that are adjacent to sensitive receivers for the duration of construction of the CSSI unless otherwise agreed with affected residents, business operators and landowners.	Sections 3.1, Table 5.1 and Table 6.1
E15	Prior to vegetation clearing, the Proponent must identify where it is practicable for the CSSI to reuse native trees and vegetation that are to be removed. If it is not possible for the CSSI to reuse all removed native trees and vegetation, the Proponent must consult with the relevant council(s), Western Sydney Parklands Trust and Landcare groups and relevant government agencies to determine if: (a) hollows, tree trunks, mulch, bush rock and root balls salvaged from native vegetation impacted by the CSSI; and (b) collected plant material, seeds and/or propagated plants from native vegetation impacted by the CSSI, could be used by others in habitat enhancement, beneficial re-use and rehabilitation work, before pursuing other disposal options.	Table 5.1, Table 8.1 and Table 11
E17	Unless otherwise agreed by the Planning Secretary, the CSSI must be designed and constructed to limit impacts on flooding characteristics in areas outside the project boundary during any flood event up to and including the 1% AEP flood event, to the following: (a) a maximum increase in inundation time of one hour; (b) a maximum increase of 10 mm in above-floor inundation to habitable rooms where floor levels are currently exceeded; (c) no above-floor inundation of habitable rooms which are currently not inundated; (d) a maximum increase of 50 mm in inundation of land zoned as residential, industrial or commercial; (e) a maximum increase of 100 mm in inundation of land zoned as rural, primary production, environment zone or public recreation; (f) no significant increase in the flood hazard or risk to life; and	Table 5.1 and Table 6.1

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NSW CoA	Requirement	Reference in this plan
	<p>(g) maximum relative increase in velocity of 10%, where the resulting velocity is greater than 1.0 m/s, unless adequate scour protection measures are implemented and/or the velocity increases do not exacerbate erosion as demonstrated through site-specific risk of scour or geomorphological assessments.</p> <p>Where the Proponent cannot meet the requirements set out in clauses (d), (e) and (g) alternative flood levels or mitigation measures may be agreed to with the affected landowner.</p> <p>In the event that the Proponent and the affected landowner cannot agree on the measures to mitigate the impact as described in clauses (d), (e) and (g), the Proponent shall engage a suitably qualified and experienced independent person to advise and assist in determining the impact and relevant mitigation measures.</p>	
E20	<p>Flood information including flood summary reports, models and geographic information system outputs, and work as executed information from a registered surveyor certifying finished ground levels and the dimensions and finished levels of all structures within the flood prone land, must be provided to the relevant council, EES and INSW in order to assist in preparing relevant documents and to reflect changes in flood behaviour as a result of the CSSI. The relevant council(s), EES and INSW must be notified in writing that the information is available no later than one month following the operation of the CSSI. Information requested by the relevant council(s), EES or INSW must be provided no later than six (6) months following the completion of construction or within another timeframe agreed with the relevant council(s), EES and INSW.</p>	Table 5.1
E24	<p>For property/ies zoned as primary production and where hydrologic modelling predicts that the CSSI will potentially reduce and adversely affect the available stormwater runoff yield to a farm dam, the Proponent must, in consultation with the affected landowner:</p> <p>(a) calculate the nature and extent of impacts on water supply;</p> <p>(b) determine what measures may be implemented to prevent, mitigate, compensate or offset a loss in water supply; and</p> <p>(c) implement the measures agreed with the potentially affected landowner at no cost to the landowner.</p> <p>The agreed measures must be implemented prior to undertaking any works that would directly affect the flow of water into a landowner's farm dam.</p> <p>In the event that the Proponent and relevant landowner cannot agree on the measures to mitigate the impact, the Proponent shall engage a suitably qualified and experienced independent person to advise and assist in determining appropriate mitigation measures.</p>	Table 5.1 and Table 6.1
E36	<p>On becoming aware of the need for emergency work in accordance with <b>Condition E32(a)</b>, the Proponent must notify the <b>ER</b>, the Planning Secretary and the EPA of the reasons for such work. The Proponent must use best endeavors to notify all noise and/or vibration affected sensitive land user(s) of the likely impact and duration of the emergency work.</p>	Table 6.1

NSW CoA	Requirement	Reference in this plan
E37	<p><b>Out-Of-Hours Work Protocol – Works Not Subject to an EPL</b></p> <p>An <b>Out-of-Hours Work Protocol</b> must be prepared to identify a process for the consideration, management and approval of Work which is outside the hours defined in <b>Condition E34</b>, and that are not subject to an EPL. The Protocol must be approved by the Planning Secretary before commencement of the out-of-hours Work. The Protocol must be prepared in consultation with the <b>ER</b>. The Protocol must provide:</p> <p>(a) identification of low and high-risk activities and an approval process that considers the risk of activities, proposed mitigation, management, and coordination, including where:</p> <p>(i) the <b>ER</b> reviews all proposed out-of-hours activities and confirm their risk levels,</p> <p>(ii) low risk activities can be approved by the <b>ER</b>, and</p> <p>(iii) high risk activities that are approved by the Planning Secretary; (b) a process for the consideration of out-of-hours work against the relevant NML and vibration criteria;</p> <p>(c) a process for selecting and implementing mitigation measures for residual impacts in consultation with the community at each affected location, including respite periods consistent with the requirements of <b>Condition E47</b>. The measures must take into account the predicted noise levels and the likely frequency and duration of the out-of-hours works that sensitive land user(s) would be exposed to, including the number of noise awakening events;</p> <p>(d) procedures to facilitate the coordination of out-of-hours Work including those approved by an EPL or undertaken by a third party, to ensure appropriate respite is provided; and</p> <p>(e) notification arrangements for affected receivers for all approved out-of-hours Work and notification to the Planning Secretary of approved low risk out-of-hours Work.</p> <p>This condition does not apply to Work where the requirements of <b>Condition E36(a)</b> or <b>(b)</b> are met.</p>	Table 3.1, Table 5.1, Table 6.1 and Table 8.1. Section 3.2.1
E75	<p>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 CSSI are avoided where possible and where unavoidable, customers are advised in accordance with the Communication Strategy required under <b>Condition B1</b>.</p>	Section 3.1 Table 5.1, Table 6.1 and Table 8.1
E76	<p>The Proponent must offer pre-construction surveys to the owners of surface and sub-surface structures and other relevant assets identified at risk from vibration, including all listed heritage items and buildings/structures of heritage significance as identified in the documents listed in <b>Condition A1</b>. Where the offer is accepted, the survey must be undertaken by a suitably qualified and experienced engineer and/or building surveyor prior to the commencement of vibration-generating works that could impact on the structure/asset. The results of each survey must be documented in a <b>Pre-construction Condition Survey Report</b> and the report must be provided to the owner of the item(s) surveyed no later than one (1) month before the commencement of all other potentially impacting works</p>	Table 6.1

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NSW CoA	Requirement	Reference in this plan
E77	Where pre-construction surveys have been undertaken in accordance with <b>Condition E76</b> , subsequent post-construction surveys of the structure / asset must be undertaken by a suitably qualified and experienced engineer and/or building surveyor to assess damage that may have resulted from the vibration-generating works. The results of the post-construction surveys must be documented in a <b>Post-Construction Condition Survey Report</b> for each item surveyed. The <b>Post-construction Condition Survey Reports</b> must be provided to the owner of the structures/assets surveyed, and no later than four (4) months following the completion of construction activities that have the potential to impact on the structure / asset.	Table 6.1
E79	The CSSI must be delivered in a manner that minimises intrusion, as far as reasonably practicable, and disruption to agricultural operations/activities in surrounding properties (e.g. stock access, access to farm dams, etc.), unless otherwise agreed by the landowner.	Table 6.1
E80	Where the viability of existing agricultural operations will be impacted by the CSSI, the Proponent must, at the request of the landowner, employ a suitably qualified and experienced independent agricultural expert to assist in identifying management measures to address the identified impacts. Where the Proponent has commenced the requirements of this condition, prior to determination of the CSSI, the Proponent may rely on these activities to fulfil this requirement.	Table 6.1
E83	Any property access that is physically affected by the CSSI must be reinstated to at least an equivalent standard, in consultation with the landowner or alternative access provided in consultation with the landowner.	Table 6.1
E96	During construction, all reasonably practicable measures must be implemented to maintain pedestrian and vehicular access to, and parking in the vicinity of, residences, businesses and affected properties. Disruptions are to be avoided, and where avoidance is not possible, minimised. Where disruption cannot be minimised, alternative pedestrian and vehicular access, and parking arrangements must be developed in consultation with affected residents, businesses and affected property owners and implemented before the disruption. Adequate signage and directions to businesses must be provided before, and for the duration of, any disruption.	Table 6.1
E99	Safe pedestrian and cyclist access must be maintained around work sites during Work. In circumstances where pedestrian and cyclist access is restricted or removed due to Work, an alternate route which complies with the relevant standards must be provided and signposted.	Table 6.1

Table A-2: Secondary Revised Environmental Management Measures

REMM	Requirement	Reference
TT04	Consultation will be carried out with the operators of the M7 Motorway to develop measures to manage the potential impacts of construction within the operating M7 Motorway corridor.	Section 4.3, Table 5.1

REMM	Requirement	Reference
TT07	<p>Existing property access would be maintained at all times.</p> <p>Any changes to access arrangements or alternative access that are necessary during construction will be done with consultation with the landowner. Any changes to access will provide the same equivalent pre-existing level of access unless agreed to by the land owner.</p> <p>Property access that is physically affected by the project will be reinstated to at least an equivalent standard, in consultation with the landowner.</p>	Table 6.1
TT08	A signage strategy will be prepared as part of the CTTMP to provide for appropriate signage for businesses where existing signage is obscured/no longer visible or where customers are required to use alternative access to reach the businesses during construction.	Table 5.1 and Table 6.1
SLP04	Property adjustments, including replacement of farm infrastructure (such as fencing) and relocation of property access, prior to work that impact the property will be carried out in consultation with property owners/ business managers.	Table 6.1 Section 11
SLP05	The project will be designed with the aim of minimising impacts on existing utilities and services, in consultation with utility owners and/or providers of services where feasible and reasonable.	Section 3.1 Table 5.1, Table 6.1 and Table 8.1
SLP06	<p>Utility owners and/or providers of services will be identified and consulted with before works start, to determine the requirements for access to, protection of, or relocation of services.</p> <p>Disruption to existing services will be minimised where feasible and local residents and businesses will be notified before any planned disruption.</p>	Section 3.1 Table 5.1, Table 6.1 and Table 8.1
SLP07	Construction activities will be planned to minimise disruption to existing agricultural operations/activities in surrounding properties where feasible and reasonable (eg stock access, access to farm dams, etc) unless otherwise agreed by the landowner.	Table 6.1
SLP08	Adjustments to facilities in Western Sydney Parklands (eg walking and cycling trails and Sydney International Shooting Centre access) will be carried out in consultation with the Western Sydney Parklands Trust.	Table 5.1
SLP09	TfNSW will continue to work with Western Sydney Parklands Trust to support their delivery of a replacement for the Wylde Mountain Bike Trail by Western Sydney Parklands Trust.	Table 5.1
SLP10	<p>Ongoing consultation regarding management of potential impacts will be carried out in accordance with the Community Communication Strategy with the following community facilities:</p> <ul style="list-style-type: none"> <li>• Kemps Creek Sporting and Bowling Club</li> <li>• Kemps Creek Cougars Baseball Club</li> <li>• Science of the Soul Study Centre</li> <li>• Muhammadi Welfare Association of Australia</li> </ul>	Table 5.1

REMM	Requirement	Reference
	<ul style="list-style-type: none"> <li>Kemps Creek Public School, Christadelphian Heritage College, and Irfan College</li> <li>Western Sydney Parklands</li> <li>Sydney International Shooting Centre.</li> </ul>	
SLP11	Construction fatigue will be managed in accordance with the Community Communication Strategy.	Section 3.2.1 Table 6.1
SLP12	On-going consultation will be carried out with local business owners that may be impacted during construction (including owners of agricultural businesses) in accordance with the Community Communication Strategy for the project.	Table 5.1 and Table 6.1 Section 6.1
SLP13	A business impact risk register will be established and maintained for the duration of construction to identify and manage specific impacts on individual businesses.	Table 6.1, Table 8.1 Table 11.1
NV01	<p>A construction noise and vibration management plan (CNVMP) will be prepared for the project to mitigate and manage noise and vibration impacts during construction. The CNVMP will be implemented for the duration of construction of the project and will:</p> <ul style="list-style-type: none"> <li>Identify nearby sensitive receivers</li> <li>Include a description of the construction activities equipment and working hours</li> <li>Identify relevant noise and vibration performance criteria for the project and license and approval conditions.</li> <li>Include modelling results showing construction noise impacts based on detailed design information</li> <li>Outline standard and additional mitigation measures from the Construction Noise and Vibration Guideline (CNVG) (Roads and Maritime 2016) and information about when each will be applied</li> <li>Outline requirements for the development and implementation of an Out-of-hours Work Protocol</li> <li>Outline requirements for noise and vibration monitoring that will be carried out to monitor project performance associated with the noise and vibration criteria</li> <li>Describe community consultation and complaints handling procedures in accordance with the Community Communication Strategy to be developed for the project</li> <li>Outline measures to manage noise impacts associated with heavy vehicle movements both on and offsite</li> <li>Outline measures to minimise cumulative construction impacts and the likelihood for 'construction fatigue' from concurrent and consecutive projects in the area</li> <li>Outline requirements to minimise and manage construction fatigue, in consultation with the community.</li> </ul>	Table 6.1

REMM	Requirement	Reference
NV13	The likelihood of cumulative construction noise impacts will be considered during detailed design when detailed construction schedules of other projects are available. Construction works will be scheduled with the aim of minimising concurrent works near sensitive receivers where possible in consultation with managers of other nearby projects that are likely to result in a cumulative impact. This will include the coordination of respite between the various construction projects where receivers are likely to experience concurrent construction impacts where feasible. Coordination between project teams would be carried out throughout construction.	Section 3.2 and Section 4.3 Table 6.1 and Table 11.1
F02	Should the updated flood modelling show the project will result in an adverse flooding impact, TfNSW will consult with landowners regarding appropriate mitigation measures to be implemented by the contractor in relation to each individual property.	Table 5.1 and Table 6.1
CU01	Regular consultation will be carried out with nearby/adjoining projects and key stakeholders during the detailed design and construction phase to review potential cumulative impacts and integrate designs and construction methodologies (including traffic impacts and noise management), as far as practicable to minimise cumulative impacts.	Table 5.1 and Table 11
CU02	Communication strategies across relevant TfNSW projects will be managed to be consistent in their messaging to the community to avoid confusion.	Section 3.2 Section 4.3