

Transport
for NSW

Parramatta Light Rail Stage 2

Community Communication Strategy

September 2023

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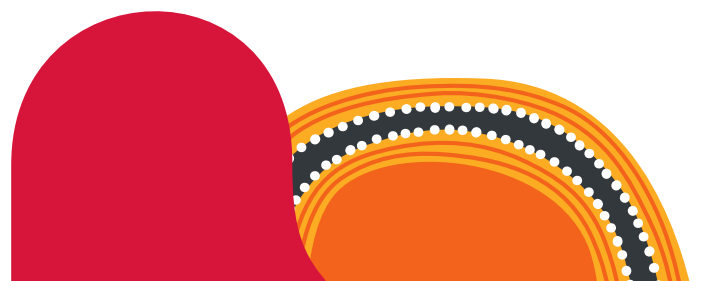


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1 Introduction

1.1 Purpose of this Strategy

This Community Communication Strategy (CCS) has been prepared for Parramatta Light Rail Stage 2. The purpose of the CCS is to guide the management and delivery of communication and engagement during the development, pre-construction and construction of the project, and for 12 months following the completion of construction.

Stage 2 of the Parramatta Light Rail will connect Parramatta CBD and the first stage of Parramatta Light Rail to Camellia, Rydalmere, Ermington, Melrose Park, Wentworth Point, Sydney Olympic Park, and the Carter Street precinct in Lidcombe, adjacent to Sydney Olympic Park.

The CCS has been developed in accordance with the *State Significant Infrastructure Template Conditions of Approval (Linear Infrastructure)* (Department of Planning and Environment (DPE), 2022). Appendix D outlines how this document complies with the template Conditions of Approval.

The CCS is a dynamic working document, and should the project be approved; it will be updated to comply with relevant conditions of approval. It will also be updated throughout the project to reflect the changing social environment and issues as they emerge. The CCS sets out an overarching, high-level engagement framework to ensure that:

- Accurate and accessible information about the project is provided
- Feedback from the community is encouraged
- Opportunities for input to design development are provided, where relevant
- Community members and stakeholders with the potential to be affected by construction activities are notified in a timely manner about the timing of activities and potential for impacts
- Enquiries and complaints are managed, and a timely response is provided for concerns raised.

The CCS is supported by a range of plans and programs that describe the engagement activities that will be carried out by the project. These include:

- **Communications and Engagement Plan (CEP):** Separate CEPs will define tools, activities, timing and responsibilities and monitoring that will be implemented. They will include policies, processes, and procedures for proactive communications management and will be progressively developed and implemented by the contractors for each stage.
- **Property Acquisition Engagement Plan:** This outlines the approach to liaising with the owners and tenants of residential and commercial properties that will be impacted by acquisition for the project.
- **Business Management and Activation Plan:** This will identify businesses with the potential to be impacted by the project and detail feasible and reasonable measures to support businesses during construction.
- **Aboriginal Engagement and Participation Plan:** This will be developed with the Transport Aboriginal Engagement team and the Aboriginal community connected to or impacted by the project to outline the objectives of participation, proposed actions and measures of success.

A Third Party Agreement Plan will also be developed to oversee the formal engagement of and negotiations with agreed third parties such as utility companies, major land owners and City of Parramatta Council. This plan is not part of the CCS.

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



Figure 1-1 Hierarchy of the project community and stakeholder engagement documents

1.2 Statutory Planning Context

The project is declared State significant infrastructure and is classified as a Critical state significant infrastructure (CSSI) project. As State significant infrastructure the project is subject to approval by the NSW Minister for Planning and Public Spaces under Part 5, Division 5.2 of the *Environmental Planning and Assessment Act 1979 (NSW)* (EP&A Act).

The project has also been determined to be a controlled action under the *Environment Protection and Biodiversity Conservation Act 1999 (Cth)* (EPBC Act) and requires approval from the Australian Minister for the Environment and Water.

1.3 Accountabilities

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

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

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

1.4 Reviewing this Strategy

This Strategy was submitted to the Department of Planning and Environment as part of the Response to Submissions, prior to determination of the project. It will be reviewed every 12 months.

Changes to the CCS must be reviewed by the Environmental Representative (ER) and submitted to the Planning Secretary.

2 Glossary of Terms and Definitions

Abbreviation	Definition
CBD	Central Business District
CCS	Community Communication Strategy
CEP	Communications and Engagement Plan
CJP	Customer Journey Planning
CMCG	Communications Management Control Group
CNVS	Transport's Construction Noise and Vibration Strategy
CNVMP	Construction Noise and Vibration Management Plan
CoA	Conditions of Approval
CoPC	City of Parramatta Council
CSSI	Critical State Significant Infrastructure
DPE	Department of Planning and Environment
EIS	Environmental Impact Statement
EMI	Electromagnetic Interference
EMS	Environmental Management System
EP&A Act	Environmental Planning and Assessment Act 1979 (NSW)
EPBC Act	Environment Protection and Biodiversity Conservation Act 1999 (Cth)
ER	Environmental Representative
GGBF	Green and Golden Bell Frog
GPOP	Greater Parramatta and the Olympic Peninsula
IAP2	International Association for Public Participation
LGA	Local government area
Minister, the	Minister for Planning and Environment
OOHW	Out-of-hours works
Planning Approval	The Planning Approval includes the Conditions of Approval, the EIS, Response to Response to Submissions and Amendment Report
Project, the	Parramatta Light Rail Stage 2
Sensitive Receiver	Includes residences, educational institutions (including preschools, schools, universities, TAFE colleges), health care facilities (including nursing homes, hospitals), religious facilities (including churches), child care centres and passive recreation areas (including outdoor grounds used for teaching).
SIMP	Social Impact Management Plan
SOP	Sydney Olympic Park
SOPA	Sydney Olympic Park Authority
Transport	Transport for NSW (the proponent), overarching accountable group for this document.
TSRs	Transport for NSW's Standard Requirements

3 Project Overview

3.1 About Parramatta Light Rail

The NSW Government's Greater Sydney Region Plan A *Metropolis of Three Cities* (Greater Sydney Commission, 2018) outlines a vision for a three-city metropolis. The Central River City covers the four local government areas of the City of Parramatta, Blacktown City, Cumberland City and The Hills Shire. A *Metropolis of Three Cities* highlights Greater Parramatta as the focal point for the Central River City, with employment growth and public transport being of key importance.

The Greater Parramatta and the Olympic Peninsula area (GPOP), which extends from Westmead and Parramatta in the west to Sydney Olympic Park in the east, is fast emerging as the heart of Sydney's Central River City and is set to grow and change significantly over the next 20 years. Forecasts predict that GPOP will accommodate almost 170,000 new residents by 2041. Employment opportunities will also grow, with an additional 100,000 jobs predicted by 2041 (SGS, 2017).

Parramatta Light Rail will deliver an integrated light rail service that supports the population and employment growth expected throughout GPOP. It will integrate with existing and future modes of transport, including buses, trains, ferries, and active transport (pedestrian and cycle networks), as well as Sydney Metro West services and the existing road network.

Parramatta Light Rail will be delivered in stages to ensure the infrastructure needed to support growth and development is in place:

- Stage 1 will connect Westmead to Carlingford via the Parramatta central business district (CBD) and Camellia. The construction and operation of Parramatta Light Rail Stage 1 was approved by the NSW Minister for Planning in May 2018. Major construction is underway, with the track installation complete and light rail stop construction in progress. Stage 1 is expected to start operating in 2024. Further information on Stage 1 is available at [Parramatta Light Rail](#).
- Stage 2 (the project) will connect the Parramatta CBD and Stage 1 to Camellia, Rydalmere, Ermington, Melrose Park, Wentworth Point, Sydney Olympic Park and the Carter Street precinct in Lidcombe.

Figure 3-1 provides an overview of Parramatta Light Rail showing both stages.

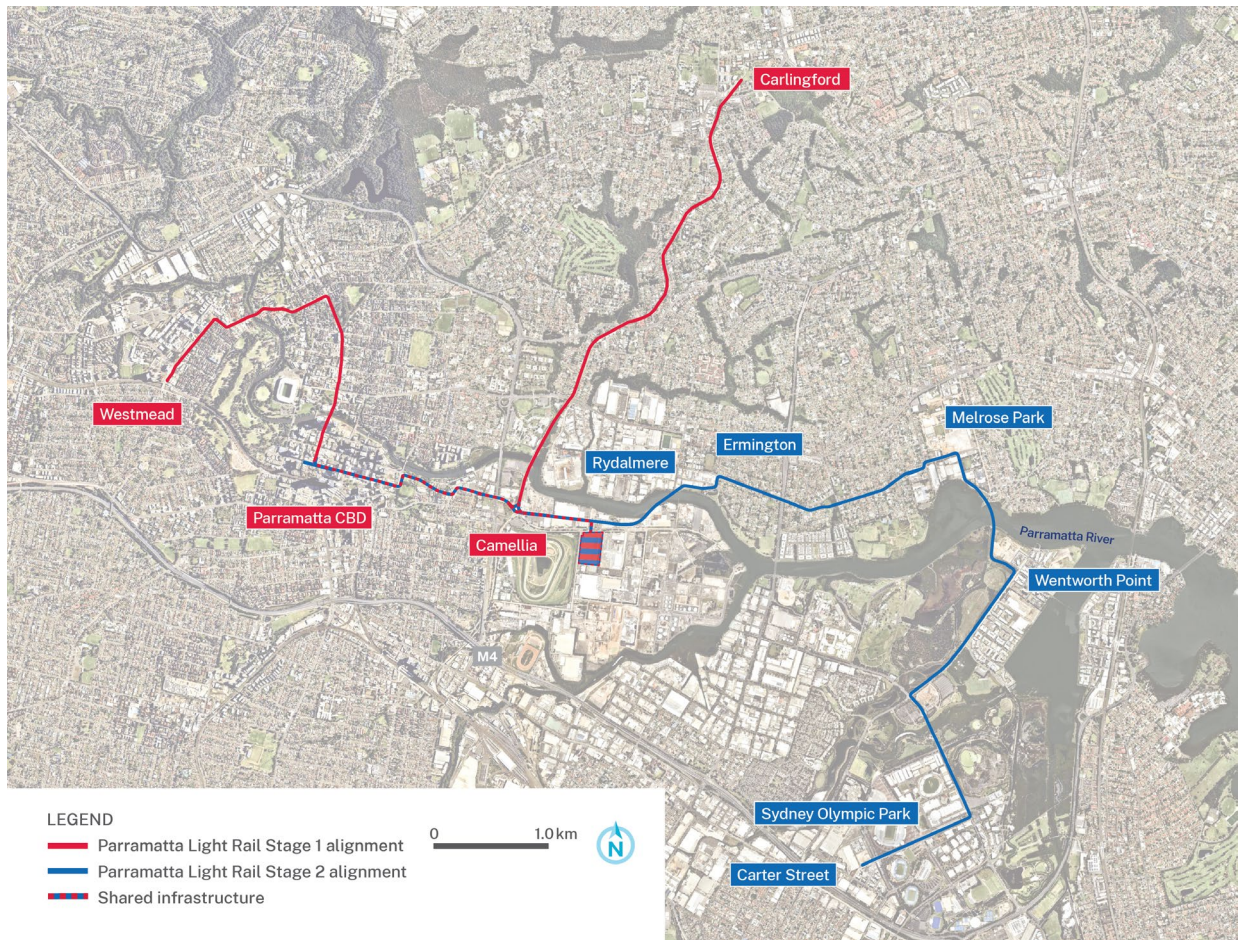


Figure 3-1 Parramatta Light Rail network

3.2 Project Overview

The project comprises two main elements:

- Construction of about 10 kilometres of light rail infrastructure between Camellia and the Carter Street precinct adjacent to Sydney Olympic Park
- Operation of about 13 kilometres of light rail alignment between the Parramatta CBD and the Carter Street precinct, including a section of infrastructure constructed by Parramatta Light Rail Stage 1 between Camellia and the Parramatta CBD.

Key features of the project, which are shown in Figure 3-2, include:

- A new 10-kilometer-long dual light rail track, with 14 stops, between Camellia and the Carter Street precinct adjacent to Sydney Olympic Park
- Two bridges over the Parramatta River allowing the light rail to cross between Camellia and Rydalmere, and between Melrose Park and Wentworth Point
- A bridge over Silverwater Road between Rydalmere and Ermington
- Other bridge works in Ken Newman Park and Sydney Olympic Park.

Active and public transport integration

The project would also deliver:

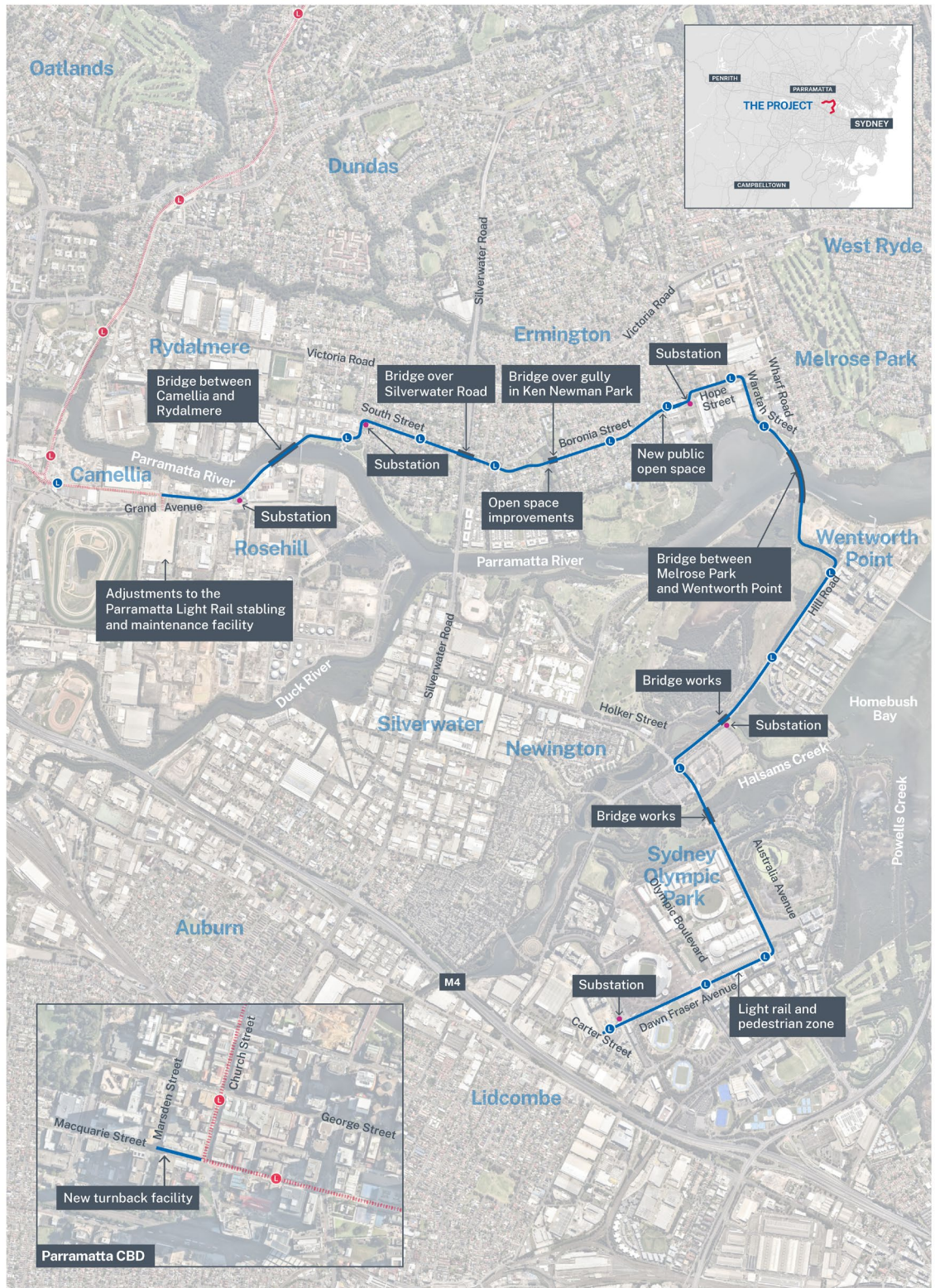
- About 9.5 kilometres of new active transport links between Camellia and the Carter Street precinct, which will connect with the existing cycling and pedestrian network
- Interchanges with other forms of public transport, including trains, ferries, buses, and Sydney Metro West, with the main interchanges located in the Parramatta CBD, Rydalmere and Sydney Olympic Park
- A light rail and pedestrian zone (no through vehicle access) within Sydney Olympic Park along

- Dawn Fraser Avenue between Australia Avenue and Olympic Boulevard
- Bus access over the proposed bridge between Melrose Park and Wentworth Point.

Other works

Works proposed to support the project's operation:

- Turnback facilities, including along part of Macquarie Street in the Parramatta CBD
- Adjustments to the Parramatta Light Rail stabling and maintenance facility at Camellia
- Five new traction power substations to convert electricity to a form suitable for use by light rail vehicles
- New and improved open spaces and recreation facilities at Eric Primrose Reserve, Ken Newman Park and the Atkins Road stop.



LEGEND

- Proposed project alignment
- Proposed project stops
- Parramatta Light Rail Stage 1 alignment
- Parramatta Light Rail Stage 1 stops

0 1km



Figure 3-2 Key features of the project

3.3 Project Benefits

Parramatta Light Rail will deliver an integrated light rail service that meets the needs of population and employment growth expected throughout Sydney's Central River City and the GPOP priority growth area. It would enable the vision for GPOP and offer benefits to the community of Central River City and GPOP as shown in Figure 3-3.



Figure 3-3 Project benefits

3.4 Project timeline

Table 3-1 refers to the Parramatta Light Rail Stage 2 timeline and key project milestones.

Table 3-1 Parramatta Light Rail Stage 2 project timeline and key project milestones.

Year	Assessment
2012	Strategic Planning The NSW Long Term Transport Master Plan and Sydney's Light Rail Future identified the need to collaborate with City of Parramatta to identify a transport network that serves the future growth of Parramatta.
2017	The NSW Government announced the preferred route for Stage 2 extending to Sydney Olympic Park in October 2017.
June 2022	The NSW Government committed \$602.4 million to the project to fund the construction of a bridge between Melrose Park and Wentworth Point (Enabling Works)
9 November to 16 December 2022	The Environmental Impact Statement for the project was lodged with the Department of Planning and Environment and publicly exhibited
December 2022	The NSW Government declared the project to be Critical state significant infrastructure
August to September 2023	Have your say engagement seeking feedback on project amendments. Point
October 2023	Response to Submissions and Amendment Report for the project were lodged with the Department of Planning and Environment
2025	Commencement of construction for Stage A – Bridge between Melrose Park and Wentworth Point
2026	Commencement of construction for Stage B - Main alignment construction works and supply, operate and maintain system works, subject to planning approval, future decisions by NSW Government and timing of funding allocations and procurement.
2030/2031	First passenger services on Parramatta Light Rail Stage 2

4 Structure, Roles and Responsibilities

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

The key project positions and their responsibilities for the engagement activities are summarised in Table 4-1.

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

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

Table 4-1 Key positions and responsibilities

Position	Responsibilities
Project Director, Transport	High-level relationship management, ensuring alignment with broader project priorities.
Director Parramatta and Cumberland, Transport	Oversight and guidance of the stakeholder engagement and communications process and materials.
Senior Manager Communication and Public Affairs, Transport	Manage reputational risk and identify story opportunities by working closely with the Communications and Engagement Contract Manager to amplify the work of the contractor and Transport project teams and ensure seamless delivery of public communications.
Senior Manager Engagement and Business Support, Transport	Manage community and stakeholder engagement for the project as well as business activation and support responsibilities. Provide input and advice in relation to engagement and required material.
Senior Advisor Communications and Public Affairs, Transport and Senior Social Media and Digital Officer, Transport	Manage online and social media and media enquiries, with the support of the contractor(s)' communication team leads.
Communications and Engagement Contract Manager, Transport	Develop communications collateral approval process with contractor stakeholder leads, attend meetings with stakeholders, manage the community notifications process and manage enquiries and complaints processes.
Manager Communication and Stakeholder Engagement, Transport	Provide input in relation to issues and potential issues of concern for local community and stakeholders and attend meetings with local stakeholders as required.
Contractors' Stakeholder Lead	Support the development and maintenance of ongoing relationships with stakeholders and the community and act as a key conduit for the flow of information to / from the contractor's project team.
Contractors' Communications Lead	Support the project with communications support, media and public affairs management as required.
Public Liaison Officers (referenced as Place Managers within this document) (Transport and then contractor following engagement)	Public Liaison Officers (Place Managers) are responsible for delivery of the project's requirements for engagement and communications for a set geographic area. This includes developing and implementing targeted community engagement and communication strategies and materials for upcoming work, responding to enquiries and complaints as well as building positive and productive working relationships with community members. Key role and responsibilities include: <ul style="list-style-type: none"> Implementing the project's Community Communications Strategy and other involvement and communication strategies and plans

Position	Responsibilities
	<ul style="list-style-type: none"> • Proactively facilitating liaison with key stakeholders and community groups about upcoming work and work progress • Developing communication and engagement materials such as notifications, letters, newsletters, advertisements, social media and website content to provide timely and adequate notification of upcoming work and work progress • Implementing the project's complaints management system to effectively address complaints • Being available (on a roster basis) to receive and respond to calls on a 24/7 basis from the project's 1800 telephone number • Respond to telephone calls and written complaints and enquiries including undertaking investigations of complaints/enquiries • Manage community information sessions, public events, one on one meetings etc. • Developing and maintaining productive and effective relationships with key stakeholders • Facilitating effective communication about the project's benefits • Identifying and initiating opportunities for community participation in a range of areas that have the potential to strengthen relationships with key project stakeholders and enhance the project's reputation • Encouraging community participation • Providing advice to the wider project team on matters relating to timely provision of information, engagement requirements, proactively identifying issues and promptly responding to concerns raised • Coordinating site tours and visits • Maintaining accurate records on community relation issues • Contributing to the government reporting and correspondence, including ministerial correspondence.

5 Stakeholders and Community

5.1 Definition

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

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

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

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

See Appendix B for details of the project's stakeholders.

5.2 Stakeholder Categories

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

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

5.3 Community

5.3.1 Community demographics

The suburbs intersected by the project, and Parramatta and Ryde local government areas (LGAs) as a whole, are transforming. Population growth, new housing, jobs, and infrastructure are changing the area from a suburban centre to the centre of services, infrastructure, and employment for Western Sydney. Within the suburbs intersected by the project, seven precincts have been identified: Camellia, Rydalmere East, Ermington, Melrose Park, Wentworth Point, Sydney Olympic Park, and Carter Street (refer to Figure 5-1). These precincts are home to many unique neighbourhoods and have their own distinct demographic qualities.

A summary of key demographic characteristics for the seven precincts is provided below, including comparisons with the Parramatta LGA and Greater Sydney area as a whole (where relevant). A detailed demographic profile is provided in the Social Impact Assessment (Technical Paper 7 of the Environmental Impact Statement (EIS)).

Population characteristics

In 2016 the population of the seven precincts and Parramatta LGA was 19,808 and 225,811 people respectively. The population of the Parramatta LGA is expected to increase by about 204,000 people by 2041 – an annual growth rate of 3.5 per cent. The population within the seven precincts is expected to account for a significant amount of this growth, with the population estimated to increase to about 112,300 people by 2041 – an annual growth rate of 23 per cent.

The Sydney Olympic Park and Carter Street precincts are forecast to experience the highest growth, with their combined population increasing from 2,910 people in 2015 to about 35,300 people in 2041.

Economic characteristics

The working age distribution differed across the precincts, with the Sydney Olympic Park and Carter Street precincts having the highest proportion of working age people (both at 88 per cent

of the population). The Rydalmere East (66 per cent) and Ermington (68 per cent) precincts had the lowest proportion of a working age population, comparable to Greater Sydney (67 per cent) and the Parramatta LGA (69 per cent).

The Camellia precinct had the highest proportion of unemployed people (nine per cent), followed by the Rydalmere East precinct (eight per cent).

The Wentworth Point precinct had the highest workforce participation rate (71 per cent), which was noticeably higher than that of the Parramatta LGA and Greater Sydney (both 62 per cent). Workforce participation rates were lowest in the Rydalmere East precinct (56 per cent).

Housing

A significantly higher proportion of residents live in medium and high-density apartment dwellings in the Wentworth Point, Sydney Olympic Park and Carter Street precincts compared with the other precincts, the Parramatta LGA and Greater Sydney.

There was a greater distribution of family households in the Melrose Park (78 per cent) and Ermington (76 per cent) precincts compared with other precincts.

Vulnerable communities

A summary of the key demographic characteristics for the seven precincts that can contribute to vulnerability is provided in Table 5-1.

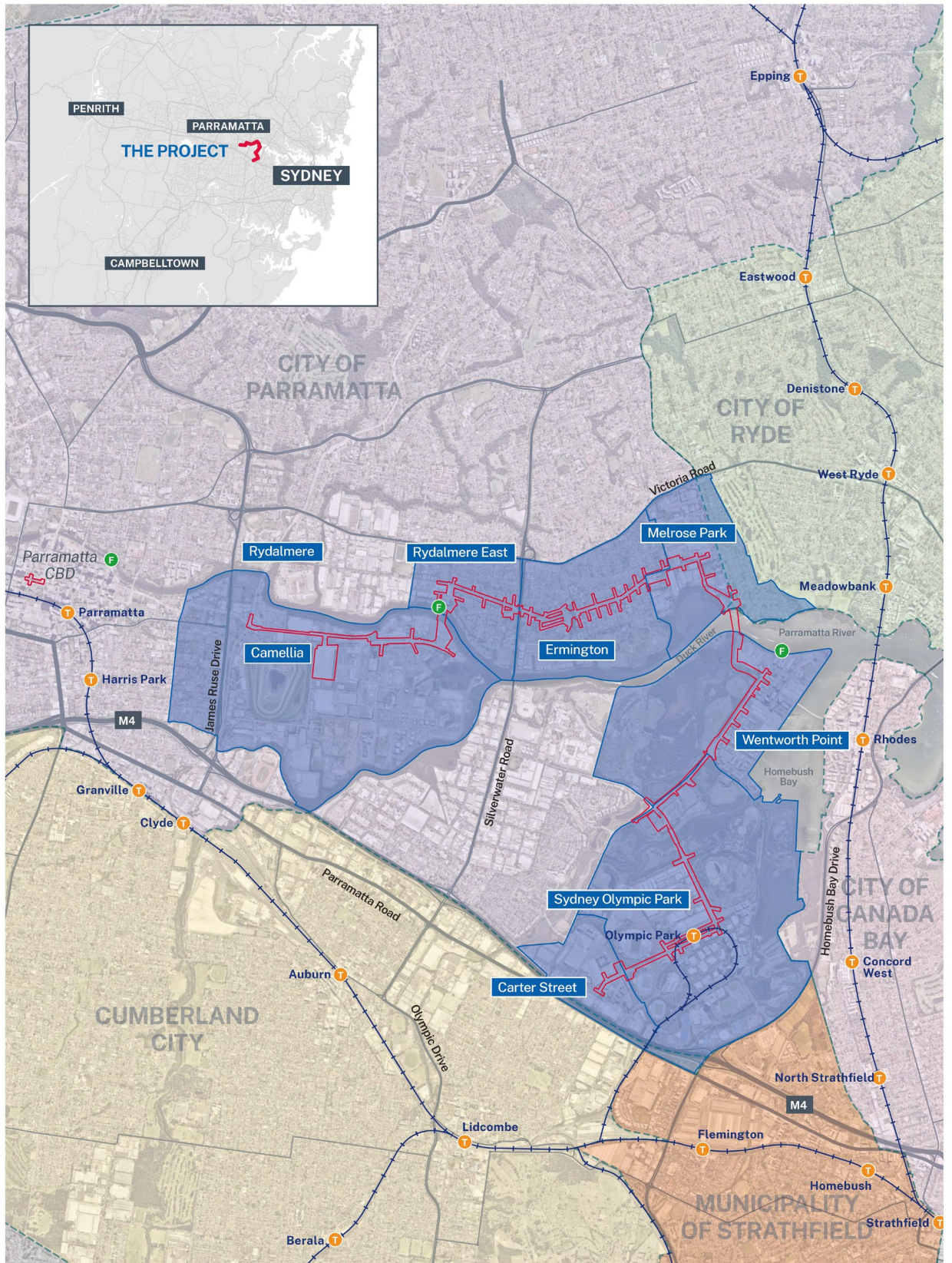


Figure 5-1 Precincts intersected by the project.

Table 5-1 Summary of key demographic characteristics that can contribute to vulnerability

Demographic characteristic	Key characteristic summary
Culturally and linguistically diverse (CALD) community members	<p>The Camellia, Sydney Olympic Park and Carter Street precincts had the highest proportion of people born overseas (58 per cent), compared with Melrose Park (28 per cent), the Parramatta LGA (48 per cent), and Greater Sydney (35 per cent).</p> <p>The Sydney Olympic Park and Carter Street precincts had the highest proportion of residents who speak a language other than English (56 per cent), compared with 43 per cent for the Parramatta LGA as a whole.</p>
Older persons and very young children	<p>The Rydalmere East and Melrose Park precincts had the highest proportion of older people aged 65 years and over, accounting for 14 per cent of the population.</p> <p>The Ermington, Camellia and Wentworth Point precincts had a higher proportion of very young children aged 0 to 4 years (nine, eight and eight per cent respectively), which is slightly higher than the Parramatta LGA (seven per cent) and Greater Sydney (six per cent).</p>
Social and community housing and low-income householders	<p>The Rydalmere East (32 per cent) and Ermington precincts (18 per cent) had a higher proportion of the population living in social housing compared with other precincts, the Parramatta LGA and Greater Sydney, where the percentage living in social housing was five per cent or less.</p> <p>The Rydalmere East (24 per cent), Ermington (18 per cent) and Camellia (18 per cent) precincts had the highest proportion of low-income households, compared with 15 per cent for the Parramatta LGA.</p>
Residents needing assistance	<p>The Rydalmere East precinct had the highest proportion of residents who required assistance with daily activities (six per cent), compared with an average of below three per cent for the Parramatta LGA.</p>
Aboriginal and Torres Strait Islanders (First Nations Australians)	<p>The Rydalmere East and Ermington precincts had a higher proportion of First Nations residents (both 1.7 per cent), compared with 0.7 per cent for the Parramatta LGA and 1.4 per cent for Greater Sydney.</p>
Vehicle ownership	<p>The percentage of households that own a private vehicle was relatively high across all precincts, ranging from 84 per cent in the Camellia precinct to 96 per cent in the Carter Street precinct.</p> <p>15 per cent of people in the Wentworth Point precinct do not own a private vehicle.</p>
Socio-economic disadvantage	<p>The Australian Bureau of Statistics (ABS) Index of Relative Socio-Economic Disadvantage ranks the Rydalmere East precinct at decile three, which means it has a high level of socio-economic disadvantage. This compares to the Parramatta LGA as a whole, which is ranked at decile six.</p> <p>The Melrose Park, Wentworth Park and Sydney Olympic Park precincts are all ranked at decile nine, which means they have a very low level of socio-economic disadvantage.</p>

5.3.2 Sensitive residential receivers

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

The following maps (Figure 5-2 and Figure 5-3) taken from the Planning Approval identify sensitive residential receivers that will require consideration for mitigation measures. Other amenity impacts, such as dust and visual impact, are also based on proximity to construction areas, therefore these maps indicate a range of these impacts.

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

contractor-specific Communications and Engagement Plans.

5.3.3 Community Perceptions

The project will continue to conduct Community Sentiment surveys. Surveys in the past have indicated there has been a slight increase in positive sentiment amongst stage 2 residents with 71% of people in 2022 stating they either feel very or somewhat positive about the project.

5.3.4 Continual Improvement

The PLR Stage 2 project's stakeholder opinions and attitudes are most influenced by the construction of PLR Stage 1. From Transport's previous experience on similar construction projects, the issues of highest concern for the community and for which Transport received the highest numbers of complaints were:

- Disruption to businesses and key venues
- Noise and vibration impacts especially for the sensitive receivers
- Changes to roads and traffic conditions
- Loss of parking
- Access to property, businesses or facilities

The above issues are standard construction impacts that were addressed as part of the normal construction process and will also apply to the PLR Stage 2 program.

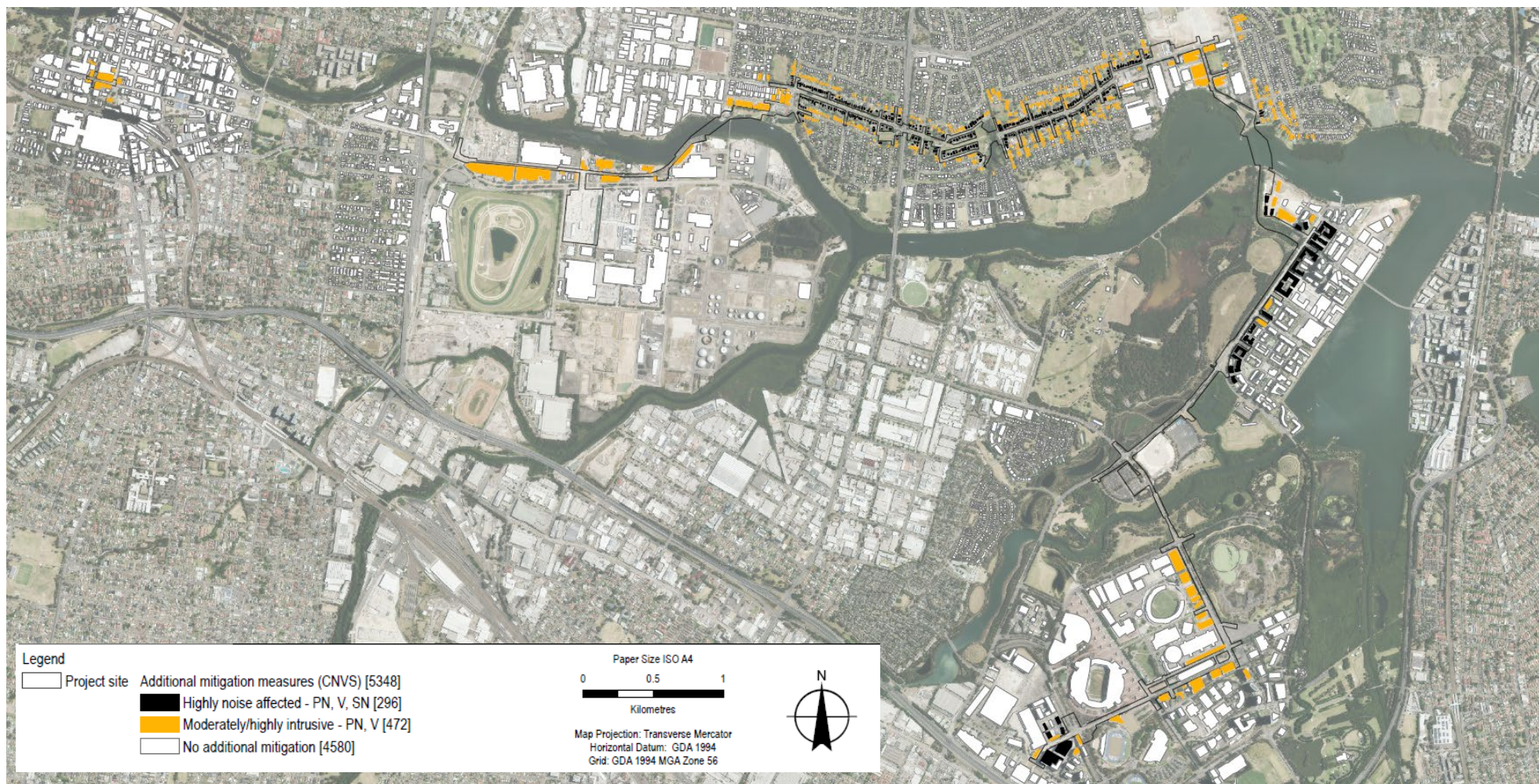


Figure 5-2 Sensitive receivers requiring additional noise mitigation measures (indicative) during standard construction hours

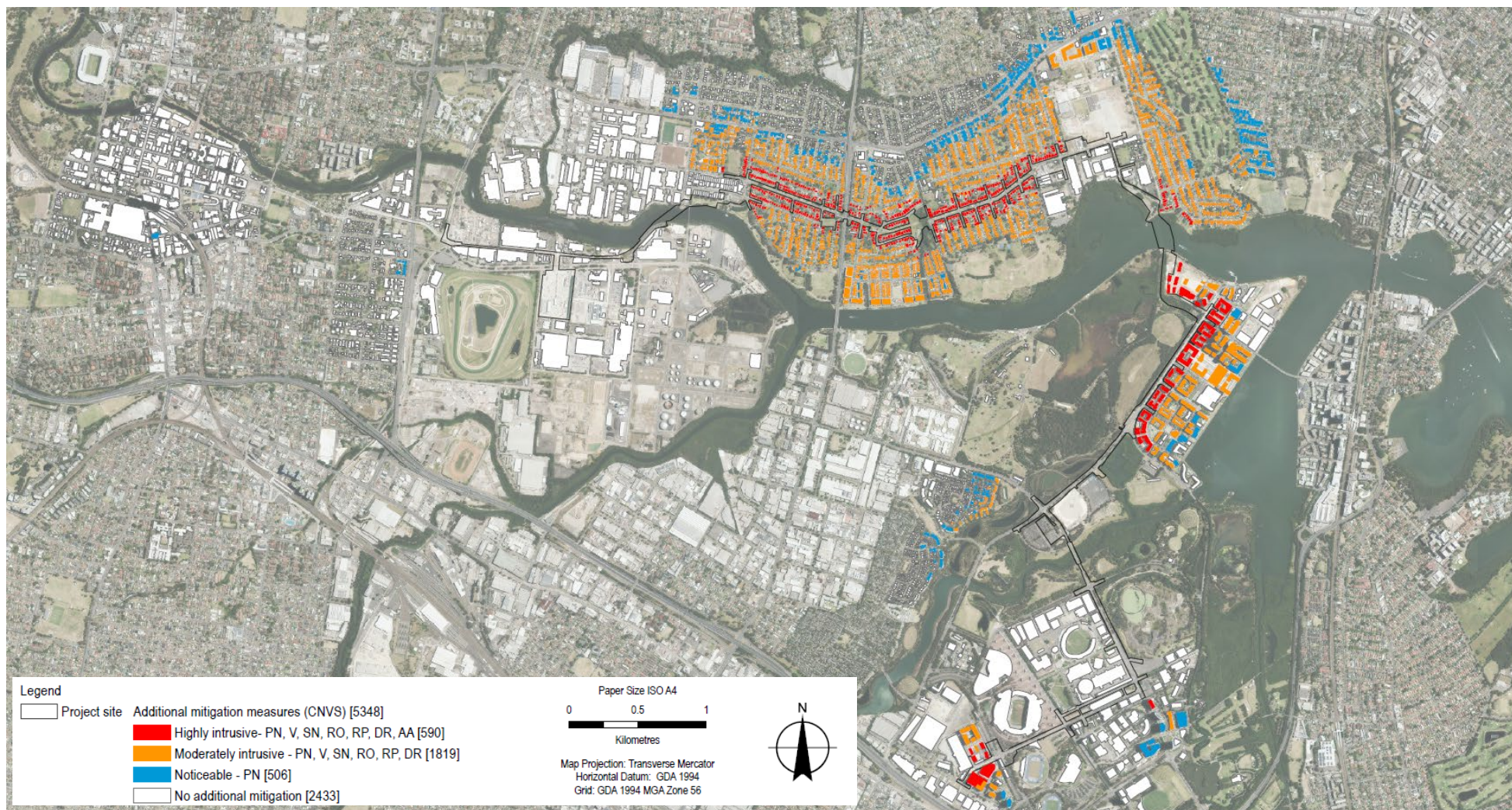


Figure 5-3 Sensitive receivers requiring additional noise mitigation measures (indicative) during OOHW night period

6 Engagement Approach

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

6.1 Engagement Principles

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

We know our communities and understand our stakeholders

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

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

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

We meet our stakeholders as often as needed

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

We strive to be open and transparent in our decision making

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

We have strong processes for recording and circulating stakeholder feedback

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

6.2 Benefits of engagement

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

Benchmarking demonstrates the benefits of early community engagement

The project team has undertaken a detailed benchmarking exercise of other major infrastructure projects including Sydney Metro, Sydney CBD and Southeast Light Rail, Gold Coast Rapid Transit and Parramatta Light Rail Stage 1. This has demonstrated the benefits of undertaking early and ongoing community engagement.

Engagement informs place making and helps design an attractive transport service

Light Rail has the potential to enhance public areas and contribute to the creation of attractive places for people to visit, live and work. People and businesses along the light rail corridor are

know the area and as such, they have ideas and thoughts on how light rail could contribute to the enhancement and amenity of their precincts and neighbourhoods.

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

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


Engagement identifies potential impacts that could arise during project delivery

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

6.3 Alignment with IAP2 public participation spectrum

The project team has used the International Association for Public Participation (IAP2) spectrum of public participation to inform how to work with project stakeholders. The IAP2 elements are shown in Figure 6-1 below.

‘Consultation’ for the purposes of this plan is defined as any element of public participation, or combination of elements, outlined in Figure 6-1 below.



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

Figure 6-1 IAP2 Public Participation Spectrum

6.4 What we are engaging on

Based on the above engagement principles and approach, post-determination, some key stakeholders and the community will be presented with the opportunity to influence the areas

outlined in Table 6-1.

Table 6-2 broadly outlines how the different stakeholder groups will be engaged. A further breakdown of the level of consultation with stakeholders within these broad groups can be found in Appendix B.

Should the project be approved, the Conditions of Approval may require further consultation with government, other government agencies or the community.

Table 6-1 How stakeholders and the community can influence

Issue	What stakeholders and the community can influence
Design	<p>Collaborative engagement process on urban design and place making to provide stakeholders and the community with an influence over:</p> <ul style="list-style-type: none"> • Landscaping • Street furniture • Links to walking and cycling routes • Public art • Heritage interpretation • Getting to the Parramatta Light Rail network, including input on pick up and drop off, park 'n ride, bus feeder services, walking and cycling routes. <p>The project also works closely with the local council, with which there will be a Third Party Agreement. Community input is considered within the parameters of this agreement.</p>
Business activation	<p>Engage with businesses and stakeholders including City of Parramatta Council, City of Ryde Council, Sydney Olympic Park Authority and Parramatta Chamber of Commerce on activities and events that will bring people into the construction impacted business areas.</p>
Construction coordination	<p>Stakeholder and community feedback on construction impacts inform the development of the delivery timeline and methodology. Community members will be made aware of construction activities so that they can make appropriate plans.</p>
Travel demand management	<p>Stakeholder and community input will be required to implement travel demand management programs to minimise car use during construction.</p>
Legacy programs	<p>Involvement of stakeholders in projects related to light rail that will bring lasting benefits to local communities.</p>
Sustainability	<p>Engage with relevant stakeholders on the project's sustainability including but not limited to:</p> <ul style="list-style-type: none"> • risks and opportunities (direct and indirect including climate and natural hazard risks) • community resilience
Environmental impacts and outcomes	<p>Seek feedback from stakeholders on the following environmental impacts, proposed mitigations and desired outcomes:</p> <ul style="list-style-type: none"> • noise and vibration • ecology • heritage

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

Table 6-2 How different stakeholder groups will be engaged

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

Key material risks to stakeholders have been identified in the EIS and Amendment Report. These risks include:

- Disruption to businesses and key venues during construction
- Noise and sensitive receivers
- Changes to roads and parking
- Disruption to public Transport
- Access to key venues in the Sydney Olympic Park precinct during construction
- Closure of the Ermington boat ramp for up to 3 years.

The project will work with the various stakeholders to mitigate these risks where possible including:

- Community/Business working groups
- Business support programmes
- Community information sessions
- Providing the community with regular progress updates via printed and digital channels.

7 Engagement Program

7.1 Overview

The implementation of community and stakeholder engagement for the project is being staged from the development phase, through to operation. This Strategy relates to Phases 5, 6 and 7 (refer to Table 7-1). The implementation of the strategy is complemented by Section 4 which details structure, roles and responsibilities and Section 10 which details the division of responsibilities between Transport and the delivery contractors.

Table 7-1 Engagement program

Phase	Timing	Engagement objectives
Phase 1: Prior to preparation of the EIS	January 2018 – September 2018 (completed)	<ul style="list-style-type: none"> To gauge community sentiment towards the project and the use of public transport. To provide an update on the progress of the project. To involve key major landowners in project design. To identify initiatives to support the community and stakeholders during planning, design, construction and operation.
Phase 2: Preparation of EIS and Social Impact Assessment	2018 – 2022 (completed)	<ul style="list-style-type: none"> To further understand community and stakeholder concerns and issues. provide more information to stakeholders and the community on the preferred networks To inform the social impact assessment. Seek feedback in relation to the suitability of the proposed alignment, alternative alignments and stop locations. Seek feedback on perceived impacts such as noise and vibration, traffic and parking, property, and business impacts, as well as feedback in relation to extended construction hours. Seek feedback on how best to communicate with the broader community moving forward, including vulnerable community groups such as non-English speakers and people with a disability. Identify and increase understanding of the communities that live in the area or may be impacted –or potentially impacted – by the project. Increase awareness of the project in general.
Phase 3: Exhibition of EIS	9 November – 16 December 2022 (completed)	<ul style="list-style-type: none"> One on one consultation with stakeholders to inform their EIS submissions. Statutory community consultation on EIS and submissions sought (including with businesses). To provide display material and access to the EIS to the public in order to provide the community, stakeholders and agencies with an outline of expected environmental and social impacts and proposed management and mitigation measures. To provide a robust justification for why options were discounted. To consult with potentially impacted property owners.
Phase 4 Amendments to planning approval application:	2 August – 3 September 2023	<p>Have your say engagement seeking feedback on project amendments, including:</p> <ul style="list-style-type: none"> Camellia foreshore to Rydalmere alignment and bridge amendment Bridge between Melrose Park and Wentworth Point • Bridge at Hill Road.
Phase 5:	2023 – 2024	<ul style="list-style-type: none"> Release of the Response to Submissions and Amendment

Phase	Timing	Engagement objectives
Response to Submissions and Amendment Report release Pre-construction and enabling works		<p>Report</p> <ul style="list-style-type: none"> Finalise third-party agreements with key stakeholders. Educate community about the impacts and benefits of the project. Commence business support including planning for disruption and what construction means for small businesses. Ongoing consultation during early and enabling works. Ongoing detailed design considerations with key stakeholders. CEPs to be developed and implemented by the contractors in collaboration with the project.
Phase 6: Construction	2025 onwards	<ul style="list-style-type: none"> Continue business support. Regular community updates about construction and impacts. Ongoing education about and promotion of anticipated program benefits. Consultation on construction program preferences and developing Business/Community Agreements, where relevant. Complaints management
Phase 7: Operations	2030/2031	<ul style="list-style-type: none"> Education of potential users about light rail and associated impacts (e.g. traffic and parking, how to use light rail).

7.2 Key Messages

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

- Parramatta Light Rail is one of the state's latest major infrastructure projects being delivered to serve a growing Sydney and Greater Parramatta
- Parramatta Light Rail Stage 2 includes construction of a two-way, 10-kilometre track from Camellia to Ermington, Melrose Park, Wentworth Point, Sydney Olympic Park and the Carter Street precinct adjacent to Sydney Olympic Park
- Parramatta Light Rail Stage 2 will operate on about 13 kilometres of light rail alignment between the Parramatta CBD and the Carter Street precinct, including a section of infrastructure constructed by Parramatta Light Rail Stage 1 between Camellia and the Parramatta CBD
- The route will link the planned urban renewal precinct at Camellia with the rapidly growing areas of Melrose Park and Wentworth Point. It will also be part of an integrated transport solution, providing those communities with a vital connection to the planned Sydney Metro West service at Sydney Olympic Park, Westmead and Parramatta.
- The project will introduce high frequency, reliable light rail services to major locations in Greater Parramatta and drive economic development.
- Light rail will revitalise the region, contributing to urban renewal along the route and provide a vital transport connection for rapidly growing communities.
- Turn up and go services every 7.5 minutes and more frequent services during special events
- It will include 14 stops and connect to ferry, rail and bus interchanges along the route
- Capacity for up to 400 people on board each light rail vehicle, compared to 60 on a bus and 100 on a bendy bus
- Comfortable and accessible air-conditioned light rail vehicles
- Providing a new and reliable public transport option for commuters travelling around the

- Greater Parramatta and Olympic Peninsula region.
- Parramatta Light Rail will assist urban renewal, particularly around Camellia and Melrose Park.

7.3 Key opportunities

Key opportunities include:

- Providing early public transport and amenity benefits as these are introduced
- Keeping the community and stakeholders informed of the successful project milestones to develop confidence in the project
- Providing clear information with personalised and flexible consultation on issues
- Delivery that is considerate of community preferences
- Promoting the reputation of light rail as a modern, progressive, and sustainable mode that contributes to urban amenity
- Testing and reporting on improvements for public transport customers at the completion of the project to build confidence in public transport
- Community outreach to create a sense of ownership through public art and education programs
- Promote the history of Parramatta through any archaeological finds, including through exhibitions
- Examples of stories include:
 - Award of major contracts
 - Environmental Impact Statement exhibition and Response to Submissions report
 - Project planning approval
 - Light rail rolling stock arrival
 - Community initiatives and activities
 - Business support programs
 - Public art activities or works
 - Local employment and apprentices
 - Archaeological finds.

8 High Priority Stakeholder Issues

Through stakeholder engagement undertaken thus far, the project has identified a range of high priority stakeholder issues in relation to the pre-construction, construction and operation phases of the project.

The process followed for the identification of high priority stakeholder issues is illustrated in Figure 8-1. The first two steps have been completed, while the last two will occur in future PLR Stage 2 phases.



Figure 8-1 Process to identify high priority stakeholder issues

Table 8-1 provides a detailed overview of high priority stakeholder issues, including risks and opportunities, along with strategies and tools to manage them. The identified issues have been preliminarily categorised by priority level, with final classification subject to stakeholder consultation. A detailed breakdown of stakeholder identified issues is provided in Appendix B.

As the PLR Stage 2 program progresses, high priority stakeholder issues will be identified through ongoing consultations and will be incorporated into annual reviews of the CCS and relevant Communications and Engagement Plans

Table 8-1 Summary of key issues identified and their management strategy

Issue	Potential Impacts	Management Strategy	Priority
Pre-Construction			
Access to properties for condition surveys prior to construction	Identification of property owners not possible Damage to property Access to property not provided by owners	<ul style="list-style-type: none"> Separate property condition survey communications procedure prepared by contractors. Induction for all staff about communication requirements and protocols. Documented and signed property access agreements. Close cooperation with property owners and clear 	Low

Issue	Potential Impacts	Management Strategy	Priority
		<ul style="list-style-type: none"> • explanation of what to expect during the surveys. • Preparation of Condition Surveys. 	
Geotechnical and utility investigations and survey	Noise Vibration Out-of-hours work	<ul style="list-style-type: none"> • Early notification of work. • Induction of staff doing the work. • Property access agreements to be signed prior to accessing private properties. • Noise and vibration mitigation measures in place. 	Low
Construction Phase			
Noise and Vibration	Noise and/or vibration caused by: <ul style="list-style-type: none"> • Intrusive construction activities such as saw-cutting and piling • Reversing beepers • Out-of-hours works • Increased construction traffic and heavy vehicle movements • Use of site compounds • Ground-borne noise and vibration. 	<ul style="list-style-type: none"> • Communicate to residents and businesses how noise will be managed and how complaints will be resolved. • Preparation of a noise and vibration management plan for each project stage which identifies mitigation and management measures for the relevant works with reference to the NSW Interim Construction Noise Guideline (ICNG) and Transport for NSW Construction Noise and Vibration Strategy (CNVS). • Consultation with sensitive receivers will be addressed as part of the CNVIS prepared for each major construction activity. Each CNVIS would be location and activity specific and identify sensitive receivers, impacts, and appropriate mitigations for each construction site. • Ongoing consultation with stakeholders including places of worship, childcare centres, education institutions, noise and vibration-sensitive businesses and critical working areas (such as theatres, laboratories, operating theatres, mental health services and accommodation) and hospitals to endeavour to timetable noisy works outside of sensitive periods, or as agreed with affected institutions. • Limit out-of-hours works and offer respite periods/temporary relocations in accordance with 	High

Issue	Potential Impacts	Management Strategy	Priority
		CNVMP. <ul style="list-style-type: none"> • Provide advance notice of noisy activity through emails, letterbox notifications, website information and resident meetings. • One-on-one meetings with those most impacted and responding to individual needs where necessary. • Effective and timely response to complaints and enquiries. • Ongoing noise monitoring during critical periods. • Schedule of upcoming work locations uploaded to the project website regularly. 	
Traffic and Transport Impacts	Construction impacts to traffic and transport including: <ul style="list-style-type: none"> • Disruptions, temporary detours, traffic switches during construction • Closure of Ermington Boat Ramp for up to three years and impacts to the F3 ferry service on the Parramatta River • Impacts to vehicle access and disruption to local residents and businesses • Permanent changes to roads and impacts on public transport • Increased construction traffic • Access for emergency services • Loss of parking • Spoil haulage • Cumulative network impacts. 	<ul style="list-style-type: none"> • Provide up-to-date information to the community, including public transport customers and road users about changes to transport and traffic. • Advertisements in local papers and/or online. • Review opportunities to mitigate impacts on parking at Ermington Boat Ramp • Regularly update information on the website, social media and through live traffic networks where possible. • Effective and timely responses to complaints and enquiries. • Provide advance notice of construction activity through emails, letterbox notifications, website information and meetings. • Variable message sign (VMS) signs. • Convey information early through procedures set out in the Traffic, Transport and Access Management Plan. • Coordination with council and government agencies to minimise cumulative network impacts. • List of upcoming road closures and traffic changes uploaded regularly to the project website. 	High
Property access and land use for residents and businesses	<ul style="list-style-type: none"> • Disruption to access for private property, businesses and community facilities 	<ul style="list-style-type: none"> • Provide advance notice of construction activity through emails, letterbox notifications, website 	High

Issue	Potential Impacts	Management Strategy	Priority
	<ul style="list-style-type: none"> • Impact to deliveries to/from businesses • Displacement of existing land use activities, dwellings and infrastructure • Access closures and alternative routes • Special event strategies • Changes to loading zones and other servicing and delivery requirements • Changes to taxi ranks and parking 	<p>information and meetings.</p> <ul style="list-style-type: none"> • Consultation with the surrounding businesses, the local community and key stakeholders including City of Parramatta Council, Sydney Olympic Park Authority and other potentially impacted stakeholders prior to and throughout construction to advise them in advance of proposed works and any temporary access arrangements required. • One-on-one meetings with those most impacted and responding to individual needs where necessary. • Documented consultation with individual properties impacted by construction and/or operation of the Parramatta Light Rail to inform the preparation and implementation of Access Plans¹, including the maintenance of access to all properties unless otherwise agreed with the owner and occupier, and/or reinstatement of any access affected by the project. • Changes to access must have clear directions and be prominent. • Effective and timely responses to property owners and/or occupiers on issues, complaints or disputes regarding access arrangements. If disputes arise, procedures and mechanisms must be followed in accordance with Appendix A Complaints Management Procedure. 	

¹ The access plans must establish:

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

Issue	Potential Impacts	Management Strategy	Priority
Impacts on businesses	<ul style="list-style-type: none"> Businesses cannot receive/make deliveries due to traffic disruptions Impacts on usual business processes due to noise/ dust/ vibration Access and visibility is impacted, impacting customers 	<ul style="list-style-type: none"> Provide advance warning of upcoming construction schedule. Involve businesses in close proximity in design/planning of work. One-on-one meetings with those most impacted and responding to individual needs where necessary. Place Managers who meet regularly with business owners across the alignment to provide information and ensure issues are identified early and solutions developed. Adequate notification and consultation to ensure appropriate signage and access requirements. Development of a business management and activation plan to provide a framework to support businesses across the project area before and during construction and operation. A business impact risk register would be developed to identify, rate and manage the specific construction impacts for individual businesses. 	High
Air quality	Dust and pollution from construction work involving earthworks	<ul style="list-style-type: none"> Regular public reporting and tracking of environmental performance Effective and timely responses to complaints and enquiries. 	Medium
Heritage	Impacts to Aboriginal and non-Aboriginal heritage items, archaeology and areas	<ul style="list-style-type: none"> Preparation of management plans to identify and minimise potential impacts. Consult with registered Aboriginal stakeholders to incorporate appropriate Aboriginal heritage interpretation into the design of the project. Input of an independent Aboriginal design consultancy in the design of the project and heritage engineers, qualified archaeologists, and relevant stakeholders at key locations. Provide up-to-date information to the community regarding heritage impacts and finds. 	Medium

Issue	Potential Impacts	Management Strategy	Priority
Trees and natural environment	<ul style="list-style-type: none"> Impacts to flora and fauna Tree and vegetation removal Green and Golden Bell Frog habitat disruption 	<ul style="list-style-type: none"> Preparation of management plans to identify and minimise potential impacts. Liaise with key stakeholders and council(s) prior to tree removal and tree planting. Provide up-to-date information to the community regarding impacts on the natural environment. Ensure stakeholders are aware of planned vegetation removal and that work will be in accordance with the approved Flora and Fauna Management Plan. Involve local groups who have expressed an interest in being part of the process. 	High
Lighting and visual impacts	Residents and businesses adjacent to the work being carried out	<ul style="list-style-type: none"> Provide advance notice of out-of-hours works through emails, letterbox notifications, website information and/or meetings. One-on-one meetings with those most impacted and responding to individual needs where necessary. Effective and timely responses to complaints and enquiries. 	Medium
Community, sporting events and facilities	<ul style="list-style-type: none"> Impacts to community events as a result of construction Impacts to public areas, open space and community and sporting facilities during construction Changes to recreational facilities 	<ul style="list-style-type: none"> Provide advance notice of activities through emails, letterbox notifications, website information and/or meetings. One-on-one meetings with those most impacted and responding to individual needs where necessary. Effective and timely responses to complaints and enquiries. Respond to needs where events and facilities may be impacted, including considered scheduling of works. Provide clear directions and prominent signage regarding changes to access or construction impacts. 	Medium
Major events, including at Sydney	<ul style="list-style-type: none"> Access changes in the vicinity of major 	<ul style="list-style-type: none"> Establishment of third party agreements between 	Medium

Issue	Potential Impacts	Management Strategy	Priority
Olympic Park	event locations <ul style="list-style-type: none"> Increased construction traffic and detours resulting in increased travel time Reduced amenity from construction noise, vibration and dust 	Transport and Sydney Olympic Park Authority to ensure coordination around major events. <ul style="list-style-type: none"> Consultation with key stakeholders (including facility managers) to identify measures to minimise the potential impacts of the project. One-on-one meetings with those most impacted and responding to individual needs where necessary. Respond to needs where events and facilities may be impacted, including considered scheduling of works. Provide clear directions and prominent signage regarding changes to access or construction impacts. 	
Temporary changes to pedestrian access	Residents and visitors navigating their way through construction areas	<ul style="list-style-type: none"> Provide clear directions and prominent signage regarding changes to access. Provide advance notice of activities through emails, letterbox notifications, website information, on-location signage and/or meetings. One-on-one meetings with those most impacted and responding to individual needs where necessary. Effective and timely responses to complaints and enquiries. 	Medium
Local infrastructure and utilities	Coordination of works	<ul style="list-style-type: none"> Third Party Agreements. Liaison with councils and utility providers. Liaison with other projects in the area. Consultation for suitable arrangements for access to and support of utilities and local infrastructure. Advise local residents and businesses affected before any planned disruption of service occurs. 	Low
Outside of project scope impacts			
Unprecedented circumstances due to force majeure (i.e. extraordinary)	Coordination of works, sufficient notification to community and stakeholders	<ul style="list-style-type: none"> Where there are circumstances outside of the project scope, and construction works can continue 	Low

Issue	Potential Impacts	Management Strategy	Priority
event/circumstance beyond control such as global events or extreme weather		for the benefit of the community/stakeholders and/or the project, the communication and engagement process will be re-evaluated. The Director Parramatta and Cumberland (Transport) will determine what reasonable communications and engagement will be at the time. For example, use of digital engagement methods during the COVID-19 pandemic.	
Operation Commencement (initial possible issues with operations)			
Pedestrian and vehicle interaction with light rail	Unfamiliar with new transport mode	<ul style="list-style-type: none"> Education of potential users about light rail and associated impacts (e.g. traffic and parking, how to use light rail). 	Low
Operational noise and vibration	Noise/vibration levels are greater than expected	<ul style="list-style-type: none"> Validate expected levels of noise and vibration and consult on additional mitigation measures if required. 	Low

9 Communication Tools

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

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

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

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

9.1 Consulting with Government Agencies and Councils

In addition to the consultation and communication processes described in Appendix B, the project will consult with relevant government agencies and council(s) during the design phase and the development of management plans and other documentation (detailed in the mitigation measures).

Government agencies and council(s) will be given an appropriate opportunity to provide input on documentation and relevant input will be considered.

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

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

- Construction Environmental Management Plan (CEMP), sub-plans and monitoring programs
- Business management and activation plan
- Urban design requirements
- Heritage interpretation strategy, salvage methodology
- Residual land management plan
- Incident and emergency response plan
- Tree offset strategy
- Habitat restoration and revegetation plan
- Flood management strategy
- Operational Noise and Vibration Review.

9.2 Consulting with Businesses

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

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

proximity to, the light rail route.

A separate business management and activation plan will be developed in consultation with affected business owners / operators to ensure a coordinated approach to the impact of light rail construction. The plan provides a framework to:

- Minimise disruption for customers and deliveries as far as possible
- Maintain vehicular and pedestrian access during business hours, including alternative arrangements for times when access cannot be maintained
- Maintain visibility of the business to potential customers during construction, including alternative arrangements for times when visibility cannot be maintained
- Respond to other identified impacts as far as possible, including specific measures to assist small businesses with the potential to be adversely affected during construction.

The business management and activation plan will be available on the project website and is intended to generate discussion, stimulate ideas and propose solutions and actions during the life of the project. It will evolve with the proposed construction activities.

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

Key stakeholders and the community will have an opportunity to influence the areas outlined in Table 9-1 below.

Table 9-1 What we will engage on

Issue	What businesses can influence
Design	Collaborative engagement process on urban design and place making will provide stakeholders and/or the community some degree of influence over: <ul style="list-style-type: none"> • Landscaping • Street furniture • Links to walking and cycling routes • Public art • Structures and bridges • Service frequency for major events •
Business activation	Ensuring that businesses along the Stage 2 alignment at Rydalmere, Melrose Park, Wentworth Point, Sydney Olympic Park, and the Carter Street Precinct, remain supported and 'open for business' during construction through activities and promotions.
Construction co-ordination	Stakeholder and community feedback on construction impacts will inform the development of the delivery timeline and methodology. Early notification of proposed construction impacts and schedule will assist affected community members in managing travel disruptions and construction impacts.
Legacy programs	Involvement of stakeholders in projects related to light rail that will bring lasting benefits to local communities.

Table 9-2 on page 40, outlines how we will engage with businesses and relevant stakeholders including business operations, business groups and local venues.

Stakeholder group	Design	Business activation	Construction coordination	Travel demand management	Legacy programs
Businesses	Con	Col	Inf	Col	Inf
Venues / destinations	Col	Inf	Col	Col	Col
Business groups/ influencers	Con	Col	Con	Con	Con

Table 9-2 How we will engage with businesses and relevant stakeholders

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

10 Protocols and Procedures

Stakeholder and community liaison is a shared responsibility between the Transport Parramatta Communications and Engagement team and the contractor communications and engagement teams. This section outlines the breakdown of processes and responsibilities between Transport and its contractors in engaging with stakeholders and the community. Appendix C provides further details of the engagement tools that will be used throughout the life of the project. Specific responsibilities to individual contractors are identified in Transport for NSW's contractual requirements for each stage.

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

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

10.1 Stakeholder liaison

A coordinated approach to stakeholder liaison across stages, construction sites and contractors is necessary to ensure clear communication with our stakeholders. Table 10-1 shows the role and responsibilities of how this will be managed.

Table 10-1 Stakeholder liaison

Role	Responsibility
Parramatta Communications and Engagement Team	<ul style="list-style-type: none"> • Prepare, manage, implement, monitor and evaluate the project CCS. • Manage contractor delivery communication teams to ensure they fulfil the requirements of the relevant contract. • Maintain relationships with directly affected community during the transition of relationships to the contractors. • Maintain relationships with the Minister for Transport and government agents.
Contractor delivery communication teams	<ul style="list-style-type: none"> • Implement CEPs for contractor activities which reflect the requirements of the CCS. • Manage and coordinate stakeholder and community liaison, consultation and notification in relation to the contractor's activities. • Prior to works commencing, ensure the correct stakeholders are identified by ground-truthing, and their priority issues are understood, i.e. on-location observance, and are appropriately engaged as relevant to the works. • Work cooperatively with Transport to provide a coordinated approach to stakeholder and community liaison. • Appoint suitably qualified and experienced community relations personnel to fulfil the stakeholder and community relations obligations in accordance with the requirements of the relevant contract. • Provide a person who is available at all times that any activities are being performed on any construction site to answer any questions, concerns, complaints or enquires in relation to activities. • Provide accurate and adequate information on the status of activities and impacts and ensure that Transport is given the opportunity to be involved in the planning and coordination of all meetings, presentations, and site visits attended by stakeholders and members of the community. • Work closely with Transport to coordinate consultation activities with stakeholders and the community and to ensure consistency

Role	Responsibility
	<p>across any activities being carried out by any other contractor.</p> <ul style="list-style-type: none"> • Make every effort to protect the reputation of the NSW Government and Transport in delivery of obligations under the contract. • Inform Transport of all issues raised by an Authority in relation to the contractor’s activities and invite them whenever a contractor meets directly with an Authority. • Contact Transport immediately in relation to any planned or unplanned community protests. • Advise the need for any consultation activities before these are organised, through stakeholder and community plans and the Communications Management Control Group. • Comply with the CCS.

10.2 Communications and Engagement Plans

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

Table 10-2 Roles and responsibilities for the Communications and Engagement Plans

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

10.3 Communications Management Control Group

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

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

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

10.4 Stakeholder database

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

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

Details of interactions with stakeholders will also be recorded in Consultation Manager. This includes recording meeting notes and/or inputs such as comment registers, commitments made and actions to be undertaken.

10.5 Website

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

Table 10-4 Parramatta Light Rail website requirements

Role	Responsibility
Parramatta Communications and Engagement Team	<ul style="list-style-type: none"> • Establish and maintain the website (www.parramattalightrail.nsw.gov.au) prior to the commencement of works and for a minimum of 24 months following the completion of construction (information relating solely to construction may be removed 12 months following construction completion). • Provide contact details on the website including the telephone number, postal address and email address. • Upload the Environmental Impact Statement, Response to Submissions and Amendment Report. • Should the project be approved, upload the Conditions of Approval and documentation relating to any modifications made to the CSSI or terms of approval. • Should the project be approved, upload a consolidated copy of the Conditions of Approval, (including any approved modifications to its terms), and copies of any approval granted by the Minister to any modification/s. • Upload copies of each statutory approval, licence or permit required in relation to the project. • Upload a current copy of each approved document required under the Conditions of Approval (should the project be approved) and any endorsements, approvals or requirements from the Environmental Representative, Acoustic Advisor and Planning Secretary before the commencement of any works to which they relate or before their implementation. • Upload copies of all public materials and reports to the website on the day they are delivered or released to the public.
Contractor delivery communication teams	<ul style="list-style-type: none"> • Provide electronic copies of all final communication material, such as advertisements, traffic alerts, notification letters and other public material related to the contractor's activities, that have been published or publicly distributed by the contractor. • Provide information on the current status of the project including site construction activities, schedules and milestones. • Provide photos of current and completed construction, community, environmental and sustainability activities. • Provide photography and video as required by contract, including time-lapse footage. • Provide any other information requested by Transport. • Provide supporting information for community consultation purposes. • Publish agreed Community Agreements for out-of-hours works.

10.6 Work notifications and out-of-hours consultation

Notifications or similar medium will be used to advise the community and stakeholders of any activities with the potential to cause impact.

Table 10-5 identifies the different roles and responsibilities for notifications. Ongoing consultation is required for out-of-hours work with sensitive receivers. This includes consultation with the community on appropriate respite periods in accordance with the CNVS, for work:

- With the potential to result in noise levels above 75 dBA and/or
- That needs to occur outside the primary project working hours.

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

Role	Responsibility
Parramatta Communications and Engagement Team	<ul style="list-style-type: none"> • Approve key messages to be used in project notifications. • Approve notifications within five business days. • Regular meetings between Transport and DPE will discuss upcoming out-of-hours work and other project milestones (approval process for out-of-hours work in accordance with the Protocol with low/med risk – sent to Environmental Representative / Acoustic Advisor for approval; high risk – sent to Environmental Representative for endorsement and DPE for approval). • Provision of all approved notifications to DPE prior to works commencing using the established email protocols with DPE. • Upload all notifications to the project website.
Contractor delivery communication teams	<ul style="list-style-type: none"> • Proactively notify stakeholders and the community of current and upcoming activities with the potential to impact them, including: <ul style="list-style-type: none"> – Construction commencement – Construction activities and schedules – Significant milestones – Substantial changes to scope of work – Changes to traffic conditions requiring traffic alerts, modifications to pedestrian routes, cycle ways and bus stops – Out-of-hours work – Disruption to residential or business access – Disruptions or changes to utility services – Investigation works. • Consult on an ongoing basis with affected residents regarding construction activity and respite periods for out-of-hours work including, but not limited to, providing the community with: <ul style="list-style-type: none"> – A schedule for likely out-of-hours work – The potential works, location and duration – The noise characteristics and likely noise levels of the works – Likely mitigation management measures – Notifications, respite offers and/or alternative accommodation in accordance with CNVS and, where applicable, Environmental Protection Licence . • Out-of-hours work notification letter to notify affected community at least 7 days (or, for works approved under the Environment Protection Licence, not less than 5 days and not more than 14 days) in advance of approved out-of-hours works • Where out-of-hours construction noise levels exceed 65 dB(A) $L_{Aeq(15 mins)}$ at the façade of the building of a residential receiver, consult with residents to determine appropriate respite • Consider and respond to the impacted community's preference for alternative hours and/or duration: <ul style="list-style-type: none"> – Including providing publicly available supporting information to allow informed decision-making. – Collect community preferences through supported mechanisms of this document such as online surveys and community forums. • Proactively call specific stakeholders if requested within seven days of proposed work as a follow up to the works notification. • Ensure approval by the ER, in consultation with the AA, for low

Role	Responsibility
	<p>and moderate risk activities and approval for high-risk activities by DPE , unless undertaken in accordance with an Environment Protection Licence.</p> <ul style="list-style-type: none"> • Make available to the AA, ER and DPE, the outcomes of community consultation, the identified respite periods and scheduling of out-of-hours work. • Consult with noise and vibration-sensitive receivers throughout construction to schedule works around sensitive periods and consider mitigation measure, e.g. noise and vibration monitoring within receivers’ facilities to ensure noise and/or vibration levels are within acceptable levels. • Consult with sensitive receivers operating outside standard construction hours. • Provision of noise monitoring at sensitive receivers and in response to complaints to assist managing high risk events. • Distribute written notifications to all properties within 500 metres (or as determined by the CNVIS or agreed with the Transport Communications and Engagement team) of activities. • Email notifications to key stakeholders, including council(s). • Document consultation undertaken with properties impacted by construction and/or operation of the Parramatta Light Rail to inform the preparation and implementation of Access Plans. • Traffic alert email issued seven days before changes to traffic and access arrangements by email to all key traffic and transport stakeholders. • Provide updates to user groups, such as cycle clubs, regarding any changes to cycle access. • Utility notification provided to relevant authorities seven days before starting work on utility services, to affected parties who will experience any utility outage. • Provide the Transport Communications and Engagement team with five business days to approve all notifications. • Will not start work until required notification timeframes are given.

10.7 Project advertisements

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

Table 10-6 Project advertising requirements and allocated responsibility

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

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

10.8 Newsletters, email updates and fact sheets

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

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

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

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

10.9 Community forums and events

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

Table 10-7 Community forums and allocated responsibilities

Role	Responsibility
Parramatta Communications and Engagement Team	<ul style="list-style-type: none"> • Establish Stakeholder and Community Reference Group(s) and Business Reference Group (s) in advance of construction (as required) and convene quarterly meetings (at least) to provide advice, local knowledge and expertise to the project team, and to represent the needs of key stakeholders, the community and businesses along the route. Membership includes City of Parramatta Council, City of Ryde Council, action groups, associations, landholders, businesses and government agencies, as relevant. • Organise community events, including pop-ups and community information sessions, to consult with the local communities about construction activities, milestones, traffic impacts and changes to public transport and local pedestrian and cycle access. • Approve all materials in accordance with Transport Style Guide.
Contractor delivery communication teams	<ul style="list-style-type: none"> • Provide appropriate personnel, including technical experts, to attend community forums as required and requested by Transport, including the Stakeholder and Community Reference Group, pop-ups, site open days and community information sessions. • Arrange location-based forums, if required, to consult with the local communities about changes to public transport and local pedestrian and cycle access. • Arrange location-based forums, if required, to consult with noise and vibration-sensitive businesses and institutions, ensure

Role	Responsibility
	<p>noise-generating works are not timetabled within sensitive periods, unless agreed with affected institutions and at no cost to the institutions.</p> <ul style="list-style-type: none"> • Provide materials or information for the community forums, and as requested by the Principal’s Representative. • Prepare any material for the forums in accordance with Transport Style Guide. • Ensure appropriate mechanisms are in place to capture stakeholder feedback. • Record all forums on Consultation Manager in accordance with Consultation Manager data entry procedure within 48 hours.

10.10 Community email/written correspondence

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

Table 10-8 Community email and written correspondence

Role	Responsibility
Parramatta Communications and Engagement Team	<ul style="list-style-type: none"> • Establish project email address. • Manage emails to the community email account and redirect to appropriate team members or contractors. • Provide an initial response to emails within 24 hours. • Provide a written response to letters within 5 business days • Transport team Place Managers to maintain relationships with directly affected community members during a transition of relationships to contractors. • Lead or be involved in any consultation activities arising from community enquiries as notified by the contractor.
Contractor delivery communication teams	<ul style="list-style-type: none"> • Manage and respond to all email/written correspondence redirected from Transport and those received directly at all times during construction hours. • Summarise the content of enquiry/feedback received and prepare response (seeking technical advice where necessary to inform this). • Send response via preferred method identified by the community member/stakeholder. • Provide an initial response to an email within 24 hours. • Provide a written response to letters within 5 business days. • Provide feedback to requests for information from the Transport Communications and Engagement team within two business hours. • Refer enquiries not associated with contractor activities to Project Communications team immediately. • Record all information about the enquiries/feedback, response and outcome in Consultation Manager.

10.11 Community phone enquiries

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

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

Table 10-9 Community phone enquiries

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

10.12 Community complaints

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

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

Complaints may be received directly by members of the Transport team or their contractors, or via the project’s 24-hour, seven days a week toll-free project community information line (1800 139 389), the postal address (Level 4, 4 Parramatta Square, 12 Darcy Street, Parramatta NSW 2150)), or the project’s community email address (parramattalightrail@transport.nsw.gov.au).

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

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

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

Property acquisition enquiries and complaints

A dedicated Property Acquisitions Information Line will be set for the project and will be provided to members of the community whose properties are being acquired. This line is managed by the Property Manager Acquisitions and is separate to the Transport general complaints and enquiries community information line.

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

10.13 Media enquiries

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

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

The objectives of the communications and media strategy are to:

- Increase community and stakeholder understanding of the project and its objectives and benefits.
- Strengthen the brand and image of the project among the community and stakeholders.
- Provide opportunities for proactive media and communications actions.
- Keep people informed about the project phases and ensure that project information is distributed to the community and stakeholders in an effective and timely manner.
- Identify concerns and address them where practical and appropriate.
- Ensure that community, media and stakeholder enquiries regarding the project are managed and resolved effectively.

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

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

Table 10-10 Media enquiries

Role	Responsibility
Parramatta Communications and Engagement Team	<ul style="list-style-type: none"> • Manage media enquiries in consultation with Transport Communications and Public Affairs. • Provide information to the media on behalf of the project. • Draft responses to media enquiries, seeking input as necessary from across the project, including contractors or Transport. • Seek appropriate approvals of draft media responses. • Provide the contractor with a Transport media phone contact to provide to any media that arrives on site without prior planning.
Contractor delivery communication teams	<ul style="list-style-type: none"> • Refer all media enquiries to Transport immediately, within 2 hours. • Assist in the management of media relations 24 hours a day, 7 days a week. • Ensure all personnel and subcontractors are advised not to make any statement (verbal or written) or provide any video, photographs or illustrations to the media regarding contractor

Role	Responsibility
	<p>activities without the prior written permission of Transport.</p> <ul style="list-style-type: none"> • Ensure subcontractors seek approval from Transport for content and/or images prior to external publication, including on any website, print and social media platforms. • Assist Transport in the management of media as required and as requested 24 hours a day, seven days a week. • Provide verbal or written feedback to requests for information from Transport within 30 minutes to support a holding statement, and within two hours to support full responses. • During an ongoing event, including during an emergency or crisis, updates must be provided every hour. • Endeavour to provide eight weeks' written notice of the dates for starting construction activities and dates for completion of any portion to enable Transport to organise official media events. • Endeavour to advise Transport 20 business days prior to significant project milestones to enable Transport to organise official media events or announcements. • Include opportunities for media events in the Communications and Engagement Plan.

10.14 Incident and crisis communication

Responsibilities for the different roles in the event of an incident or crisis are identified in Table 10-11.

Table 10-11 Incident and crisis communication

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

10.15 Government relations

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

Table 10-12).

Table 10-12 Government relations

Role	Responsibility
Parramatta Communications and Engagement Team	<ul style="list-style-type: none"> • Provide project information to state and local elected representatives through briefings and other communications channels. • Assist Transport to respond to ministerial letters, house folder notes, ministerial briefing notes, and cabinet minutes as required. • Prepare presentations and other collateral as required. • Respond to project enquiries as required. • Record interactions with stakeholders in Consultation Manager in accordance with Consultation Manager data entry procedures. • Obtain relevant approvals prior to releasing information to be used in responding to government enquiries.
Contractor delivery communication teams	<ul style="list-style-type: none"> • Assist in the management of government relations 24 hours a day, seven days a week as requested by Transport. • Refer all enquiries from elected representatives to Transport Communications and Engagement team within 2 hours. • Provide information as required to respond to government enquiries within 30 minutes and verbal or written information to support full responses within two hours. • Ensure all personnel and subcontractors are advised not to make any statement (oral or written) or provide any video, photographs or illustrations to an elected government representative regarding contractor activities without the prior permission of the Transport Communications and Engagement team. • Obtain approval from Transport before allowing access to the construction site by a government representative.

10.16 Social media and web-based systems

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

Table 10-13 Social media

Role	Responsibility
Parramatta Communications and Engagement Team	<ul style="list-style-type: none"> • Develop specific messages targeted towards social media audiences based on the project's overarching key messages. • Use social media tools such as Facebook, Twitter and Instagram as appropriate, in line with Transport for NSW's Social Media Strategy, to reach stakeholders and local community about specific construction activities, milestones or traffic changes, changes to public transport and local pedestrian and cycle access as well as target commuters who may not live in the notification areas but pass through them. • Approve content on other web-based systems including online surveys/text notifications or apps.
Contractor delivery communication teams	<ul style="list-style-type: none"> • Supply written or verbal information and images or video to support Transport social media activity in accordance with

Role	Responsibility
	<p>contract requirements.</p> <ul style="list-style-type: none"> • Must not engage in social media activity regarding the project, whether in a personal or professional capacity, without prior agreement. • Prepare and maintain content for web-based systems for the purpose of community consultation, where appropriate.

10.17 Site signage and hoarding

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

Table 10-14 Site signage and hoarding

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

10.18 Branding and logos

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

Table 10-15 Branding and logos

Role	Responsibility
Parramatta Communications and Engagement Team	<ul style="list-style-type: none"> • All issues relating to Parramatta Light Rail branding. • Prepare and manage Parramatta Light Rail Branding Guidelines for contractors. • Use the Transport logo according to the Transport Style Guide. • Prepare project communication materials in accordance with Parramatta Light Rail Branding Guidelines for contractors.
Contractor delivery communication teams	<ul style="list-style-type: none"> • Comply with Transport for NSW Branding Guidelines for contractors and Transport Editorial Style Guide for all branding and logos used on any items, including: <ul style="list-style-type: none"> – Site safety signage – Hoarding and site fencing – Cranes and their flags – Construction spoil haulage vehicles – Plant – Any marketing and promotional material approved by Transport – Clothing and personal protection equipment – Other structures or items. • Heavy vehicles used for spoil haulage must be identified in such a manner to enable immediate identification within at least 50 metres of vehicles and plant, for example, with a magnetised sign.

10.19 Site inductions and training

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

Table 10-16 Site inductions and training

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

11 Review

This CCS is a guide to support communication and engagement during the development, pre-construction and construction of the project, and for 12 months following the completion of construction. It has been developed in accordance with the *State Significant Infrastructure Template Conditions of Approval (Linear Infrastructure)* (Department of Planning and Environment (DPE), 2022). Should the project be approved this CCS would be updated to comply with relevant conditions.

Following updates to the Community Communications Strategy, it would be submitted to the Department of Planning and Environment.

Progress against the CCS will be monitored, reviewed and documented annually including:

- Stakeholder groups engaged
- Approach to engagement and methods used
- Issues and concerns raised through the engagement
- Identified remedial actions
- Confirmation of high priority stakeholder issues
- Updated timings for implementation
- A review of performance against objectives outlined in the strategy (refer to 7.1) and other data sources as required

The review process of the CCS will involve at least one representative from the PLR Stage 2 senior management team.

11.1 Evaluation

The team will seek feedback from community members at information sessions and provide opportunities for online comment on consultation activities. Similarly, feedback is sought from stakeholders during meetings and briefings. This information will be used to continuously update and improve the engagement program, approach and activities. These updates will be included in updates to the community engagement plan.

12 References

Department of Environment and Climate Change (2009), *Interim Construction Noise Guideline*, July 2009. Available at: [Interim Construction Noise Guideline \(nsw.gov.au\)](https://www.nsw.gov.au/interim-construction-noise-guideline)

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Appendix A Complaints Management System

1 Purpose and responsibilities

1.1 Document purpose

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

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

This appendix outlines the processes for managing complaints made during construction of Parramatta Light Rail Stage 2. It includes the process for:

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

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

1.2 Roles and responsibilities

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

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

The contractors will have the following responsibilities:

- Answer all phone calls transferred by the call centre from the community information line (calls to be answered by a team member 24-hour, seven days a week, not an answering machine while construction activities are occurring).
- Develop and implement procedures for managing and resolving complaints, in accordance with the Community Complaints Process (see section 10.12) and the Australian Standard for Complaints Handling (see section 1.3 of this Appendix).
- Refer complaints not associated with contractor activities to Transport immediately.
- Investigate and determine the source of a complaint immediately, including an initial call to the complainant within two hours (when received by phone or where a telephone number was provided or available on Consultation Manager).
- Provide a written response to emails received within standard construction hours within two hours (or verbally if a phone number is provided or available on Consultation Manager).

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

The complaints management process is summarised in Figure 1-1. The complaints management process identifies timeframes for escalation for the project. For property impacts, complaints and/or damage, this timeframe may require extension while investigations are being performed. Escalation of complaints is outlined in section 4.3 of this Appendix).

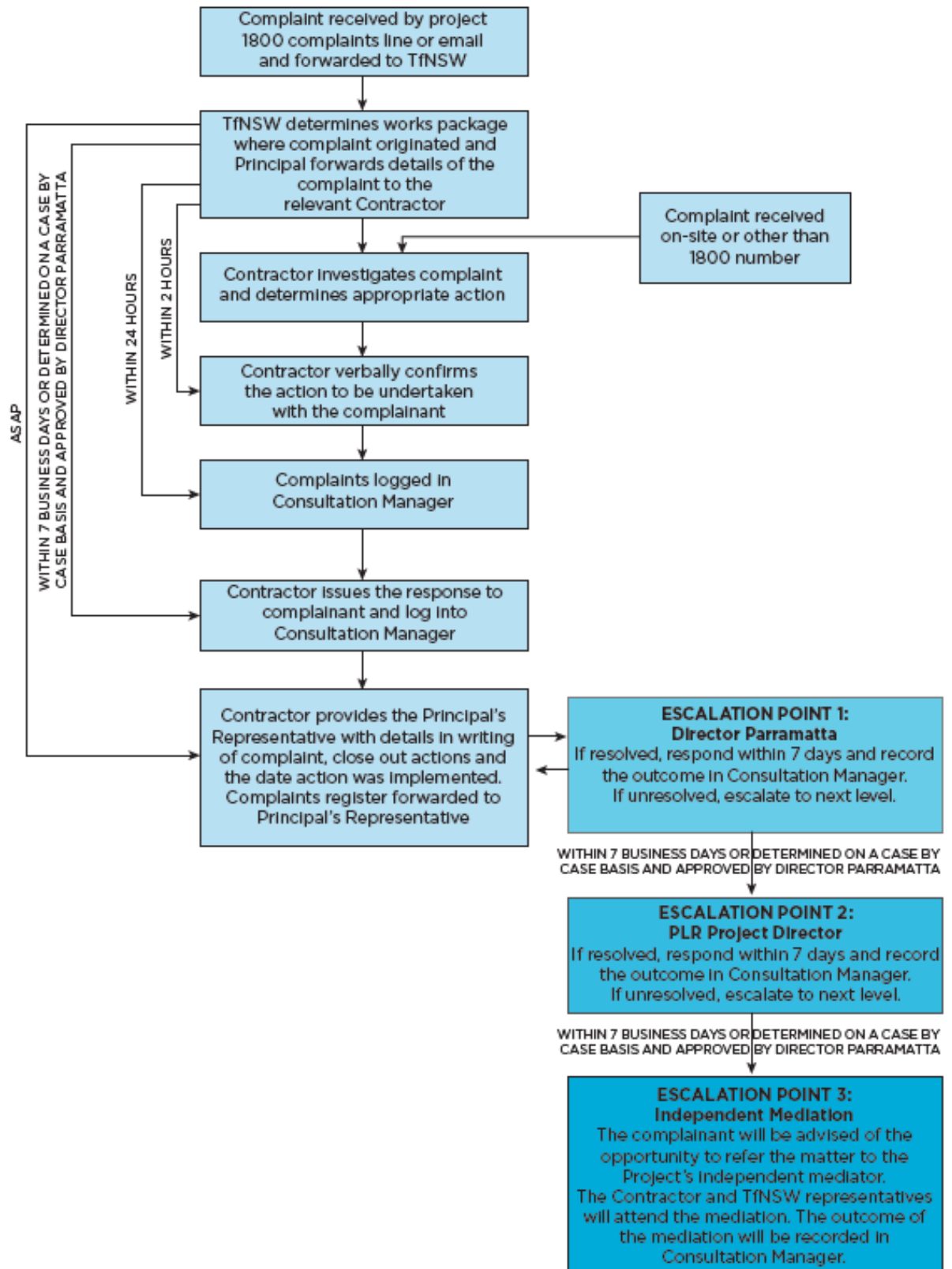


Figure 1-1 Complaint management process

1.3 Australian Standard for Complaints Handling

Parramatta Light Rail's approach to managing complaints is based on the Australian Standard for Complaints Handling 'Guideline for complaint management organisations – ISO 10002:2018, NEQ'

(Formerly AS4269: Complaints Handling). The standard requires the following guiding principles:

Visibility

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

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

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

Accessibility

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

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

Responsiveness

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

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

Our responsibilities for complaint handling include:

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

Objectivity

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

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

Confidentiality

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

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

Customer-focused approach

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

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

Accountability

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

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

Continual improvement

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

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

2 Receiving complaints

Parramatta Light Rail has established the tools in the table below (see Table 1) for receiving complaints from the community. At a minimum, the telephone number, the postal address, and the email address shall be published in newspaper(s) circulating in the local area prior to the commencement of construction and operation. This information will also be provided on the Parramatta Light Rail website and publications distributed to the community. Contractors will be encouraged to develop other innovative ways to distribute these tools to the community. Contact details will also be made available at construction sites.

Table 1: Community contact tools

Tool	Purpose
Community information line	1800 139 389 This allows stakeholders and the community to have access to the project team 24-hour, seven days a week during construction. All communication materials and the website will include the community information line number. During construction, calls will be redirected to relevant contractors as required.
Community email address	parramattalightrail@transport.nsw.gov.au This allows stakeholders and the community to have access to the project team. All communication materials and the website will include the community email address. During construction, emails will be redirected to relevant contractors as required.
Community inductions for workforce	Ensure complaints received on the work site or at any project location are referred to the community team in a timely manner.
Community post box	Parramatta Light Rail, Level 4, 4 Parramatta Square, 12 Darcy Street, Parramatta NSW 2150 This central postal address allows stakeholders and the community to have access to the project team. Correspondence will be redirected to contractors as required.
Parramatta Light Rail website	www.parramattalightrail.nsw.gov.au Information about the project will be uploaded to the Parramatta Light Rail website. The website will be referenced in all communication materials as a source of information and will be updated on a regular basis. Information will include: <ul style="list-style-type: none"> • Description of the project, current status and timing • Newsletters • Notifications • Up-to-date project information • Graphics and images on the project background and progress • Copies of relevant reports • Photos, images and maps • Links to documents as required under Conditions of Approval (should the project be approved) • A link to Parramatta Light Rail contractor webpages • Contact information.
Collection Statement	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: <ul style="list-style-type: none"> • The Complaints Register may be forwarded to Government agencies, including DPE, to allow them to undertake their regulatory duties • By providing personal information, the complainant authorises Transport or the contractor to provide that information to government agencies • The supply of personal information by the complainant is voluntary • The complainant has the right to contact government agencies to access

Tool	Purpose
	<p>personal information held about them and to correct or amend that information</p> <ul style="list-style-type: none">• Personal information provided will be kept on the Transport stakeholder database for the use of Transport and its contractors who will follow Transport's privacy guidelines.

3 Classification of enquiries, complaints, and resolution

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

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

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

All complaints will be recorded in Consultation Manager.

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

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

4 Responding to complaints

4.1 Dealing with complaints

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

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

All complaints will be investigated, and the source of the complaint determined immediately with a phone call made to the complainant (when received by phone) within 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 two 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) within 24 hours.

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

4.2 Referring complaints

Regardless of how a complaint is received, it must be referred to the most appropriate person as soon as it is received. If that person is unable to resolve the complaint, they should escalate it to a higher level and that person should decide on how to resolve it. Table 8 outlines the referral process.

Table 2: Guideline for referring complaints.

Complaint type	Description	Referred to	Escalation (if required)
Construction site-specific	Complaint is about construction work, access, behaviour or activities at or around a Parramatta Light Rail construction site	Relevant construction contractor representative	<ol style="list-style-type: none"> 1. Director Parramatta and Cumberland, Transport 2. Transport Project Director 3. Community Complaints Mediator
Rectification	Complaint is about rectification of damage to property, caused by construction work, behaviour or activities	Relevant contractor representative	<ol style="list-style-type: none"> 1. Director Parramatta and Cumberland, Transport 2. Transport Project Director 3. Community Complaints Mediator
Compensation	Complaint is seeking compensation for an adverse impact as a result of construction or operation of the project	Relevant contractor or operations representative	<ol style="list-style-type: none"> 1. Director Parramatta and Cumberland, Transport 2. Transport Project Director

Complaint type	Description	Referred to	Escalation (if required)
			3. Community Complaints Mediator
Overall project or government policy	Complaint about the need for the project, the project's procedures or processes, the approval process, or Transport policy position	Communications and Engagement team	1. Director Parramatta and Cumberland, Transport
Associated works or projects undertaken by other agencies	Complaint about works associated with Parramatta Light Rail but outside the light rail construction zone (e.g. paths to stops, urban design improvements)	Communication and Engagement team	1. Director Parramatta and Cumberland, Transport
Media	Complaint has come via a member of a media organisation	Transport Senior Manager, Communications and Public Affairs	1. Director Parramatta and Cumberland, Transport
Government or ministerial enquiry	Complaint has come via a member of a local, state or federal government body, government department or ministerial department	Transport Senior Manager, Communications and Public Affairs	1. Director Parramatta and Cumberland, Transport
Relates to other Transport projects	Complaint is unrelated to Parramatta Light Rail but relates to other areas of Transport	Manager Communication and Stakeholder Engagement (for forwarding to relevant section of Transport for NSW)	1. Sydney Customer Journey and Planning (Transport Coordination branch)

4.3 Escalating complaints

If a complaint is not resolved within the standard complaint process (refer to Figure 13 of this Appendix), the complaint will be escalated in accordance with the following complaint escalation and dispute resolution process. A complaint will be considered unresolvable when a complainant remains unsatisfied with the outcomes or process of the Transport or Environmental Representative review of their complaint (where applicable) or a dispute arises in relation to the environmental management and/or delivery of the project, including disputes regarding rectification or compensation.

This dissatisfaction, lack of resolution and / or dispute may be communicated to the project team via the community information line, project email address, in person or via a third party, e.g. Transport or Council.

At this point the complainant would be advised of alternative forms of recourse available to them including the Community Complaints Mediator (CCM). Requests for review by the CCM can be made by any stakeholder and must be submitted in writing. Referral to the CCM can also be made by Transport.

Table 3: Guideline for complaint escalation and dispute resolution

Position	Action
Escalation Point 1:	
Director Parramatta and Cumberland, Transport	If resolved, respond within 7 days and record the outcome in Consultation Manager. If unresolved, escalate to next level.

Position	Action
Escalation Point 2:	
Transport Project Director	If resolved, respond within 7 days and record the outcome in Consultation Manager. If unresolved, escalate to next level.
Escalation Point 3:	
Community Complaints Community Complaints Mediator	The complainant will be advised of the opportunity to refer the matter to the project's Community Complaints Mediator. Contractor and Transport representatives will attend the mediation. The outcome of the mediation will be recorded in Consultation Manager.

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

4.3.1 Community complaints mediator

The project team will appoint a Community Complaints Mediator (CCM) who is independent of design and construction personnel and would be engaged during all works associated with the project.

Any member of the public who has lodged a complaint which is registered in the Complaints Management System may ask the CCM to review the project team's response. The application must be submitted in writing and the CCM must respond within 28 days of the request being made or a specified timeframe agreed between the CCM and the complainant. The CCM may only address the complaint on completion of the internal review by Transport for NSW and ER (where applicable).

In addition to the above, the CCM may be requested by the Environment Protection Authority or Department of Planning and Environment to assist in the resolution of community complaints. A complaint can also be referred to the CCM by Transport or a relevant contractor team.

Referral to the CCM may result in a mediation process led by the CCM. Mediation is a formal process through which a mediator facilitates a negotiation and equitable solution agreeable to all parties.

The decision to mediate would be made in accordance with the escalation process within this document and be at the discretion of the complainant. The mediation would:

- Be undertaken at a location agreed by all parties
- Review the escalation procedure to refine and set the objectives for mediation meeting(s)
- Have a set number of meetings determined by Transport for NSW in consultation with the stakeholder
- Involve the Environmental Representative (where applicable), project team Managers / Directors, as relevant to the issues being considered
- Be appropriately documented
- Have the aim of reaching an agreed outcome.

5 Complaints recording and reporting

A Daily Complaints Register will be maintained by Transport to record information on all complaints received during any works and for a minimum of 12 months following the completion of construction (refer to Figure 5-1). All complaints are recorded in the stakeholder database, Consultation Manager, by relevant contractors and registered on the Daily Complaints Register spreadsheet to ensure all complaints and their actions are managed and tracked. At a minimum, the detail recorded in Consultation Manager and registered on the Daily Complaints Register will include:

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

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

Transport will provide a copy of the Daily Complaints Register to the Environmental Representative on Monday to Friday with Monday's register (or the first business day after a public holiday) containing any complaints received over the weekend and/or a public holiday and upon request to the Department of Planning and Environment within the required timeframes.

Transport for NSW

Complaints register
 Project Name - PARRAMATTA LIGHT RAIL STAGE 2
 PLR/Community Engagement/Team
 Director Communications
 Manager Community Engagement
 Communications and Engagement Contract Manager
 Engagement Officer

Status Key

- Action required - incomplete, unresolved, under investigation or update required
- Investigation complete, close out action required - close out letter, advice to stakeholder
- Resolved - investigation, response and close out complete and tracked to TPO Community Engagement team
- Under mediation/resolved after mediation

Enquiry No	Complaint Category	Status	Project (delete column if not required)	Received			Registered Via	Received by	Referred to	Name of complainant	Business or Residential	Address of Complainant	No. people affected by complaint	Details of complaint	Type	Response to complaint	Time of Verbal or Initial Response	Complies with 2hr response?	Written response (date)	Complies with 7 day response?	Consultation Manager entry verified following close out	Works under CSO or other PLR approval?	For OOH Noise Complaint only Notification ref no.	For OOH Noise Complaint only Complaint (Y/N)	Additional Action Taken			
				Date	Time rec'd by TNSW	Time rec'd by contractor																						
	Avoidable Unavoidable Unrelated to project									Denotes if complainant comes from a business or residential property					Response to complaint includes the following information: - Specific actions undertaken to respond to the complaint, i.e. the investigation and outcome - How the complaint was closed out And, if applicable: - Whether the complaint relates to a non-conformance with the CSSI approval or EPL - Whether the complaint relates to other open/active complaints in the register												include date for each additional action taken	

Figure 5-1 Parramatta Light Rail Complaints Register template

Appendix B Stakeholders and issues analysis

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

Table 4: Stakeholder analysis

Group	Members	Issue/opportunity/interest in project	Engagement tools and activities	Level of Consultation
Council	City of Parramatta Council City of Ryde Council	<ul style="list-style-type: none"> • Third Party Agreement and DA • Design and place-making • Alignment and stops • Traffic management and parking • Travel demand management • Special infrastructure contribution • Impacts on local infrastructure • Impact on flora and fauna • Business activation • Planning approvals • Property acquisition • Active transport • Construction coordination • Customer experience • Community engagement • Economic development and business opportunities • Legacy projects • Property access arrangements • Public amenity 	<ul style="list-style-type: none"> • One-on-one meetings and briefings • Place Manager meetings • Presentations • Transport attendance at events • Workshops, as necessary • Participation in Advisory Group 	<ul style="list-style-type: none"> • Consult • Collaborate • Involve
Elected representative	State Members for: <ul style="list-style-type: none"> • Parramatta • Ryde 	<ul style="list-style-type: none"> • Information to satisfy queries from media and constituents. • Access to construction site for 	<ul style="list-style-type: none"> • Regular briefings by Transport (and with contractor as required) 	<ul style="list-style-type: none"> • Involve • Inform

Group	Members	Issue/opportunity/interest in project	Engagement tools and activities	Level of Consultation
	Federal Members for: <ul style="list-style-type: none"> • Parramatta • Bennelong • Reid 	photo opportunities as directed by Minister's office		
NSW Government departments and agencies	Organisations that manage key venues and destinations			
	<ul style="list-style-type: none"> • DPI Fisheries • Transport for NSW, Sydney Trains, NSW Maritime and Sydney Buses • Infrastructure NSW • Department of Education • Land and Housing Corporation • Property NSW • Department of Planning and Environment • Venues NSW and Venues Live • Sydney Olympic Park Authority 	<ul style="list-style-type: none"> • Third Party Agreements/DAs • Regulatory role • Design and placemaking • Traffic management and parking • Travel demand management • Impacts on local road network • Emergency services access • Planning approval • Special events • Special infrastructure contribution • Provision of land • Cumulative impacts and construction coordination with interfacing projects such as noise generating out-of-hours work, traffic management • Pedestrian and cycle safety and access changes and detours • Community engagement • Property access arrangements 	<ul style="list-style-type: none"> • One-on-one meetings and briefings • Presentations • Transport attendance at events • Workshops, as necessary • Participation in Advisory Group (some), e.g. TTLG, Parramatta Light Rail Advisory Group • Fortnightly meetings with Customer Journey Planning • Formal approvals, as required • 	<ul style="list-style-type: none"> • Consult • Collaborate • Involve
	Other Government agencies			
	<ul style="list-style-type: none"> • Greater Cities Commission • Create NSW • Department of Industry • Small Business 	<ul style="list-style-type: none"> • Traffic management and parking • Accessibility in design • Emergency services access • Construction coordination with interfacing projects including 	<ul style="list-style-type: none"> • One-on-one meetings and briefings • Presentations • Transport attendance at events • Workshops, as necessary 	<ul style="list-style-type: none"> • Consult • Collaborate • Involve

Group	Members	Issue/opportunity/interest in project	Engagement tools and activities	Level of Consultation
	<ul style="list-style-type: none"> Commissioner Emergency Services Department of Planning and Environment (Environment and Heritage Group) Department of Planning and Environment (Water) Environment Protection Authority Heritage NSW Greater Parramatta Group (GPG) Multicultural NSW Transport for NSW Accessible Transport Advisory Committee 	<ul style="list-style-type: none"> noise generating out-of-hours work, traffic management. Property access arrangements Environmental aspects, e.g., heritage, biodiversity, flooding Business activation and support Legacy projects Community engagement 	<ul style="list-style-type: none"> Participation in Advisory Group, e.g., TTLG, Greater Parramatta Group (some) 	
Utilities	<ul style="list-style-type: none"> Sydney Water Telstra Jemena Ausgrid Endeavour Energy Optus and Uecomm NBN AAPT (TPG) VIVA Ampol Australia Petroleum Sydney Olympic Park Authority City of Parramatta Council City of Ryde Council 	<ul style="list-style-type: none"> Third Party Agreements/DAs Planning approval Construction coordination with interfacing projects Property access arrangements Integration of future utility requirements along project alignment Environmental aspects, e.g. heritage, biodiversity, flooding Community engagement 	<ul style="list-style-type: none"> Regular one-on-one meetings and briefings (fortnightly, or as required) in accordance with the Utilities Management Plan Presentations Participation in Advisory Group (some) 	<ul style="list-style-type: none"> Consult Collaborate Involve
Non-Government	Universities and Research Facilities			

Group	Members	Issue/opportunity/interest in project	Engagement tools and activities	Level of Consultation
organisations	Western Sydney University Sydney Olympic Park Campus Student Central	<ul style="list-style-type: none"> • Third Party Agreements • Design and placemaking • Academic collaboration • Construction coordination • Property access arrangements • Construction impacts – noise, vibration • Traffic management and parking • Community engagement 	<ul style="list-style-type: none"> • One-on-one meetings and briefings • Presentations • Transport attendance at events • Workshops, as necessary • Participation in Advisory Group (some) 	<ul style="list-style-type: none"> • Consult • Collaborate • Inform
	Businesses/charities			
	<ul style="list-style-type: none"> • Sydney Olympic Park Business Association • Parramatta Light Rail Business Reference Group • NSW Family and Community Services • Major Hotels including Quest Apartments, Pullman, Novotel and Ibis • Australian Turf Club (Rosehill Gardens Racecourse) • Royal Agricultural Society NSW 	<ul style="list-style-type: none"> • Design and placemaking • Construction coordination • Property access arrangements • Third Party Agreements • Indigenous Heritage • Economic development and business opportunities • Pedestrian and public • Transport access 	<ul style="list-style-type: none"> • One-on-one meetings and briefings • Presentations • Transport attendance at events • Workshops, as necessary • Participation in Advisory Group (some) 	<ul style="list-style-type: none"> • Consult • Inform • Involve
	Influencers			
	<ul style="list-style-type: none"> • Parramatta Chamber of Commerce • Western Sydney Business Chamber • Sydney Olympic Park Business Association Incorporated • Tourism and Transport 	<ul style="list-style-type: none"> • Design and placemaking • Construction coordination • Property access arrangements • Community engagement • Economic development and business opportunities • Pedestrian and public 	<ul style="list-style-type: none"> • One-on-one meetings and briefings • Presentations • Transport attendance at events • Workshops, as necessary • Participation in Advisory Group (some) 	<ul style="list-style-type: none"> • Consult • Involve • Inform

Group	Members	Issue/opportunity/interest in project	Engagement tools and activities	Level of Consultation
	<ul style="list-style-type: none"> Forum Infrastructure Partnerships Australia Committee for Sydney NRMA 	<ul style="list-style-type: none"> Transport access 		
Community	Residents			
	Directly impacted – refers to residents within 50 metres of work areas and/or those who fall within areas where noise exceeds approved levels and/or other construction/ operational impacts, e.g., property adjustments, dust levels, operational noise/vibration	<ul style="list-style-type: none"> Property acquisition (See Property Acquisition Engagement Plan) Planning approval Stop locations Construction impacts Bridge impacts Operational impacts and mitigation measures Property access impacts Dust, noise, vibration impacts Service cost and frequency Future growth/development Impacts of parking 	<ul style="list-style-type: none"> Personal face-to-face contact One-on-one meetings with Place Managers and Personal Managers, Acquisitions Door knocks Emails and letters Project newsletters/updates Advertisements Community information events Website Social media 1800 number 	<ul style="list-style-type: none"> Inform Consult Involve
	Indirectly impacted – adjacent to or near light rail route and work areas	<ul style="list-style-type: none"> Construction impacts Planning approval Operational impacts Property access impacts Impacts on parking Service cost and frequency Future growth/development 	<ul style="list-style-type: none"> One-on-one meetings with Place Managers, as required Door knocks Site investigation notifications Project newsletters/updates Emails and letters Advertisements Community information events Website Social media 1800number 	<ul style="list-style-type: none"> Inform Consult
	Aboriginal Stakeholders and Community Groups			

Group	Members	Issue/opportunity/interest in project	Engagement tools and activities	Level of Consultation
	Deerubbin Aboriginal Land Council and other relevant registered Aboriginal stakeholders	<ul style="list-style-type: none"> Design and placemaking Indigenous Heritage Economic development and business opportunities Pedestrian and public Transport access 	<ul style="list-style-type: none"> One-on-one meetings and briefings Presentations Transport attendance at events Workshops, as necessary Participation in Advisory Group (some) 	<ul style="list-style-type: none"> Consult Inform Involve
	Media	<ul style="list-style-type: none"> Delivery of government promises in terms of timeframe, budget etc. Effectiveness of light rail system Community sentiment Monitoring of progress of project 	<ul style="list-style-type: none"> Media releases Media briefings Social media activity Proactive release of information, imagery, reporting 	<ul style="list-style-type: none"> Inform
	Wider community within project area	<ul style="list-style-type: none"> Potential improvements to public transport Planning approval Integrated ticketing Delivery of government promises Future growth/development 	<ul style="list-style-type: none"> Project newsletters/updates Advertisements Community information events Website Social media 1800 number 	<ul style="list-style-type: none"> Inform
	Community Services and Groups, including: <ul style="list-style-type: none"> Melrose Park Resident Action Group Waterfront Action Group Boating Industry Association Recreational Fishing Alliance of NSW Boat Owners Association of NSW Stop the Lock Out Bicycle NSW 	<ul style="list-style-type: none"> Stop locations Bridge location Construction impacts Impacts to the Ermington Boat Ramp Flora and fauna Service cost and frequency 	<ul style="list-style-type: none"> One-on-one meetings and briefings Project newsletters/updates Advertisements Community information events Website Social media 	<ul style="list-style-type: none"> Consult Inform
	Education, including:	<ul style="list-style-type: none"> Stop locations 	<ul style="list-style-type: none"> One-on-one meetings and 	<ul style="list-style-type: none"> Consult

Group	Members	Issue/opportunity/interest in project	Engagement tools and activities	Level of Consultation
	<ul style="list-style-type: none"> Department of Education Rosehill Public School Rydalmere Public School Rydalmere East Public School Melrose Park Public School Wentworth Point Public School SEDA College – Olympic Campus S P Jain School of Global Management Western Sydney University, Sydney Olympic Park campus 	<ul style="list-style-type: none"> Construction impacts Operational impacts Property access arrangements Disturbance during exams and tests Service cost and frequency Pedestrian safety and access 	<ul style="list-style-type: none"> briefings Project newsletters/updates Advertisements Community information events Education programs Website Social media 	<ul style="list-style-type: none"> Inform
	Childcare centres, medical facilities, libraires and nursing homes	<ul style="list-style-type: none"> Stop locations Construction impacts Operational impacts Property access arrangements Pedestrian safety and access Service cost and frequency 	<ul style="list-style-type: none"> One-on-one meetings and briefings Project newsletters/updates Advertisements Community information events Education programs Website Social media 	<ul style="list-style-type: none"> Consult Inform
	Local businesses	<ul style="list-style-type: none"> Stop locations Planning approval Construction impacts Operational impacts Property access arrangements Potential job creation Economic stimulus Future growth/development 	<ul style="list-style-type: none"> Business activation One-on-one meetings with Place Managers Project newsletters/updates Advertisements Community information events Business forums/workshops Website 	<ul style="list-style-type: none"> Consult Involve Collaborate Inform

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Group	Members	Issue/opportunity/interest in project	Engagement tools and activities	Level of Consultation
		<ul style="list-style-type: none"> Parking impacts 	<ul style="list-style-type: none"> Social media 1800 number 	
	Transport customers – motorists, cycling groups, bus industry, taxi industry, ride share, hire cars	<ul style="list-style-type: none"> Stop locations Connectivity Construction impacts including buses replacing trains and road detours Operational impacts Travel demand management Local pedestrian and cycle access 	<ul style="list-style-type: none"> Project newsletters/updates Advertisements Community information events Static signage Website Social media 1800 number 	<ul style="list-style-type: none"> Inform
	Community Housing Providers	<ul style="list-style-type: none"> Property acquisition (see Property Acquisition Engagement Plan) Construction impacts Operational impacts Property access arrangements Service cost and frequency Future growth/development 	<ul style="list-style-type: none"> One-on-one meetings and briefings Project newsletters/updates Advertisements Community information events Website 1800 number 	<ul style="list-style-type: none"> Inform Consult
	Places of worship including: <ul style="list-style-type: none"> Immanuel Australia Church Harvest Christian Centre Saeum Presbyterian Church Sydney Hankyul Church Sydney Vision Uniting Church The Potter’s House Christian Church Brethren Church 	<ul style="list-style-type: none"> Property acquisition (see Property Acquisition Engagement Plan) Construction impacts Property access arrangements 	<ul style="list-style-type: none"> One-on-one meetings and briefings Project newsletters Notifications 	<ul style="list-style-type: none"> Consult Inform

Appendix C Engagement tools and activities

Table 5: Community and stakeholder engagement tools and activities

Type	Explanation and purpose	Frequency/Timing
Community contact tools		
24-hour, seven days a week toll-free project community information line 1800 139 389	Provides free number to all community members and stakeholders to contact the project team 24-hours, seven days a week, to make an enquiry or complaint. All communication materials and the website will include this number. Calls will be redirected to relevant contractors as required.	Available since pre-EIS consultation and ongoing (including for 12 months following the completion of the project)
Project email parramattalightrail@transport.nsw.gov.au	Provides accessible point of contact for stakeholders and the community to make enquiries or complaints directly to the project team. All communication materials and website will include this email address. Emails will be redirected to relevant contractors as required.	Available since pre-EIS consultation and ongoing until 12 months following completion of project
Project postal address Level 10, 130 George Street, Parramatta NSW 2150	Provides point of contact for stakeholder and the community to make written enquiries or complaints. All communication materials and the website will include this postal address. Correspondence will be redirected to relevant contractors as required.	Available since pre-EIS ongoing until completion of project until 12 months following completion of project
Calling cards	To advise residents, business and the broader community of activities happening in and around their area, such as geotechnical investigations or utility service locating work. Different types of calling cards include: <ul style="list-style-type: none"> • 1800 number • We are working in your street • Sorry we missed you • No parking 	As required during construction
Consultation Manager database	Used to record and track all communication, including emails, phone calls and meetings, with the community and stakeholders during the life of the project.	Available since pre-EIS consultation and ongoing
CALD Translation services	All communication will promote our translation services for those with English as a second language.	Available since pre-EIS consultation and ongoing
Information tools		
Newsletters	Provides a general update on the entire project to key stakeholders and the broader community, including residents and businesses along the light rail alignment. Printed and web accessible online newsletters will include information on: <ul style="list-style-type: none"> • Construction progress • Upcoming milestones 	Site specific as required

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

Type	Explanation and purpose	Frequency/Timing
	<ul style="list-style-type: none"> • Photos, images, and maps • Links to documents as required under the relevant projects contact information 	
Culturally and linguistically diverse	The website is translatable into 58 different languages using the Google translate function at the bottom of the home page	As required
Social media	<p>Social media, such as Facebook, Twitter and Instagram, provides a platform through which to distribute information to, and gather feedback from, the community about the project, including:</p> <ul style="list-style-type: none"> • Key milestones announcements • Construction updates • Out-of-hours work and changed traffic conditions • Community information sessions and other events • Social media is also useful in targeting commuters who may not live in the notification areas but pass through them. 	Available since pre-EIS consultation and ongoing until project completion
Mobile and web-based systems, including online surveys, apps	Engage the community and stakeholders on the project	As required
Face-to-face and interactive tools		
Mobile pop-up public information displays	Mobile information displays at community events and shopping centres are used to provide information about Parramatta Light Rail, seek stakeholder and community views and encourage submissions during exhibitions. Provides stakeholders and the community with an opportunity to speak directly to the project team and give feedback. Opportunity to build positive, proactive presence in community.	As required
Door knocks	Individual door-knock meetings will be used as required to discuss the potential impacts of Parramatta Light Rail with highly impacted stakeholders, especially residents and businesses directly impacted by construction work. Door knocks are useful to contact individual property owners if they are potentially affected and unable to be contacted by phone/mail.	Ongoing as required
Meetings	Stakeholder meetings will be used as required to discuss Parramatta Light Rail, including potential impacts and, where relevant, mitigation strategies to offset impacts.	As required
Site visits	Meetings on site to inform and consult with government agencies, councils, special interest groups and other stakeholders.	As required
In person and virtual presentations and forums	Presentations and forums will be used as required to inform stakeholders about the progress of Parramatta Light Rail and any key milestones or activities and gather feedback to address issues as they arise.	Ongoing as required
Maps/diagrams	Provides a visual explanation of the project, to be used in stakeholder meetings,	Ongoing as required

Type	Explanation and purpose	Frequency/Timing
	project newsletters and fact sheets and at community information sessions.	
CALD In persons and/or virtual tools	<p>Providing translators for virtual and/or in person meetings and engagements as required. Working closely with local councils and community groups to utilise existing CALD relationships.</p> <p>Continued outreach with targeted CALD community groups, and virtual and/or face-to-face meetings and briefings with CALD communities as required.</p>	As required
CALD Presentations	Presentations will also be offered to local CALD community groups in multiple languages by bi-lingual team members or external translators.	As required
Community and business-based forums	Forums will be arranged (in accordance with project Conditions of Approval) to focus on key environmental management issues relating to contractor activities with highly impacted community and business stakeholders.	As required
Place Managers	Dedicated Place Managers are in place for precinct areas along the light rail route. Each Place Manager will work with the communities within their precinct area to provide a local, single point of contact and be a source of information. They will be responsible for engaging with individuals and community organisations to ensure that identified issues are raised, discussed, and circulated within the project team for information and action. They will also work with the community to identify, mitigate, and manage potential roadblocks and risks.	Onboard since pre-EIS consultation phase and ongoing for duration of project
Personal Relationship Managers, Acquisitions	<p>Personal Relationship Managers, Acquisitions (PRMAs) coordinate interactions between residential property owners and tenants affected by acquisition and Transport. The PRMAs are responsible for understanding and implementing the NSW land acquisition reforms announced by the Government in October 2016.</p> <p>This includes providing support to affected residential landowners and tenants as required, including helping to find new homes, new schools for children and other support services to deliver a fairer, more balanced, and more transparent acquisition process to ease the experience of moving. This support may be extended to small businesses as well, if deemed appropriate by the PRMA.</p>	Onboard since pre-EIS consultation and ongoing for duration of acquisition process
Project notifications		
7 day notification letter	<p>The notification letter will be used to advise the community and stakeholders of any activity with the potential to impact. Notifications are required for:</p> <ul style="list-style-type: none"> • Start of construction • Significant milestones • Changes to scope of work • Changes to traffic conditions • Modifications to pedestrian or cycling routes and bus stops • Out-of-hours work 	Ongoing as required

Type	Explanation and purpose	Frequency/Timing
	<ul style="list-style-type: none"> • Changes to residential or business access • Changes or disruptions to utility services • Investigation activities. <p>The notification should be sent at least 7 days prior to the activity occurring to an area of 100 metres around the construction site for day works and 200 metres around the site for night works. It should include the following:</p> <ul style="list-style-type: none"> • Scope of work • Location of work • Hours of work • Duration of activity • Type of equipment to be used • Likely impacts including noise, vibration, traffic, access and dust • Mitigation measures • Project contact information. <p>Wherever possible, works notification should be combined with other Project contractors to include all proposed activities.</p> <p>Follow up communication should be considered for night works including the use of email, door knock or SMS reminders.</p> <p>Copies of notifications will also be uploaded onto the Parramatta Light Rail website and distributed to key stakeholders.</p>	
Email notifications	Email notifications via Consultation Manager distribution lists are utilised once on the ground notification distribution has been completed.	Ongoing as required
Advertising	Display advertisements will be placed in local newspapers to notify the community of construction commencement, key project milestones and major changes to traffic.	Ongoing as required
Briefings and Media		
MP, local elected members, and Ministerial briefings	Briefings will be used to update these stakeholders on major Parramatta Light Rail milestones.	Ongoing as required
Media briefings and releases	Media releases, briefings and events will be used to update the community on major Parramatta Light Rail milestones.	Ongoing
Contractor requirements		
Site inductions	Project site inductions must include communication and engagement requirements to ensure all members of the project and contractor teams are aware and respectful of residents and businesses neighbouring work areas. This includes site investigation works, including geotechnical and utility service locating activities	As required

Type	Explanation and purpose	Frequency/Timing
	along the route alignment.	

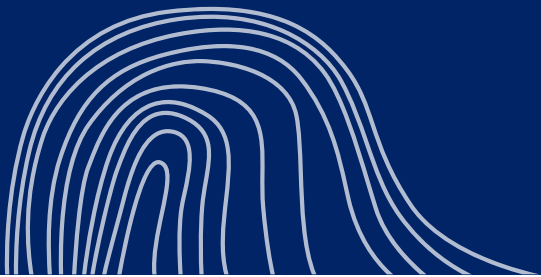
Appendix D Compliance Matrix

Placeholder for Table 6: Conditions of Approval from the State Significant Infrastructure Template Conditions of Approval (Linear Infrastructure) (Department of Planning and Environment (DPE), 2022) relevant to the Community Communication Strategy

Note: should the project be approved, a Compliance Table will be developed and included to comply with relevant conditions of approval

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

No.	Requirement	Reference	How Addressed
SE1	<p>Transport for NSW will implement the Parramatta Light Rail Stage 2 Community Communication Strategy to guide the management and delivery of community and stakeholder engagement in the lead up to and during construction, and ensure that:</p> <ul style="list-style-type: none"> • accurate and accessible information about the project is provided • feedback from the community is encouraged • opportunities for input to design development are provided, where relevant • community members and stakeholders with the potential to be affected by construction activities are notified in a timely manner about the timing of activities and potential for impacts • enquiries and complaints are managed (see mitigation measure SE3), and a timely response is provided for concerns raised. <p>In relation to the potential for socio-economic impacts, this will include implementing approaches and protocols to:</p> <ul style="list-style-type: none"> • communicate with potentially affected residents, other community members, businesses and other key stakeholders to provide information about the project, and the likely nature, extent and duration of changes during construction • identify and engage with vulnerable persons that might be affected by the project • communicate information about potential access changes and delays (including changes to public and active transport facilities) • engage with owners and tenants of properties that will be impacted by acquisition. <p>Engagement plans will be developed and implemented to define the specific requirements for engagement consistent with the Community Communication Strategy. The engagement plans will define tools and activities, timing and responsibilities, and monitoring requirements.</p>	This document	This document has been drafted to meet the requirements of this mitigation measure. Section 11.2 outlines the process and responsibilities for the preparation of the Communications and Engagement Plans.



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