Sydney Light Rail
Community Communication Strategy

April 2016
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<th>Reviewer/s</th>
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1. Introduction

1.1. Purpose of this strategy

The Community Communication Strategy (the Strategy) provides an overview of how communications and engagement will be undertaken between the proponent (Transport for NSW), ALTRAC Light Rail, the Environmental Representative (ER) and stakeholders throughout the delivery of the Sydney Light Rail (SLR) project, including the new CBD and South East Light Rail (CSELR) light rail line and all associated works.

This Strategy is intended to provide guidance in the development of an evolving, detailed communications and engagement approach. The Strategy does not replace separate communications and engagement plans that will be prepared by Transport for NSW (TfNSW) or its appointed contractors during different phases of project delivery.

The Strategy aims to:
- Provide an overview of the project
- Set out the communications and engagement objectives and principles for the project
- Outline the governance structure established to facilitate the delivery of the SLR project
- Describe the proposed communication tools and engagement techniques used to disseminate information and provide feedback
- Outline the procedures and mechanisms through which enquiries and complaints can be received and responded to
- Identify the key stakeholders and issues for the project
- Outline the dispute resolution process.

1.2. Consultation and review of the strategy

This strategy has been developed in consultation with the following:
- ALTRAC Light Rail Consortium
- Independent ER
- Community Reference Group
- Department of Planning and Environment

This strategy has been incorporated to include feedback following consultation. Appendix B includes a register of comments received by the Community Reference Group (CRG) members and how they have been responded to and/or addressed in the strategy.

The Strategy will be reviewed at key milestones in the project’s delivery or in response to:
- Significant changes to construction activities
- In response to community and stakeholder feedback
- General improvement opportunities which are identified.

The communications activities outlined within the strategy have been developed in compliance with the conditions of approval issued by the Minister for Planning on 17 February 2015 and will be uploaded to the SLR project website.
2. Project overview, benefits and timeline

2.1. Project overview

In December 2012, the NSW Government made a commitment to build the CSELR project. The $2.1 billion, 12 kilometre project will provide a fast, reliable public transport service from Circular Quay, through the CBD, to Kingsford and Randwick via Surry Hills, Moore Park and Kensington.

The light rail project is part of an integrated transport solution that will transform Sydney, delivering a step change in public transport that will support the city’s growing economy and population while connecting people to jobs, homes and services.

The light rail is a major element of the state’s Sydney City Centre Access Strategy (SCCAS) which details how people will enter, exit and move in and around the CBD over the next twenty years using all modes of transport. The SCCAS helps to address a key action set out in the NSW Government’s Long Term Transport Master Plan and Sydney’s Light Rail Future to ease congestion and improve services. It is also supported by Sydney’s Bus Future, which include changes to the city’s road and bus networks.

From Alfred Street at Circular Quay, the light rail runs down George Street to Central Station, then via Chalmers Street and Devonshire Street to Moore Park where it will travel along Anzac Parade before branching around Royal Randwick Racecourse and University of NSW (UNSW) to terminate in both Randwick and Kingsford. See route map below.

Key features of the CSELR project will include:

- 19 stops along a 12 km route and major interchanges with other transport modes at Circular Quay, Wynyard, Town Hall, Central, Randwick and Kingsford

Alignment of CSELR from Circular Quay to Randwick and Kingsford in relation to the extended Inner West Light Rail.

Key features of the CSELR project will include:
• A 1km pedestrian zone from Bathurst Street to Hunter Street
• Wire-free operation of light rail between Town Hall and Circular Quay
• High frequency “turn up and go” services every 4 minutes during peak times on the main line and every eight minutes on each branch
• A fleet of 30 brand new clean, electric powered light rail vehicles with air-conditioning and CCTV that can each carry up to 450 people
• A connection to the extended Inner West Light Rail (IWLR) from Central to Dulwich Hill
• Integration with the Opal electronic ticketing system
• $4 billion in economic benefits to the NSW economy
• Creation of 10,000 jobs during and after construction
• High capacity special event services between Central Station, Moore Park and the Royal Randwick Racecourse

2.2. Project delivery

The SLR project is being delivered through two packages:
• A limited early works package delivered by a Managing Contractor, Laing O’Rourke Construction Australia. This work includes relocating buried utilities such as water, telecommunications, gas and electricity cables and pipes, and initial work around Moore Park including the demolition of Olivia Gardens apartment complex.
• A Public Private Partnership (PPP) awarded to ALTRAC Light Rail consortium for the financing, design, construction, operation and maintenance of the CSELR, along with the operation and maintenance of the IWLR from 1 July 2015.

<table>
<thead>
<tr>
<th>Package 1 – Managing Contractor</th>
<th>Package 2 – Sydney Light Rail PPP</th>
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<tbody>
<tr>
<td>CBD and South East Light Rail</td>
<td>Inner West Light Rail</td>
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<tr>
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<td>Enabling works</td>
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Laing O’Rourke Australia

ALTRAC Light Rail
including Transdev, Alstom Transport Australia, Acciona Infrastructure Australia and Capella Capital.

Delivery model for Sydney Light Rail

2.3. Project timeline

Transport for NSW is progressing the delivery of SLR in consultation with councils, business, industry and the community.

A Business Case, Environmental Impact Statement and Reference Design have been completed for the CSELR project, and Planning Approval was received 4 June 2014. The project has issued two planning modifications since this time which were approved in February and March 2015 respectively.
The contract for the Managing Contractor to deliver the critical early works package was awarded on 30 June 2014 following a formal procurement process which began in October 2013 and the PPP contract was awarded on 17 December 2014 with financial close of the contract reached on 25 February 2015.

Early works for the project commenced in 2014 and major construction is set to begin in Moore Park in September 2015. Construction work in the CBD will commence in October 2015 with the project expected to be completed in late 2018 ahead of services commencing in early 2019.

The Strategy has been prepared and will be updated to link with key planning, design and construction milestones to ensure timely and proactive communication of important information to stakeholders and the community. The Strategy also identifies describes appropriate opportunities and channels for feedback to be provide.

3. Governance structure

A comprehensive governance structure has been established within the project to provide focus and assist in delivery of the SLR. The governance structure exemplifies the government’s commitment to consultation with key stakeholders, business and the community along the alignment.

3.1. SLR Advisory Board

An SLR project Advisory Board was established to provide assurance, strategic oversight and support for the SLR. Board Members were nominated by the Minister for Transport and appointed by Cabinet in November 2013, in accordance with the NSW Government Boards and Committees Guidelines (July 2013).

The SLR Advisory Board is comprised of three independent members, including the chair, as well as senior Government members from NSW Treasury, Infrastructure NSW, Transport for NSW (TfNSW) and Department of Premier and Cabinet.

The Board’s terms of reference are to:
• Provide project oversight, independent assurance and advice to the Minister for Transport and Infrastructure, the Minister for Roads, Maritime and Freight and the Premier
• Provide oversight of the client-deliverer relationship
• Provide advice to the Secretary of TfNSW and to the SLR Project Director on critical decision and endorsement of recommendations to Government
• Provide assurance to Government of rigorous processes related to cost, scope and program oversight.

3.2. Business and Community Reference Groups

The SLR Business and Community Reference Groups have been established as consultative groups to provide advice and make recommendations on initiatives that would engage and support businesses and communities affected along the alignment, including identifying potential mitigations measures for impacts during the construction period. It is intended that the SLR Business and Community Reference Groups will run until the completion of construction of the CSELR.

The groups form a vital element in the governance structure and help to coordinate and facilitate input from a range of stakeholders. The groups are made up of the following members:
• Business Reference Group (BRG) – local Councils, business associations, industry groups and nominated members from each local business forum
• Community Reference Group (CRG) - local Councils, representative local community organisations and nominated members from each local community forum

3.3. Business and Community Forums

The Business and Community Reference Groups are complemented by more localised business and community forums to discuss plans and seek feedback.

Three local Business and Community Forums have been established to cover the CBD, Surry Hills/Moore Park and Randwick/Kingsford/Kensington areas. These forums provide a regular opportunity for wider businesses and community to learn more about the project, its potential impacts and how they can best prepare for construction. They are intended to be focused on the day to day construction of the CSELR with feedback provided to the reference groups via their elected BRG and CRG representatives.

4. Strategy approach

4.1. Objectives and principles

The key objectives of the strategy are to:
• Identify and engage a wide range of stakeholders and interested parties, building positive working relationships
• Increase community and stakeholder understanding of the project, its objectives and benefits
• Keep people informed about the project and ensure that information is communicated to the community and stakeholders in an effective and timely manner
• Provide the community and stakeholders with an opportunity to participate in the development of the project through feedback and input
• Record, review, comment on and report project responses to feedback
• Identify concerns and address them where practical and appropriate
• Ensure that community and stakeholder enquiries regarding the project are managed and resolved effectively.

The above objectives are in line with TfNSW’s Community Engagement Policy and are supported by TfNSW’s fundamental communications principles, which are to:
• Consult early and often
• Encourage community and other stakeholder participation
• Listen to feedback, investigate suggestions and report back
• Be transparent
• Keep the general and local community and other key stakeholders informed of project progress
• Engage in a manner that is collaborative, innovative, adaptive and sustainable.

4.2. Principles that guide communications and engagement

The principles that will guide communications and engagement on the project include:
• **Proactive** - communicate with affected communities and relevant stakeholders. Ensure they remain informed through the provision of timely, relevant and targeted information. Identify and report issues and special needs to allow solutions to be built into the program where ever possible.
• **Inclusive** - ensure all communities including those from non-English speaking backgrounds and key stakeholders have easy access to information about the program to ensure there are ‘no surprises’ and they do not feel that they are being ‘left in the dark’.
• **Accessible** - the team will be accessible to stakeholders and communities for the duration of the development, construction and delivery of the CSELR project.
• **Transparent and accountable** - record and make information publicly available. Ensure that the community and stakeholders are provided with information on the decision making processes during the delivery of the project.
• **Responsive** - respond in an effective manner to individual concerns. Ensure every reasonable effort is made to resolve issues to the satisfaction of all involved in the shortest time possible.
• **Sensitive** - make every reasonable effort to understand needs and minimise impacts on communities and stakeholders.
• **Reliable** - honour all commitments and be consistent in communication and interaction with communities and stakeholders.
• **Organised** - record engagement activities to ensure that all issues are properly dealt with and documented for future reference.

5. ALTRAC Light Rail communication obligations

On 17 December 2014, TfNSW entered into a Project Deed with ALTRAC Light Rail to design, build, finance, operate and maintain the CSELR, and to operate and maintain the IWLR, until 2034. ALTRAC Light Rail consists of Alstom Transport Australia, Transdev Sydney, Acciona Infrastructure Australia and Capella Capital.

The role of each of the member companies is as follows:
• **Alstom Transport** – design and construct partner responsible for the Light Rail Vehicles and systems
• **Transdev** – responsible for operating and maintaining the CSELR and IWLR for 15 and 19 years respectively.
• **ACCIONA** - design and construct partner responsible for civil activities
• **Capella Capital** – provides commercial management services

ALTRAC’s Stakeholder Engagement and Community Relations team has been structured to effectively communicate with key stakeholders, businesses and local communities along the alignment.

The team is jointly staffed by ALTRAC Light Rail and the D&C contractor Acciona. The design and construct contractor will provide place managers who will work across the project precincts as follows:
• **CBD (Circular Quay to Central)**
• **Surry Hills and Moore Park**
• **Randwick, Kensington and Kingsford**
• **Rozelle facility**
Additional support roles will work with the Place Managers to provide communications and administrative assistance.

5.1. Coordinated approach

TfNSW and ALTRAC consider themselves to be one team working towards a common goal of successfully delivering the project in a way which minimises impacts on the community and provides a positive legacy for Sydney: a popular and well used light rail service.

ALTRAC and TfNSW meet on a regular basis to ensure a coordinated approach to community engagement activities across the precincts and with other projects in the CBD. Regular meetings are critical for identifying emerging issues, developing issue management strategies and implementing lessons learnt.

In addition to meetings between TfNSW and ALTRAC Stakeholder Engagement and Community Relations teams, the Construction Environment Management Plan (CEMP) also provides mechanisms for communication with TfNSW Planning and Environment team, ALTRAC’s Environment and Sustainability team and the independent ER. This includes frequent meetings and weekly site inspections to confirm compliance with environmental requirements. TfNSW Planning and Environment and Communications team also meet regularly to review systems, raise issues and share information.

6. Community and stakeholder analysis

The range of stakeholders who will be targeted as part of this strategy and who are likely to be interested or personally impacted by the project are listed below. These key stakeholders have been identified through the EIS process and from consultation to date and include:

- Key project partners and Round Table representatives
- Elected representatives
- Government agencies and departments
- Residential and commercial property owners/tenants
- Peak business and community bodies/associations
- Utility companies/service providers
- Educational facilities
- Medical facilities
- Sporting facilities
- Buildings used for religious purposes
- Property developers
- Media
- Public transport operators
- Private transport operators
- Public transport users
- Private vehicle users
- Other interested parties.

A detailed stakeholder analysis is included at Appendix C. This matrix will continue to be updated during detailed on-the-ground assessments of business precincts and local communities.

It is recognised that stakeholders and their interests will vary at different stages of the project. Some of the stakeholders will maintain an interest throughout all stages of the project, while others may only have an interest at specific times.
7. Issues analysis

Stakeholders and the community will have a range of issues and concerns in relation to the development and construction phase of the project. Appendix D provides a summary of current key issues and the strategies and tools to be used to manage these issues.

8. Engagement and consultation approach

8.1. Communication and engagement tools and techniques

A range of communication and engagement tools and techniques have been and will continue to be used throughout the development and delivery of the project. These tools allow the project team to disseminate information on construction progress and matters associated with environmental management, provide the mechanisms to respond to enquiries, and also allow the community to discuss the project and provide feedback.

Given the scale of the project and the unique characteristics of business precincts and communities along the route, a variety of tools and techniques are essential to achieve the objectives of the engagement program.

For the purposes of community and stakeholder engagement we have separated the route into five precincts: CBD; Surry Hills; Moore Park; Randwick and Kensington/Kingsford. Separate community and stakeholder engagement plans will be prepared by ALTRAC Light Rail, as part of their Stakeholder and Community Engagement Plan, for each of the different precincts providing detail on the particular tools and techniques appropriate for each area and their proposed roll out.

ALTRAC will work collaboratively with TfNSW and other project partners as appropriate to assess the effectiveness of each community engagement tool, and to identify opportunities to incorporate new tools and techniques into the stakeholder and community engagement program.

Some of the key engagement tools and techniques which stakeholders should be familiar with include:

- 1800 information line – 1800 684 490
- 24 hour construction response line – 1800 775 465
- Project email – projects@transport.nsw.gov.au
- Social media (Facebook) – facebook.com/sydneylighttrailproject
- Community Information Centre – 388 George Street (corner of George and King streets)

A full list and description of the of projects community engagement tools and techniques is provided at Appendix E.

9. Enquiries and complaints management

Responding to enquiries and complaints promptly and effectively is central to effective project communications and building relationships with the community. Enquiries and complaints may be received directly by members of the ALTRAC project team or via TfNSW’s 24 hour construction response line, project information line and email address.

The ALTRAC Stakeholder Engagement and Community Relations team is responsible for managing all enquiries and complaints relating to the project. They will seek input and assistance from key members of the project team as needed, investigate the source of the complaint to ensure an appropriate solution is reached and will remain the point of contact until the issue is resolved.
If a complaint is received which does not relate to ALTRAC’s activities, the stakeholder will be notified of the responsible party as soon as this determination is made and directed appropriately.

Key channels for enquiries and complaints are:
- 1800 information line – 1800 684 490
- 24 hour construction response line – 1800 775 465
- Project email – projects@transport.nsw.gov.au

9.1. Performance standards for complaints and enquiries

Key aspects of the enquiries and complaints management procedure are as follows:

Enquiries
- Provide a verbal response to telephone enquiries within 2 hours from the time of the enquiry being received unless the enquirer agrees otherwise
- Provide a written response to letters and emails within 24 hours of the enquiry being received
- Follow up calls, emails and letters will be made where required to close out the complaint
- Take all reasonable actions and measures to prevent the reoccurrence of stakeholder and community complaints

Complaints
- Provide a verbal response to complaints within 2 hours where a phone number is provided or is available in the database. Where a complaint requires immediate attention, a response will be provided in 10 minutes.
- Provide a written acknowledgment to complaints received by email within 4 hours
- Provide a written response to letters or emails within 24 hours or a verbal response if a contact number is provided
- Immediate attention will be given to urgent complaints

A member of the ALTRAC Stakeholder Engagement and Community Relations team will maintain liaison until such time as the enquiry has been resolved outlining what remedial action has/will be taken, or a response to the questions received.

A diagram illustrating the enquiries and complaints management process is provided below.
9.2. Communication with the independent Environmental Representative

The Environmental Representative (ER) is an independent member of the light rail team who has been employed for the duration of construction, or as otherwise agreed by the Secretary. The ER’s role is to:

- Be the principal point of advice in relation to the environmental performance of the project
- Oversee the implementation of all environmental management plans and monitoring programs required under the project’s planning approval, and advise TfNSW upon the achievement of these plans / programs;
- Consider and advise TfNSW on its compliance obligations against all matters specified in the conditions of approval and the Statement of Commitments and all other licences and approvals related to the environmental performance and impacts of the project;
- Ensure that environmental auditing is undertaken in accordance with all relevant Environmental Management Systems; and
- Be given the authority and independence to recommend reasonable and feasible steps to be taken to avoid or minimise unintended or adverse environmental impacts.
If community and stakeholders wish to contact the ER in relation to environmental management and delivery of the project, they can do so using the standard community engagement tools and techniques. All response times would be in accordance with the performance standards for complaints and enquiries.

9.3. Capturing feedback from our communications and engagement activities

A consultation database, Consultation Manager, has been established to capture and record feedback from all communications and engagement activities. The database is used to register contact details for ongoing updates and information and record comments, issues, enquiries and complaints received from the community and other stakeholders.

Stakeholder contact details will be regularly updated and new stakeholders added to the database as they are identified.

9.4. Stakeholder issues management

Where possible, complaints related to environmental management, design and project delivery will be resolved between the project team and directly impacted stakeholders located along the alignment as outlined in section 9.

All reasonable efforts will be made by the contractor to resolve the issue with the complainant. In the event a complaint is unable to be resolved, ALTRAC Light Rail will raise the issue with the Principal’s Representative or delegate to review and facilitate an outcome.

Complaints relating to the project that are not subject to any other specified resolution process and cannot be resolved through the standard complaints process may, subject to the discretion of the Principal’s Representative or delegate, be further escalated to the project’s independent mediator.

The role of the Independent Mediator will be to:
- Provide a neutral third party to help resolve complaints;
- Assist in negotiating a mutually acceptable agreement between the complainant, the SLR project team and ALTRAC Light Rail;
- Make recommendations about the resolution of individual complaints;
- Ensure the recommendations have been implemented by the project team once the right course of action has been determined
- Keep a record of all complaints which have been referred to them and the actions taken to manage those complaints.
### Appendix A: Compliance Matrix

<table>
<thead>
<tr>
<th>Ref id</th>
<th>Requirement</th>
<th>Cross ref</th>
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<tbody>
<tr>
<td>B90</td>
<td>The Proponent shall prepare and implement a Community Communication Strategy to provide mechanisms to facilitate communication between the Proponent (and its contractors), the Environmental Representative and the community stakeholders (particularly adjoining landowners) on construction progress and management. The Strategy shall be prepared in consultation with the CRG and include, but not be limited to:</td>
<td></td>
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</table>
| B90 (a) | Identification of stakeholders to be targeted as part of the Strategy, including community and business stakeholders, environmental and transport groups and adjoining property owners; | • Section 6  
• Appendix C |
| B90 (b) | Procedures and mechanisms for the regular dissemination of information to the community and stakeholders on construction progress and matters associated with environmental management; | • Section 5.1  
• Section 8.1  
• Appendix E |
| B 90 (c) | Procedures and mechanisms through which the community and stakeholders can discuss or provide feedback to the Proponent and/or Environmental Representative in relation to the environmental management and delivery of the SSI | • Section 8.1,  
• Section9, 9.1, 9.2, and 9.3  
• Appendix E |
| B 90 (d) | Procedures and mechanisms through which the Proponent can respond to any enquires or feedback from the community and stakeholders in relation to the environmental management and delivery of the SSI; and | • Section 8.1  
• Section9, 9.1, 9.2, and 9.3  
• Appendix E |
| B 90 (e) | Procedures and mechanisms to be implemented to respond to any issues/disputes that arise between parties on the matters relating to environmental management, design and the SSI delivery. | • Section 8.1  
• Section9, 9.1, 9.2, and 9.4 |
| AN.1    | Local business and community reference groups would be established and comprise independent representatives from the community to advise the proposal on community concerns related to the proposal. | • Section 3.2 |

Note: The draft Community Communications Strategy was provided to Community Reference Group members to provide feedback on 28 August 2015. Only one comment was received during the two week consultation period which is listed and responded to in Appendix B.
Appendix B: Community Communications Strategy consultation

<table>
<thead>
<tr>
<th>Date</th>
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<th>CRG feedback</th>
<th>Response</th>
<th>Cross reference</th>
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| 30th August 2015 | John Harper | It is likely that a situation could arise where a resident could have access to or from their residence impacted by some temporary works, road closures etc. To mitigate against this situation it is recommended that for each resident likely to be impacted:  
1. a simple written / diagrammatic instruction card be provided on how they will be able to access their residence.  
2. A 24/7 contact number be provided on the above card that will be staffed to provide a resolution within 15 minutes of a call being made.  
NOTE: the 15 minute response only relates to a resident being hindered by access directly to or from their residence within the current Work Zone. | Any light rail activities that have the potential to impact stakeholders and the community will be communicated in advance of the works taking place via a works notification.  
The works notification will detail the works involved and any potential impacts to the community. Works notifications may also include maps to provide further information and direction around work sites.  
Contact details including the 24 hour construction response line number will be provided on all notifications and the performance standards for responding to enquiries and complaints are listed in section 9.1 of this strategy. | Section 8  
Section 9.1 |
### Appendix C: Stakeholder analysis

<table>
<thead>
<tr>
<th>Stakeholder Group</th>
<th>Members</th>
<th>Key issues/interests</th>
<th>Engagement tools and techniques</th>
</tr>
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</table>
| **State Government Agencies and Departments** | • Ambulance Service of NSW  
• Department of Education and Communities  
• Department of Family and Community Services  
• Destination NSW  
• Environmental Protection Authority  
• Fire and Rescue NSW  
• Infrastructure NSW  
• NSW Department of Planning and Environment  
• NSW Department of Premier and Cabinet  
• NSW Health  
• NSW Office of Environment and Heritage  
• NSW Police  
• NSW State Emergency Service  
• NSW Trade and Investment  
• NSW Treasury  
• Office of the NSW Small Business Commissioner  
• Roads and Maritime Services  
• Sydney Harbour Foreshore Authority  
• State Transit Authority  
• Sydney Ports | • Compliance with legislation and conditions of approval  
• Preparation of Construction and Environmental Management Plans and sub plans  
• Operational impacts on biodiversity  
• Operational noise and vibration  
• Service disruption  
• Access during construction and operation  
• Urban design and landscaping  
• Interfaces, liaison and communication with stakeholders and other major projects  
• Health and safety | • Individual briefings and presentations  
• One on one meetings  
• Provide compliance reports as required.  
• Traffic and Transport Liaison Group  
• Business Reference Group  
• Round Table  
• Website |
| **Elected representatives**             | • Minister for Transport  
|                                          | • Consideration of constituents needs  
• Information provided at regular intervals | • Individual briefings  
• One on one meetings |
### Sydney Light Rail Community Communication Strategy

**Updated April 2016**

- Minister for Roads
- Minister for Planning and Environment
- Member for Balmain
- Member for Sydney
- Member for Coogee
- Member for Maroubra
- Member for Heffron
- Member for Newtown
- Federal Member for Sydney
- Federal Member for Kingsford Smith
- Member for Wentworth
- Mayor of City of Sydney
- Mayor of Leichhardt
- Mayor of Randwick
- Local Government Councillors

#### Consultation undertaken
- Resolution of issues and complaints
- Selected interests relevant to specific ministerial portfolios

#### Attendance
- Attendance at business and community forums
- Attendance at Round Table meetings
- Work notifications
- Community emails

#### Local government
- City of Sydney
- Leichhardt Council
- Randwick Council
- Botany Council

#### Ongoing community consultation
- Operational noise and vibration
- Street scaping and safe stop access for all customers
- Biodiversity Plans – ecological impacts, bushcare areas and future sites
- Rail corridor vegetation management and tree removal
- Parking impacts at stops
- Service disruptions
- Traffic management
- Fencing – height, materials, fauna access, corridor fencing, screening and privacy for residents
- Wayfinding
- Lighting, minimising spill
- Drainage and stormwater drainage, flood levels

#### Other
- Individual briefings
- One on one meetings
- Councillor briefings
- Attendance at business and community reference group meetings
- Attendance at business and community forums
- Work notifications
- Community emails
- Website
| Local community including residents, pedestrians, local businesses | Residents and businesses adjacent and wider community | Pest management  
Safety  
Potential parking impacts  
Property damage  
Traffic and/or pedestrian management during work programs  
Use of access gates and disruptions to nearby residents  
Service disruptions  
Noise, dust, lighting impacts on nearby residents  
Construction vehicle and delivery parking  
Heritage areas  
Vegetation management and tree trimming  
Management and impact on bushcare sites  
Wayfinding  
Visual impacts and amenity  
Graffiti management  
Street scaping and safe stop access for all customers  
Pedestrian safety  
Fencing – height, materials, fauna access, corridor fencing, screening and privacy for residents  
Pest management  
Lighting, minimising spill | Work notifications  
Newsletters  
Advertisements  
Community emails  
Wayfinding/signage  
Attendance at business forums  
Attendance at community forums  
Websites |
| Transport network users | Light rail customers  
Pedestrians  
Cyclists  
Sydney Trains customers  
Sydney Bus customers at intermodal connections  
Sydney Ferries customers | Service disruptions  
Wayfinding  
Safety  
Access | Work notifications  
Newsletters  
Advertisements  
Community emails  
Wayfinding/signage |
| Utilities | Sydney Water | Impact on services | Individual briefings |
### Business organisations

- Haymarket Chamber of Commerce
- Sydney Business Chamber
- NSW Business Chamber
- Rocks Chamber of Commerce
- Leichhardt & Annandale Chamber of Commerce
- Impact on business operations
- Service disruptions
- Street scaping and pedestrian access
- Safety
- Urban design, landscaping and wayfinding
- Access to transport
- One-on-one meetings
- Work notifications
- Newsletters
- Attendance at business forums
- Attendance at Business Reference Group
- Website

### Property Developers

- Mirvac (200 George Street, 37-55 Pitt Street, 6-8 Underwood Street)
- Amalgamated Holdings Limited (State Theatre, QT Hotel, Event Cinemas)
- FIFE Capital (York and George Apartments)
- Dexus (Gateway Plaza, Grosvenor Place and Australia Square)
- Charter Hall (333 George Street)
- Lend Lease (182 George Street)
- Wynyard Precinct Group
- Brookfield Multiplex (1 Carrington)
- AMP Capital (200 George Street and Circular Quay)
- Dalian Wanda Group (Goldfields House, Fairfax House, Rugby Club)
- Greenlands Centre
- Coombs Property Group
- Impact on business operations
- Service disruptions
- Streetscaping and pedestrian access
- Safety
- Urban design, landscaping and wayfinding
- Access to construction sites
- Long-term construction impacts
- Vehicle access
- Haulage roots
- Coordination of works
- Operational noise
- One-on-one meetings
- Work notifications
- Newsletters
- Wayfinding/signage
- Community emails
- Attendance at business forums

### Education facilities

- Orange Grove Public School
- Rozelle Public School
- Student safety
- Service disruptions
- One-on-one meetings
- Work notifications
<p>| Community action groups | Ultimo Public School | University of Technology, Sydney | Sydney University | University of NSW | NIDA | TAFE NSW | Curtin University | Macleay College | St Andrew’s Cathedral School | Sydney Boys High School | Sydney Girls High School | Marcellin College Randwick | Coogee Boys Preparatory School | Claremont College | Our Lady of the Sacred Heart School | Randwick Girls High School | Randwick Boys High School | Rainbow Street Public School | The Joseph Varga School | Kensington Primary School | Kensington Community High School | St Spyridon College | Street scaping and pedestrian access | Construction noise and dust | Pedestrian access | Timing of works | Newsletters | Wayfinding/signage | Community emails | Attendance at community forums | Access to buildings, driveways | Construction and operational noise | Traffic management | Parking | Dust | Vibration | Light spill from night works | Long-term construction impacts | Service disruptions | Street scaping and pedestrian access | Newsletter | Community emails | Community Forums | One-on-one meetings | Works notifications | Social media |</p>
<table>
<thead>
<tr>
<th>Local Aboriginal Land Councils and groups</th>
<th>Surry Hills Public Tenants Association</th>
<th>Tree loss</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Surry Hills Neighbourhood Centre</td>
<td></td>
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<tr>
<td></td>
<td>Friends of Bourke Street</td>
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<tr>
<td></td>
<td>Wansey Road Action Group (WAG)</td>
<td></td>
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<td></td>
<td>Save Randwick’s Trees Action Group</td>
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<tr>
<td></td>
<td>Randwick Residents for a Better Light Rail</td>
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<td></td>
<td>Need Alison Road Parking Action Group (NAP)</td>
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<td></td>
<td>Doncaster Avenue Action Group</td>
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<tr>
<td></td>
<td>Randwick Community Precinct Committee</td>
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<td></td>
<td>Kingsford South Community Precinct Committee</td>
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<td>Kensington West Community Precinct Committee</td>
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<td></td>
<td>Rozelle Residents Action Group</td>
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<td></td>
<td>La Perouse LALC</td>
<td>Heritage</td>
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<tr>
<td></td>
<td>Metropolitan Local Aboriginal land Council</td>
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<td></td>
<td></td>
<td>Newsletter</td>
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<td></td>
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<td>Community emails</td>
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<td></td>
<td></td>
<td>One-on-one meetings</td>
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<td></td>
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<td>Works notifications</td>
</tr>
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<table>
<thead>
<tr>
<th>Peak bodies and associations</th>
<th>Australian Hotels Association</th>
<th>Impact on business operations</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Australian Property Institute</td>
<td>Urban design, landscaping and wayfinding</td>
</tr>
<tr>
<td></td>
<td>Australian Retailers Association</td>
<td>Public Transport outcomes</td>
</tr>
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<td></td>
<td>National Retail Association</td>
<td>Engagement opportunities</td>
</tr>
<tr>
<td></td>
<td>Bicycle NSW</td>
<td>Access to buildings, driveways</td>
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<td></td>
<td>Bus NSW</td>
<td>Construction and operational noise</td>
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<td></td>
<td>Committee for Sydney</td>
<td>Traffic management</td>
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<td></td>
<td>Property Council of NSW</td>
<td>Parking</td>
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<td>Planning Institute of Australia</td>
<td>Dust</td>
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<td></td>
<td>Tourism Accommodation</td>
<td>Timing of works</td>
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<td>Individual briefings</td>
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<td>One-on-one meetings</td>
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<td>Work notifications</td>
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<td>Newsletters</td>
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<td>Wayfinding/signage</td>
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<td>Community emails</td>
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<tr>
<td></td>
<td></td>
<td>Attendance at business forums</td>
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<tr>
<td>Australia</td>
<td>Traffic impacts</td>
<td>Individual briefings</td>
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</tr>
<tr>
<td>Tourism and Transport Forum</td>
<td>Access for emergency response during construction</td>
<td>One-on-one meetings</td>
</tr>
<tr>
<td>Australian Institute of Architects</td>
<td>Service disruptions</td>
<td>Attendance at the TTLG</td>
</tr>
<tr>
<td>Infrastructure Partnerships Australia</td>
<td></td>
<td>Work notifications</td>
</tr>
<tr>
<td>Retail Council</td>
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<tr>
<td>NSW Taxi Council</td>
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<tr>
<td>NRMA</td>
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<tr>
<td>Returned and Services League of NSW</td>
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</tbody>
</table>

| Emergency Services                           |                 |                      |
| NSW Police                                    |                 |                      |
| NSW Fire and Rescue                           |                 |                      |
| Ambulance Service of NSW                      |                 |                      |
| NSW State Emergency Service                   |                 |                      |
### Appendix D: Issues analysis

<table>
<thead>
<tr>
<th>Potential Issues</th>
<th>Management Strategies</th>
</tr>
</thead>
</table>
| **Access to private properties**                           | • Identification of affected private properties and their relevant landowner / property representative  
• Advance notice of any activity that affects access to be provided using appropriate engagement tools and techniques  
• Development of Local Access Plans in consultation with affected properties  
• Development of a Network Management Plan in consultation with the Traffic, Transport Liaison Group to manage impacts of changed traffic patterns and operations both locally and regionally  
• One-on-one meetings via Place Managers as necessary  
• Effective and timely responses to complaints and enquiries. |
| **Noise caused by construction activity, site access, out of hours work** | • Advance notice of noisy activity using appropriate engagement tools and techniques  
• One-on-one meetings via Place Managers as necessary  
• Additional doorknocks, phone calls and briefings for high impact works  
• Development of a Construction Noise and Vibration Management Plan to outline how noise will be mitigated and managed during construction  
• Identification of sensitive receivers  
• Noise monitoring at the most sensitive receiver to ensure work compliance  
• Effective and timely responses to complaints and enquiries. |
| **Traffic and transport impacts**                          | • Advance notice of any traffic or transport impacts to be provided using appropriate engagement tools and techniques including works notifications, SLR and My Sydney websites, social media, emails and advertisements  
• Development of a construction traffic, transport and access management plan in consultation with the relevant road authority, transport operator and RMS to manage construction traffic, transport and access impacts  
• Development of a Network Management Plan in consultation with the Traffic and Transport Liaison Group (TTLG) to manage impacts of changed traffic patterns and operations both locally and regionally  
• Weekly distribution of a Traffic bulletin detailing upcoming lane closures, road closures and changes to traffic conditions  
• Directional signage both prior to and post implementation of any traffic changes  
• Development of traffic management plans and traffic control plans with Councils, RMS, Transport Management Centre, Emergency Services and the TTLG  
• One-on-one meetings via Place Managers as necessary with those most impacted |
<table>
<thead>
<tr>
<th>Potential Issues</th>
<th>Management Strategies</th>
</tr>
</thead>
</table>
| Temporary changes to pedestrian traffic              | • Effective and timely responses to complaints and enquiries.  
• Advance notice of any activity that affects pedestrian traffic to be provided using appropriate engagement tools and techniques  
• Development of traffic control plans with Councils, RMS, Traffic Management Centre, Emergency Services and the TTLG  
• Development of Local Access Plans in consultation with affected properties  
• Development of a Pedestrian and Cyclist Network and Facilities Strategy in consultation with TfNSW Active Transport, Centre for Road Safety, Councils, RMS, Bicycle NSW, Centennial Park and Moore Park Trust and relevant reference groups, to identify future cycle and pedestrians paths to ensure seamless, coherent, visible and safe access  
• Directional signage both prior to and post implementation of any changes  
• One-on-one meetings via Place Managers as necessary with those most impacted  
• Effective and timely responses to complaints and enquiries. |
| Safety of workers, neighbours and the community       | • Effective and timely responses to complaints and enquiries.  
• Advance notice of any works activities using appropriate engagement tools and techniques  
• Development of the Construction Environmental Management Plan and sub plans  
• Site specific inductions to workers  
• Incidents to be managed according to agreed protocol  
• Place Manager to visit licensed venues prior to works commencing  
• Signage to be erected prior to commencement of any works taking place and maintained for the duration of works  
• Effective and timely responses to complaints and enquiries. |
| Dust and pollution from earthworks                   | • Effective and timely responses to complaints and enquiries.  
• Advanced notice of works and explain how impacts will be managed and complaints resolved  
• Reporting and tracking of environmental performance as required  
• Development of a Dust and Air Quality Management Plan  
• Monitoring at the most sensitive receiver to ensure work compliance  
• Effective and timely responses to complaints and enquiries. |
| Out of hours work                                    | • Effective and timely responses to complaints and enquiries.  
• Minimise out of hours work where possible  
• Advance notice of out of hours work to be provided using appropriate engagement tools and techniques  
• One-on-one meetings via Place Managers as necessary  
• Adhere to agreed out of hours protocols  
• Effective and timely responses to complaints and enquiries. |
| Lighting and visual impacts on                        | • Effective and timely responses to complaints and enquiries.  
• Advance notice of night time activity to be provided using appropriate engagement tools and techniques |
<table>
<thead>
<tr>
<th>Potential Issues</th>
<th>Management Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td>residents and businesses adjacent to work</td>
<td>• One-on-one meetings via Place Managers as necessary</td>
</tr>
<tr>
<td></td>
<td>• Effective and timely responses to complaints and enquiries.</td>
</tr>
<tr>
<td>Other building development / projects planned concurrently</td>
<td>• Coordination of works and works notifications through the CBD coordination office (CCO)</td>
</tr>
<tr>
<td></td>
<td>• Advance notice of any works activities using appropriate engagement tools and techniques</td>
</tr>
<tr>
<td></td>
<td>• Community relations team to ensure concurrent works are identified and communicated</td>
</tr>
<tr>
<td></td>
<td>• One-on-one meetings via Place Managers as necessary.</td>
</tr>
<tr>
<td>Impacts to businesses</td>
<td>• Advance notice of work activities to be provided using appropriate engagement tools and techniques</td>
</tr>
<tr>
<td></td>
<td>• Development and implementation of a Construction Business Management Plan to minimise impacts to existing business</td>
</tr>
<tr>
<td></td>
<td>• Development of Business Activation Program in consultation with Councils, Chambers of Business, Small Business Commission, Government organisations and businesses</td>
</tr>
<tr>
<td></td>
<td>• Way finding signage and hoarding designs to be developed and erected, in consultation with the Business Reference Group, prior to commencement of any works taking place and maintained for the duration of works</td>
</tr>
<tr>
<td></td>
<td>• One-on-one meetings via Place Managers as necessary</td>
</tr>
<tr>
<td></td>
<td>• Regular doorknocks to update stakeholders on works and receive feedback</td>
</tr>
<tr>
<td></td>
<td>• Weekly construction tool box meetings</td>
</tr>
<tr>
<td></td>
<td>• Effective and timely responses to complaints and enquiries.</td>
</tr>
<tr>
<td>Temporary loss of public parkland / open space</td>
<td>• Ensure key stakeholders and affected communities are kept informed and it is explain how impacts will be managed</td>
</tr>
<tr>
<td></td>
<td>• Development and implementation of a Construction Compound and Ancillary Facilities Management Plan to manage site compounds along the alignment</td>
</tr>
<tr>
<td></td>
<td>• Development and implementation of a Revegetation Compensation package to outline how vegetation impacts will be compensated within and adjacent to the corridor</td>
</tr>
<tr>
<td></td>
<td>• Development and implementation of a Urban Design and Landscape Plan in consultation with the UDRG, Councils and Centennial Park and Moore Park Trust</td>
</tr>
<tr>
<td></td>
<td>• Advance notice of any activity that may impact on community events to be provided using appropriate engagement tools and techniques</td>
</tr>
<tr>
<td></td>
<td>• Clear and prominent signage to be erected prior to commencement of any works taking place and maintained for the duration of works</td>
</tr>
<tr>
<td></td>
<td>• One-on-one meetings via Place Managers as necessary</td>
</tr>
<tr>
<td></td>
<td>• Effective and timely responses to complaints and enquiries.</td>
</tr>
<tr>
<td>Changes to recreational facilities, open spaces and community and</td>
<td>• Ensure key stakeholders and affected communities are kept informed and it is explained how impacts will be managed</td>
</tr>
<tr>
<td>Potential Issues</td>
<td>Management Strategies</td>
</tr>
<tr>
<td>-----------------------------------------</td>
<td>------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
</tbody>
</table>
| sporting facilities                     | • Development and implementation of a Construction Compound and Ancillary Facilities Management Plan to manage site compounds along the alignment  
• Development and implementation of a Revegetation Compensation package to outline how vegetation impacts will be compensated within and adjacent to the corridor  
• Development and implementation of a Urban Design and Landscape Plan in consultation with the UDRG, Councils and Centennial Park and Moore Park Trust  
• Advance notice of any activity that may impact on community events to be provided using appropriate engagement tools and techniques  
• Clear and prominent signage to be erected prior to commencement of any works taking place and maintained for the duration of works  
• One-on-one meetings via Place Managers as necessary  
• Effective and timely responses to complaints and enquiries. |
| Impacts to major events and other       | • CCO to consultat with event management specialists within the State and Local government, including Department of Premier and Cabinet’s Special Events and Protocols group, Transport Management Centre, and event management teams within Randwick City Council and City of Sydney  
• Development and implementation of a Construction Compound and Ancillary Facilities Management Plan to manage site compounds along the alignment  
• Development and implementation of a Revegetation Compensation package to outline how vegetation impacts will be compensated within and adjacent to the corridor  
• Development and implementation of a Urban Design and Landscape Plan in consultation with the UDRG, Councils and Centennial Park and Moore Park Trust  
• Advance notice of any activity that may impact on community events to be provided using appropriate engagement tools and techniques  
• One-on-one meetings via Place Managers as necessary  
• Effective and timely responses to complaints and enquiries. |
| community events                         |                                                                                                                                                                                                                       |
| Impact to flora and fauna                | • Ensure key stakeholders and affected communities are kept informed and it is explain how impacts will be managed  
• Advance notice of any activity that may impact on community events to be provided using appropriate engagement tools and techniques  
• Site specific inductions to workers  
• Development and implementation of the Construction Heritage Management Plan to avoid, manage and minimise construction impacts  
• Development and implementation of a Urban Design and Landscape Plan in consultation with the UDRG, Councils and Centennial Park and Moore Park Trust |
<table>
<thead>
<tr>
<th>Potential Issues</th>
<th>Management Strategies</th>
</tr>
</thead>
</table>
| • Development and implementation of a Revegetation Compensation package to outline how vegetation impacts will be compensated within and adjacent to the corridor  
• Development and implementation of a Construction Compound and Ancillary Facilities Management Plan to manage site compounds along the alignment  
• One-on-one meetings via Place Managers as necessary  
• Effective and timely responses to complaints and enquiries.                  |
| Contamination with the potential to cause environmental or material harm         | • Manage and report incidents in accordance with agreed protocol                                                                                       |
### Appendix E: Engagement tools and techniques

<table>
<thead>
<tr>
<th>Tool / Technique</th>
<th>Description</th>
<th>Target Audience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project website</td>
<td>Project information will be available online via the dedicated Sydney Light Rail website. The website displays current project notifications and updates as well as general information about the project and contact details. Website will be updated regularly and promoted on all communications materials.</td>
<td>General public and interested stakeholders</td>
</tr>
<tr>
<td>Community information centre</td>
<td>A community information centre is located at 388 George Street, providing in person information on the project and communications materials. The centre is staffed by members of the project team five days per week.</td>
<td>General public and interested stakeholders</td>
</tr>
<tr>
<td>1800 information line</td>
<td>A project information line (1800 684 490) for general enquiries and a 24 hour construction response line (1800 775 465) is established for community to source information on the project and to lodge complaints.</td>
<td>General public and interested stakeholders</td>
</tr>
<tr>
<td>Project email</td>
<td>Project email (<a href="mailto:projects@transport.nsw.gov.au">projects@transport.nsw.gov.au</a>) has been established by TfNSW as a means of contacting the project to source information, provide feedback and lodge complaints.</td>
<td>General public and interested stakeholders</td>
</tr>
<tr>
<td>Consultation Manager database</td>
<td>Database established which captures all stakeholder contact to maintain a record of all communications for the life of the project.</td>
<td>All</td>
</tr>
<tr>
<td>Social media - Facebook</td>
<td>Social media tools including Facebook and YouTube to provide up to date information on the project and respond to enquiries.</td>
<td>General public and interested stakeholders</td>
</tr>
<tr>
<td>Advertising</td>
<td>Advertising including newspaper and radio to advise about works and any major traffic impacts or changes.</td>
<td>General public</td>
</tr>
<tr>
<td>Newsletters (print and electronic)</td>
<td>Regular newsletters providing information on key issues and construction activities</td>
<td>General public and interested stakeholders</td>
</tr>
<tr>
<td>Community emails</td>
<td>Monthly precinct based community email to update the community on progress and activities taking place.</td>
<td>Local communities</td>
</tr>
<tr>
<td>Construction notifications</td>
<td>Notifications provided to local communities describing the type, location and duration of construction works.</td>
<td>Local communities</td>
</tr>
<tr>
<td>Traffic and transport notifications</td>
<td>Information about major changes to local traffic and transport will be provided by letterbox drop to local residents and businesses.</td>
<td>Local communities</td>
</tr>
<tr>
<td>Door knocks</td>
<td>Where impacts are greater or where there are sensitive neighbours, the letterbox drop will be combined with a door knock to ensure any concerns can be discussed.</td>
<td>Local communities</td>
</tr>
<tr>
<td>Flyers</td>
<td>Publications providing project material – this may range from project updates to ‘sorry we missed you’ leaflets to be left during door knocking.</td>
<td>Local communities</td>
</tr>
<tr>
<td>Tool / Technique</td>
<td>Description</td>
<td>Target Audience</td>
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</tr>
<tr>
<td>Surveys</td>
<td>Surveys will be developed as required to inform specific strategies</td>
<td>Local communities</td>
</tr>
<tr>
<td>Letters</td>
<td>Letters to inform stakeholders about project activity or respond to enquiries as necessary</td>
<td>Stakeholders and local communities</td>
</tr>
<tr>
<td>Variable Message Signs (VMS)</td>
<td>Variable Message Signs to alert road users to upcoming traffic changes</td>
<td>General public and local communities</td>
</tr>
<tr>
<td>Large driver advisory signs on roads approaching construction sites</td>
<td>Signs providing advance notice to drivers that they will be approaching a construction site</td>
<td>Road users</td>
</tr>
<tr>
<td>Large directional signs for properties affected by construction</td>
<td>Signs to direct motorists to residences and businesses whose access has changed as a result of construction activities</td>
<td>Local communities</td>
</tr>
<tr>
<td>Bus stop notices</td>
<td>Signs providing details of any changes to bus routes, bus stops, timetables and service frequencies caused by project activities</td>
<td>Local communities</td>
</tr>
<tr>
<td>Pedestrian/cycle route notices</td>
<td>Installation of signs to direct pedestrian and/or cycle when routes are affected by construction activities</td>
<td>Local communities</td>
</tr>
<tr>
<td>Stakeholder Round Table</td>
<td>Interactive stakeholder engagement facilitated by TfNSW. Meetings are held at key project points to provide timely, relevant and accurate updates, consult on key project issues and gain assistance with project communication and engagement.</td>
<td>High level stakeholders</td>
</tr>
<tr>
<td>Business Reference Group</td>
<td>High level engagement with key business stakeholders to facilitate two-way communication and better understand the needs of business and to manage issues</td>
<td>Business and industry representatives. Also 2 representatives from each business forum (see below)</td>
</tr>
<tr>
<td>Business precinct forums</td>
<td>Regular opportunity for businesses to provide feedback, learn more about the project, its potential impacts and how they can best prepare for construction. Local forums represent the interests of businesses in each precinct and feeds into the business reference group</td>
<td>Currently 3 forums to cover CBD, Surry Hills/Moore Park and Randwick / Kingsford /Kensington Local businesses in each precinct</td>
</tr>
<tr>
<td>Community reference group</td>
<td>High level engagement with key community representatives to facilitate two-way communication and better understand the needs of the community and to manage issues</td>
<td>High-level community stakeholders including residents, interest groups and associations. Also 2 representatives from each community forum.</td>
</tr>
<tr>
<td>Community precinct forums</td>
<td>Regular opportunity for the community to provide feedback, learn more about the project, its potential impacts and how they can best prepare for construction. Local forums represent the interests of the community in each precinct and feeds into the</td>
<td>Currently 3 forums to cover CBD, Surry Hills/Moore Park and Randwick / Kingsford /Kensington</td>
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<tr>
<td>Tool / Technique</td>
<td>Description</td>
<td>Target Audience</td>
</tr>
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<td>-----------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Government briefings</td>
<td>To ensure a coordinated whole of government approach</td>
<td>Ministers, TfNSW executive, other government agencies, Local Members</td>
</tr>
<tr>
<td>Stakeholder briefings and presentations</td>
<td>To ensure key stakeholders receive timely, accurate and relevant information about the project and activities taking place in their area.</td>
<td>Stakeholders including project partners, local councils, peak bodies and other key stakeholders</td>
</tr>
<tr>
<td>Meetings</td>
<td>Meetings with community and key stakeholders to provide timely, accurate and relevant information about the project and activities taking place in their area.</td>
<td>Stakeholders, businesses, property owners and local residents</td>
</tr>
<tr>
<td>Telephone calls</td>
<td>Calls from stakeholders and members of the community – logged into Consultation Manager by TfNSW for the attention of Place Managers</td>
<td>General public and stakeholders</td>
</tr>
<tr>
<td>Mock up stops and/or or information boards</td>
<td>‘Mock up’ stops or information boards to be installed at stop locations along the route</td>
<td>General public and local communities</td>
</tr>
<tr>
<td>Community information and feedback sessions</td>
<td>Information sessions held at locations along the route at key points in the project lifecycle to provide information and receive feedback</td>
<td>Local communities</td>
</tr>
<tr>
<td>Community information stalls</td>
<td>Display stalls at local events including at Moore Park, Randwick and UNSW to provide information and receive feedback</td>
<td>General public and local communities</td>
</tr>
<tr>
<td>Education program</td>
<td>Engagement program in schools lined to syllabus to provide information about light rail.</td>
<td>Primary and secondary school students and their parents and teachers</td>
</tr>
<tr>
<td>Wayfinding program</td>
<td>Signage, maps and possibly ‘wayfinders’ – or clearly identifiable people providing guidance to residents and visitors – for affected communities during major construction</td>
<td>General public and local communities</td>
</tr>
<tr>
<td>Tool box talks</td>
<td>Designated ALTRAC team members providing site specific briefings regarding community relations and how to interact with the public</td>
<td>All project site personnel</td>
</tr>
<tr>
<td>Inductions – community relations training</td>
<td>Training regarding community relations protocols and procedures will be included as part of all inductions</td>
<td>ALTRAC personnel and sub-contractors</td>
</tr>
<tr>
<td>Translation service</td>
<td>Sydney Light Rail publications will feature the contact number for the translation service available in local community languages</td>
<td>Local communities and interested stakeholders</td>
</tr>
</tbody>
</table>