



ABERGELDIE
COMPLEX INFRASTRUCTURE

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SYDNEY INTERNATIONAL SPEEDWAY
Sydney Metro West

CONTRACT No. 00013/11864

Community Communication Strategy
27/11/2020

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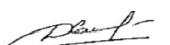
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DOCUMENT CONTROL

APPROVAL AND AUTHORISATION

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Reviewed by	Abergeldie Construction Manager	Joseph Maklouf		24/11/2020
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Title	Sydney International Speedway, Eastern Creek Community Communication Strategy
Endorsed by Environment Representative	[Insert name and title of Environment Representative]
Signed	
Dated	
Approved on behalf of Transport for NSW	[Insert name of TfNSW project manager]
Signed	
Dated	
Approved on behalf of Abergeldie by	[Insert name of Construction Contractor project manager]
Signed	
Dated	



DOCUMENT REVISION STATUS

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REVISION DATE	AMENDMENT DESCRIPTION

Any changes within this document that modify either the scope or intent of the original document are highlighted in the right margin by a vertical bar (|).

Where review and revision is deemed warranted, i.e. such as comments received from the Client, or where necessary to reflect changes in contractual or Project requirements, or as a result of an incident then these revisions shall be reviewed by the respective Project Manager and approved by the Project Director.

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1 STRATEGY OVERVIEW

1.1 WORKING TOGETHER

Abergeldie believe in working alongside our clients and partners to achieve the best possible results for all our projects. Our mission is to deliver complex infrastructure needed to build better communities and to do so it is critical we collaborate and engage with our community and stakeholders to achieve better outcomes.

From the start of construction, Abergeldie will work with Sydney Metro to deliver high-quality work, manage community impacts and implement a no-surprises approach to communication with our neighbours.

Sydney Metro will dedicate a communication and engagement resource, Community Place Manager (Sydney Metro), to the Sydney International Speedway for the duration of construction. This resource will deliver activities and requirements outlined in this strategy and maintain and update this document.

Abergeldie will ensure information about all construction activities and key milestones are communicated with Sydney Metro representatives regularly and commit to responding promptly to all Sydney Metro requests.

1.2 CONSIDERING THE IMPACT OF OUR WORK

Throughout construction Abergeldie will endeavour to minimise construction impacts including any delays to local road users or inconvenience to nearby residents and businesses.

Community and key stakeholder concerns include:

- Dust and noise impact on local stakeholders
- Traffic and parking changes at and surrounding the site
- Maintaining access for ongoing operation for Sydney Dragway and Sydney Motorsport Park

Abergeldie and the Community Place Manager (Sydney Metro) will address these concerns through regular, transparent communication, adapting where required and seeking continual improvement throughout the construction process.

1.3 COMMUNICATION OBJECTIVES

- Abergeldie and the Community Place Manager (Sydney Metro) will work together as the Project Delivery Communications Team (PDCT) to ensure the following communication objectives are met:
- Comply with Project Planning approvals
- Work cooperatively with Sydney Metro to provide a coordinated and consistent approach
- Where possible, seek to minimise impacts of work on the local community and motorsport operators on the site

- Provide a “no-surprises” approach to communication about the work, impacts and mitigation measures
- Ensure communication and engagement is consistent and coordinated across the stakeholders and communities affected by the Contractor’s activities
- Make appropriate personnel available to attend meetings with the community or other stakeholders or provide responses to media as required
- Aim to develop project goodwill with all stakeholders which can carry over into the successful management and delivery of future stages of Sydney Metro West.

1.4 PURPOSE AND STRUCTURE

The Community Communication Strategy (CCS) – Sydney International Speedway is a specific guide for the communication and engagement approach for the construction of the Sydney International Speedway and associated enabling works. It sits as a sub-plan to the Overarching Community Communication Strategy (OCCS) and is designed to minimise the impacts of construction and provide a high level of satisfaction in meeting community expectations.

This plan aims to address contract and site specific needs of the community, stakeholders and businesses. These strategies reflect the requirements of the OCCS and also adhere to the requirements outlined in the General Requirements of the QA Specification G2-C2 and in particular Section 47 Communications and Stakeholder Engagement and Sydney Metro Stakeholder and Community Engagement General Specification 6.



Figure 1 - Communication strategy hierarchy

This strategy contains:

- Details of contractor roles and responsibilities with regards to all project communications
- A list of communication tools and procedures
- Enquiry, complaint and reporting procedures
- Details of site-specific stakeholders including key issues
- Key dates for the commencement and conclusion of construction activities.

2 ROLES AND RESPONSIBILITIES

2.1 WORKING WITH SYDNEY METRO

Sydney Metro is managing strategic planning and overall project delivery and multiple construction contracts for the Sydney Metro West project. They will maintain long-term relationships with many stakeholders throughout the project lifecycle – from planning, approvals, procurements, construction and operations.

In accordance with the Sydney Metro Overarching Community Communication Strategy, Sydney Metro maintains certain communication systems and processes to facilitate clear access to information and contacts for the community and stakeholders. These include the Sydney Metro website, email address, social media, the school education program and media liaison.

Certain obligations, consultation and reporting required by the Project Approval are retained by Sydney Metro. This includes responsibility for key stakeholder relationships including government ministers, MPs and other stakeholders. The PDCT will support and participate, as necessary, where relevant to the road relocation scope of works.

Stakeholder enquiries and complaints outside the Sydney International Speedway project scope of works will be referred back to Sydney Metro.

2.2 ABERGELDIE COMPLEX INFRASTRUCTURE

Abergeldie will ensure that all members of the onsite team have a commitment to the delivery of high quality communications throughout project delivery and will comply with all Sydney Metro procedures, processes, protocols and plans including:

- The current versions of the TfNSW Editorial Style Guide and the Sydney Metro Project Brand Guidelines; and
- The accessibility requirements for Web Content Accessibility endorsed by the Australian Government for all documents required by the Planning Approval or the General Specification – Stakeholder and Community Engagement.

Abergeldie will provide a 24 hour contact who will be available to support the Community Place Manager as required.

2.3 COMMUNITY PLACE MANAGER

The Community Place Manager (Sydney Metro) is embedded within the site construction team. Here they are best positioned to alert the construction team to issues and advise on how to minimise impacts. These roles will directly interact with local stakeholders and communities and implement the site-specific sub-plan.

Working together, the PDCT will:

- Collaborate with Sydney Metro communication and engagement team for consistent communication approach
- Support senior stakeholder and strategic partner engagement
- Document project progress through photography and videography.

The Enabling Works PDCT roles and responsibilities in relation to the delivery of outstanding communication and stakeholder management throughout construction are listed below.

The Sydney International Speedway PDCT roles and responsibilities in relation to the delivery of outstanding communication and stakeholder management throughout construction are listed below.

Table 1 - Roles and Responsibilities

Sydney Metro Roles	
Role	Responsibility
Community Place Manager	<p>Sydney Metro Community Place Manager is embedded within the site construction teams. Here they are best positioned to alert the construction team to issues and advise on how to minimise impacts. This role will directly interact with local stakeholders and communities and implement this plan with support from PDCT.</p> <p>Place Manager will be responsible for stakeholder and community relations advice and activities associated with construction of the new speedway. Responsibilities include:</p> <ul style="list-style-type: none"> • Understand and comply with Sydney Metro OCCS communication and consultation requirements • Identify stakeholder and community issues and recommend strategies to respond, prevent complaints and minimise impacts • Provide strategic advice and guidance to project team to contribute to the planning of construction activities to minimise community impacts • Work with the construction team to address site specific issues inducting all contractors and subcontractors in community relations issues and expectations • Work with construction team to provide ongoing support and community notifications ensuring compliance with Sydney Metro OCCS requirements and project approval requirements • Write notifications, newsletters and community updates • Undertake personal consultation with stakeholders as required • Coordinate business or resident meetings as required • Assist with coordination of media events between Sydney Metro Communications/Events and site contractor teams • Organise and attend communication interface meetings with neighbouring projects to ensure coordinated works and communication with local stakeholders and to share information regarding emerging issues • Manage complaints in accordance with Sydney Metro and project approval requirements
Communications Manager – Early Works	<ul style="list-style-type: none"> • Provide support to the Place Manager to ensure communications and stakeholder engagement are met • Seek necessary Sydney Metro approvals for all communication materials prior to distribution to the public.

Abergeldie Roles	
Role	Responsibility
Project Director PDCT	<ul style="list-style-type: none"> • Allocated relevant contacts/resources to assist the Sydney Metro Place Manager to fulfil communications activities • Support and work cooperatively with the Community Place Manager (Sydney Metro) to provide a coordinated approach to stakeholder and community engagement, that is consistent across the stakeholders and communities affected by the Contractor's Activities and Interface Contractor Activities • Provide a two week and four week look ahead to the Community Place Manager (Sydney Metro) on a weekly basis • Provide accurate information regarding current and upcoming activities including: <ul style="list-style-type: none"> – Key dates for commencement of construction activities – Associated impacts on stakeholders and the community – Contractor's strategy for minimising those impacts – Notifications and release of other information – Production and distribution of all public communication materials and – Media milestones. • Make appropriate senior personnel and subject matter experts available to attend meetings with the community or other stakeholders, or provide responses to the media, as required or requested by the Community Place Manager (Sydney Metro) • Support the Community Place Manager (Sydney Metro) to provide resolutions to stakeholder complaints • Provide information as required to the Community Place Manager (Sydney Metro) for responses to media enquiries/government queries or other public material • Provide notification prior to key milestones and support the organisation of events and site visits including: <ul style="list-style-type: none"> – Key milestone media events and – Other events and site visits. • Ensure all incidents are reported immediately to the Community Place Manager (Sydney Metro) including: <ul style="list-style-type: none"> – Safety incident – Environmental incident – Unexpected find – including heritage or items of cultural significance – Complaints made to onsite personnel – Government/media/stakeholder incident – Unplanned disruption to utilities – Unplanned impacts to local residents – Damage to property/cars – Public abuse

	<ul style="list-style-type: none"> • Seek permission and comply with contract requirements regarding the use of any Marketing and Promotional Material • Provide appropriate support with coordination of time lapse footage
Environment Manager PDCT	<ul style="list-style-type: none"> • Support and work cooperatively with the Community Place Manager to provide a coordinated approach to stakeholder and community engagement, that is consistent across the stakeholders and communities affected by the Contractor's activities • Identify the on-going approvals requirements of Project and putting in place the relevant documents and assessments to secure those approvals. Lead a consultative and proactive culture that ensures environmental compliance and 'No Harm' are key drivers of work behaviours • Manage all consultation with authorities and agencies required in the Project Planning Approval • Provide environmental information and reports required to be made public on Abergeldies' website or used in communications or consultation • Oversee the investigation of all environmental complaints and regulator reporting • Be available to participate in stakeholder and community meetings as required • Assist in resolving complaints associated with environmental of works in accordance with this Strategy • Stop work immediately if an unacceptable impact is likely to occur or to require other reasonable steps to be taken to avoid or minimise any adverse impacts to the environment and community.
Project Engineer	<ul style="list-style-type: none"> • Support and work cooperatively with the Community Place Manager (Sydney Metro) to provide a coordinated approach to stakeholder and community engagement, that is consistent across the stakeholders and communities affected by the Contractor's Activities and Interface Contractor Activities • Ensure all information relating to construction activities, including changes to program are advised to the Community Place Manager (Sydney Metro) as they arise and consider the necessary timeframes to deliver communication and engagement advice in the implementation of the project. • Attend meetings with the community or other stakeholders as required • Support the Community Place Manager (Sydney Metro) to provide resolutions to stakeholder complaints

In line with Sydney Metro's expectations, the Community Place Manager will establish genuine relationships with stakeholders and the community. This is underpinned by the belief that effective communication is a crucial element in the successful delivery of all projects.

Stakeholder and community approach and objectives for the Sydney International Speedway construction include:

- Identifying stakeholders and community members potentially affected by the works
- Establishing strong relationships with stakeholders, the motor sport community and nearby residents to facilitate two-way communication
- Providing information about construction progress, scope and timing of works and the mitigation measures undertaken to reduce these impacts of construction activities
- Coordinating communications to minimise cumulative impacts from nearby projects
- Maintaining and protecting the reputation of Sydney Metro with the community as a project that provides clear information and delivers work as advised.

2.4 PROJECT CONTEXT AND CONSTRUCTION ACTIVITIES

The current speedway site, located on Government-owned land at Clyde, is required to house a future stabling and maintenance facility for the Sydney Metro West project, a State significant project for New South Wales. Sydney Metro West will connect Greater Parramatta and the Sydney CBD with a travel time target of around 20 minutes and double rail capacity between the two areas.

To ensure continuity of speedway racing in Sydney, NSW Government committed to constructing the new Sydney International Speedway prior to racing season in 2021. Sydney Metro is delivering the new Sydney International Speedway which will provide the community and racing supporters with a unique sporting facility that would cater for local, regional, national, and international racing events while continuing to support the growth of speedway racing in NSW.

The speedway, built at the Western Sydney Parklands' Precinct 5: Eastern Creek Motorsports, would be an exciting addition to the existing motorsport precinct, creating a true motorplex for the New South Wales and Australian motorsport racing community.

The new Sydney International Speedway is located on land owned and managed by Western Sydney Parklands Trust and currently leased to Sydney Dragway. Sydney Metro (as the proponent) will build the project on behalf of and pursuant to arrangements with Western Sydney Parklands Trust.

Sydney Metro has been working with the projects closest neighbour – Sydney Dragway – as well as industry bodies, State and local government, business groups and the wider motorsport community to design and plan for the speedway.

Early engagement has helped to shape elements of the project including:

- Retaining the full earth mound between the dragway and proposed speedway, as a natural dust barrier
- Additional dust mitigation measures, including a dust barrier and real-time dust monitoring during speedway operation
- The addition of a southern exit from the precinct to assist in managing construction and traffic during events
- Locating dragway and speedway parking for ease of access for both motorsport codes.

Early engagement has also shaped agreements around the flexible use of parking between the dragway and speedway to accommodate major events.

Sydney Metro and Abergeldie will continue to work closely with Sydney Dragway and key stakeholders during early works and major construction.

Construction of the project is expected to take around 13 months to complete. Operation of the new Sydney International Speedway is anticipated to commence in September 2021 with some finishing works occurring concurrently with the commencement of operations.

Construction works will commence after the enabling works, before the end of 2020.

Construction hours will be Monday to Friday 7am – 6pm, Saturday 8am – 1pm. Out of hours work may be required and is subject to planning approval and will require additional notification to the community and affected stakeholders.

The Speedway will be delivered in 5 stages. See Table 3 for description of work phases.

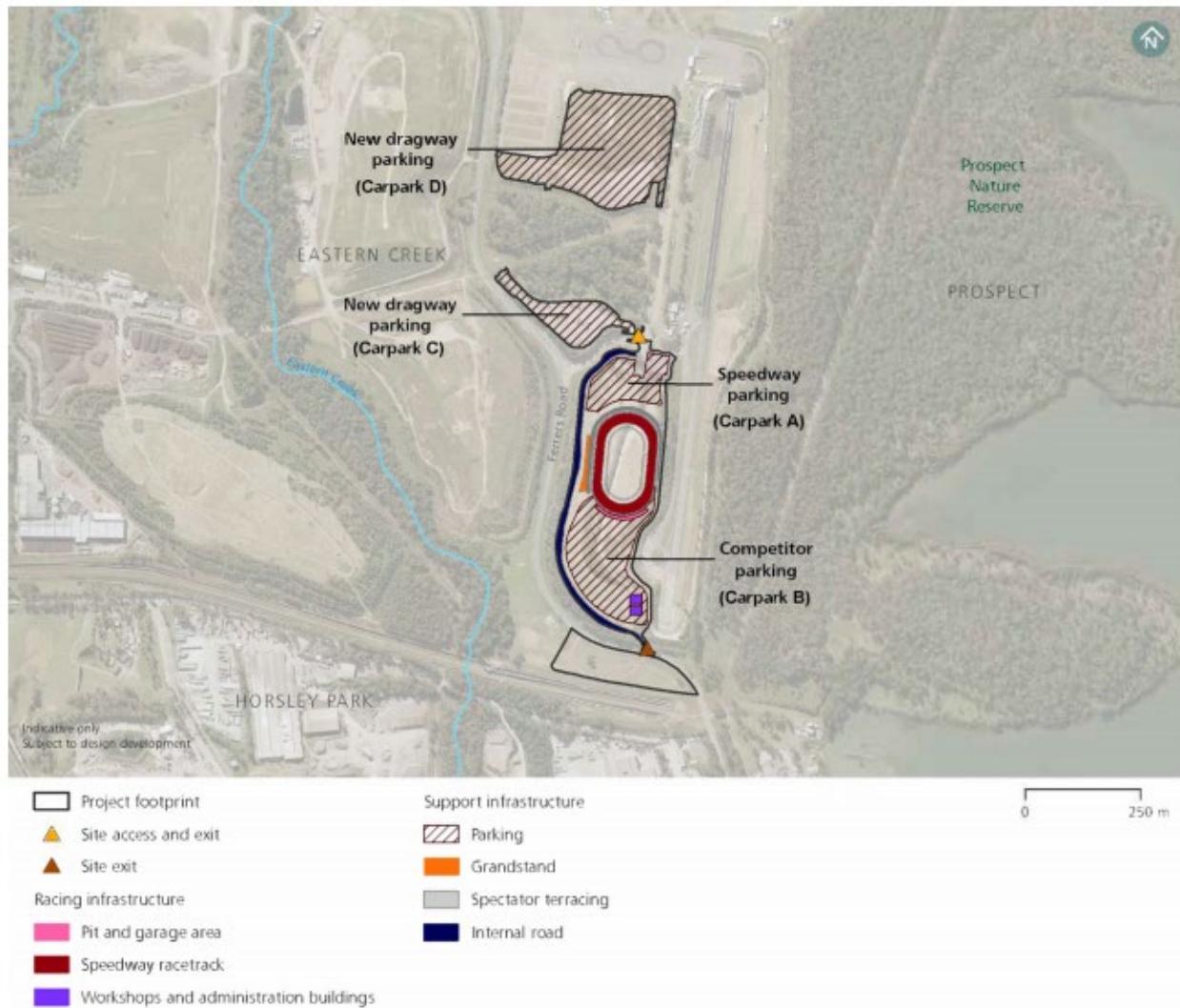


Figure 2- Speedway Civil Works Site Map

Table 2 - Construction stages - Sydney International Speedway

Stage	Description of works	Key potential issues	Timeframe
Early works	<ul style="list-style-type: none"> • Construction of temporary car park including site establishment and temporary car park signage • Internal track upgrade to connect the temporary construction office to the temporary car park site • Fencing for southern site access • General tidying up • Construction of a new link road connecting the southern site access to Ferrers Road • Geotechnical works • Services investigation 	<ul style="list-style-type: none"> • Slight increase to construction traffic within the site, as well as internal traffic management and road safety measures. • Minimal traffic impacts outside of the site, with the exception of the construction of the southern link to Ferrers Road. Traffic management will be required on Ferrers Road for these works. 	27 Oct 2020 – 15 Dec 2020
Stage 1	<ul style="list-style-type: none"> • Cut to Fill (Cut from Carpark D1 and place fill in the Speedway / Competitor Area) • Construction of reinforced soil walls and terralink walls • Completion of Carpark D1 and handing over to Dragway for immediate use • Commencement of Carpark D2 • Commence Carpark C • Electrical works 	<ul style="list-style-type: none"> • Construction noise impacts will be minimal during the day as there will be no exceedance of NMLs. • OOH noise impacts would be minimal as works will be generally compliant with NMLs. Activities such as wood chipping would take place during the day time to further minimise impact. • Increase in dust as earthworks commence and continue. Works to cease if dust reaches a level that impacts the drag strip in the lead-up to an event (real time dust monitoring is underway). Base line levels for dust will be established prior to commencement of earthworks. • Impact on the road network would be minor. This includes movement of trucks to and from the site, as well as movement of spoil between project areas (using Ferrers Road to get to the southern area). • Impacts on Sydney Dragway parking have been mitigated with the provision of temporary car parking (2400 parking spaces). 	15 Dec 2020 – 14 Apr 2021

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Stage 2	<ul style="list-style-type: none"> • Carpark B (competitor) & Speedway Stormwater and Utilities conduits and pits • Carpark D2 Earthworks/Stormwater/AC • Carpark A Earthworks/Stormwater/Utilities/AC • Completion of Carpark D1 and handing over to Dragway for immediate use – 30 April • Utilities i.e. wastewater, water, power, comms and fire • Installation of Sewer Pump Stations • Stormwater Drainage • Stormwater OSD Tanks • Completion of Bulk Earthworks in Carpark A 	<ul style="list-style-type: none"> • OOH noise impacts would be minimal as works will be generally compliant with NMLs. Activities such as wood chipping would take place during the day time to further minimise impact. • Increase in dust as earthworks continue. Works to cease if dust reaches a level that impacts the drag strip in the lead-up to an event (real time dust monitoring is underway). • Impact on the road network would be minor. This includes movement of trucks to and from the site, as well as movement of spoil between project areas (using Ferrers Road to get to the southern area). • Impacts on Sydney Dragway parking have been mitigated with the provision of temporary car parking (2400 parking spaces). Note milestone 1 (30 April) based on event schedule. 	23 Feb – 11 June 2021
Stage 3	<ul style="list-style-type: none"> • Cast in-situ concrete pavements • Building foundations • Retaining walls • Terraced seating • Grandstand including structural steel, modular buildings and grandstand • Speedway track including in-situ retaining walls, terraced grassed seating, debris fencing and pedestrian fencing 	<ul style="list-style-type: none"> • OOH noise impacts would be minimal as works will be generally compliant with NMLs. Activities such as wood chipping would take place during the day time to further minimise impact. • Ongoing dust management. Works to cease if dust reaches a level that impacts the drag strip in the lead-up to an event. • Impact on the road network would be minor. • Impacts on Sydney Dragway parking have been mitigated with the provision of temporary car parking (2400 parking spaces). 	5 Feb – 26 Aug 2021

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Stage 4	<ul style="list-style-type: none"> • Final fit-out • Carpark A & B finishing works • Asphalting works • Permanent line marking • Permanent signage • Landscaping • Commissioning of services i.e. sewer pump station, main switch boards and distribution boards, ventilation, communication, security, PA, etc. 	<ul style="list-style-type: none"> • OOH noise impacts would be minimal as works will be generally compliant with NMLs. • Ongoing dust management. Works to cease if dust reaches a level that impacts the drag strip in the lead-up to an event. • Impact on the road network would be minor. • Impacts on Sydney Dragway parking have been mitigated with the provision of temporary car parking (2400 parking spaces). 	26 May – 3 Sept 2021
Milestones 2 & 3	<ul style="list-style-type: none"> • Finalise Landscaping • Minor finishing works • Defects • Finalise QA and O&M Manuals 	<ul style="list-style-type: none"> • OOH noise impacts would be minimal as works will be generally compliant with NMLs. • Ongoing dust management. Works to cease if dust reaches a level that impacts the drag strip in the lead-up to an event. • Impact on the road network would be minor. • Impacts on Sydney Dragway parking have been mitigated with the provision of temporary car parking (2400 parking spaces). • Impact on operator are to be confirmed. Delivery team to work with operator to ensure finishing works are completed with no impact to operations. 	3 September 2021 (Milestone 2) 17 December 2021 (Milestone 3)

2.5 KEY ISSUES AND MINIMISING IMPACTS

Construction of the new Sydney International Speedway is a part of government commitment to continue speedway racing in Sydney. The project is a joint initiative between three government departments, Sydney Metro, Office of Sport and Western Sydney Parklands Trust. The successful delivery of the project will rely on highly effective communication, strong relationships with key government departments, ongoing support of peak racing bodies as well as directly impacted local motorsport groups such as Sydney Dragway.

While construction activities are constrained within Precinct 5, they will need to be undertaken with particular care in relation to any impacts on Sydney Dragway operations. Agreements have been developed in relation to dust mitigation during construction which will need to be adhered to in order to ensure Sydney Dragway can continue to operate efficiently.

Abergeldie will work across multiple disciplines and incorporate lessons learned from previous projects to avoid and minimise impacts of construction work to the community and local businesses and motorsport operators and adhere to the conditions of approval for work.

Key issues are summarised in Table 2. Mitigation strategies have been proposed in the Sydney International Speedway Environmental Impact Statement. In addition, negotiations have occurred between key parties in order to ensure mitigation measures will be put in place.

Table 3 - Key stakeholder and community issues - Sydney International Speedway

Key Issue	Description	Mitigation measures
Dust	Dust impact on Dragway operations and air quality.	<p>Dust monitoring to be in place throughout construction as per agreement between Sydney Metro and Western Sydney Parklands Trust.</p> <p>Regular coordination meetings/updates with Sydney Dragway to ensure any issues in relation to dust are addressed immediately.</p> <p>Where there is an impact in relation to dust on Sydney Dragway during construction, work will cease until the issue is rectified.</p>
Construction during events	Minimising impact to Dragway events and operations	<p>As part of the Construction License to be agreed with Western Sydney Parklands Trust and Sydney Dragway, a series of measures will be put in place.</p> <p>Overflow parking will be managed (during dragway events) while construction is underway as per agreements.</p> <p>The Sydney Metro team and Contractor have commenced discussions about key dates and works coordination to minimise impact on Sydney Dragway.</p> <p>Regular liaison with Sydney Dragway and notification to surrounding businesses.</p>

Key Issue	Description	Mitigation measures
Noise (residential receivers)	In this instance, residential receivers are over 1km from the Speedway construction site	<p>Notifications will be distributed to a wider area (considering the nature of the site). The nearest residential receiver is over one kilometre away from the construction site.</p> <p>Management of construction noise and vibration would be in accordance with the Sydney Metro Construction Noise and Vibration Standard.</p> <p>The Project site is well separated from surrounding receivers, no exceedances of the noise management levels are predicted at any receiver during daytime construction.</p>
Potential out of hours works	There may be a requirement for regular night works at the Speedway site.	<p>For potential night works (pending approval), appropriate positioning or shielding of certain construction equipment and restricting the use of certain equipment during night time will minimise impact.</p> <p>If out of hours works are required, noise will be carefully managed in line with the conditions of approval.</p> <p>Special notification will be issued for out of hours.</p> <p>Work will not take place if there is impact to Dragway or other motor sport events.</p>
Traffic impacts to Ferrers Road	Impact of construction traffic and haulage on the motor sport precinct and surrounding stakeholders.	<p>Notification and signage if required.</p> <p>Potential temporary transport and traffic impacts are expected to be minor and will be managed in line with approved CTMP.</p>
Parking during construction	Coordination and provision of parking during construction is key to minimising impact on the Dragway.	<p>Temporary offset parking for Sydney Dragway to be established prior to commencement of construction.</p> <p>This would include a total of 2400 dedicated parking spaces for Sydney Dragway.</p> <p>Regular liaison with Sydney Dragway regarding upcoming events that may require offset parking.</p>
Biodiversity	The project site is located within a highly modified landscape, and vegetation present consists mostly of poor condition young regrowth, isolated and (likely planted) trees and vegetation	<p>No threatened fauna species are likely to be significantly impacted by the project. One threatened fauna species, the Southern Myotis (listed as vulnerable under the Biodiversity Conservation Act 2016) has the potential to occur based on the presence of suitable foraging habitat. Other threatened species are expected to occur in nearby bushland. These areas would not be impacted by the project.</p>

2.6 COMMUNICATION APPROACH

Abergeldie will continue the positive relationships created by Sydney Metro and build on collaboration between various government and key stakeholders to date to ensure Sydney International Speedway is delivered with minimal impacts to the local community and in a manner where all stakeholders feel involved and informed along the way.

Our communication will be guided by a no surprises, up-front and transparent approach describing our work and the likely impacts.

At every stage our stakeholders will be:

- Informed prior to the commencement of works and their likely impacts
- Able to seek out more information
- Have concerns dealt with promptly and professionally.

2.6.1 COMULATIVE IMPACTS

As the project is constrained to Eastern Creek Motorsport Precinct 5 and no other projects are currently in construction close to the site, no cumulative impacts are expected. However to ensure a coordinated approach to all communications about the project, extensive collaboration will be undertaken with Sydney Metro West and key stakeholders to find opportunities to minimise impacts.

This will be managed through regular Project Working Group meetings with representatives from Sydney Metro West, WSPT, OOS, Sydney Dragway and Speedway Australia hosted by Sydney Metro.

2.6.2 COMPLAINTS MANAGEMENT

Enquiries and complaints management handling will be dealt with in a manner consistent with Sydney Metro's values and objectives and managed in accordance with Sydney Metro's Construction Complaints Management System (CCMS). These will generally be received by:

- Sydney Metro West Community Information Line 1800 612 173 or
- Email to sydneymetrowest@transport.nsw.gov.au

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

The 24-hour telephone number and email address are maintained by Sydney Metro who will notify the construction contractor of all contact specific to the Project for investigation and response in accordance with required response timeframes. The phone number and email are included on all written project communications.

All calls to 1800 612 173 are answered and responded to 24 hours a day, seven days a week. A call centre reception service managed by Sydney Metro records contact details and information about the nature and location of the complaint. The complainant is advised that an on-call officer will contact them shortly to address the issue.

The Community Place Manager (Sydney Metro) will be on a 24/7 on-call roster to respond to enquiries and complaints. The Community Place Manager will manage the ongoing communication with the complainant until they are satisfied with the actions taken to resolve the complaint. PDCT must allocate sufficient resources to support the Place

Manager to resolve the complaint. This will include but may not be limited to investigating complaints, providing timely information to the Place Manager in line with CCMS timeframes, attendance at meetings with Place Manager and complainant if required.

The Community Place Manager will be available to receive calls, answer any questions, concerns, complaints or enquiries in the relation to the construction activities in a responsive and consistent manner within the required timelines to ensure feedback is considered and addressed in a timely and productive way. PDCT will ensure information is provided to the Place Manager in a timely fashion to enable resolution of complaint within specified timeframes.

The Community Place Manager will manage the ongoing communication with the complainant until they are satisfied with the actions taken to resolve the complaint.

In the event that a complainant remains unsatisfied, the complaint will be escalated to the Senior Communications Manager from Sydney Metro. Complaints that cannot be resolved by PDCT will be further escalated in accordance with Construction Complaints Management System.

The Community Place Manager will also respond to enquiries and complaints received through letters mailed to the project team, during information sessions/doorknocks or through construction/site staff.

Any enquiry or contact received from the media or elected government representative will be notified to Sydney Metro within 2 hours.

The contact response times will be met in line with the Sydney Metro Construction Complaints Management System. Times are listed below.

Table 4 - Contact response times as per CCMS

Category	Response timeframe
Enquiries – telephone, in person or via social media	At least a verbal response within 2 hours unless agreed otherwise with enquirer
Enquiries – written (letter or email)	Written response within 24 hours
Complaints – telephone, in person or via social media	Commence investigation upon receipt; Verbal response within 2 hours of receipt of the complaint unless agreed otherwise with the complainant
Complaints – emails, letters, faxes	Verbal response within 2 business hours of receipt where a phone number is provided or available in CM, or a written response within 2 business hours or receipt where a phone number is not available.
Request for information	Provide a response for requests for information from the Principal's Representative, or any other relevant project specialist about complaints within 2 business hours
Record keeping – enquiries and complaints	Record details of enquiries and complaints within 48 hours of receipt of an enquiry and 24 hours for a complaint. Complaints must be recorded as open or closed accordingly.

Category	Response timeframe
Incidents	Information provided to Sydney Metro Senior Communications Manager and/or Project Director within 10 minutes.

2.7 STAKEHOLDERS

Effective relationships and consistent, accountable communication practices are crucial to the successful delivery of the Sydney International Speedway. Sydney Metro is committed to providing proactive and positive interactions with all our stakeholders during the delivery of our projects. Our key stakeholders include:

- State government agencies
- Local government
- Speedway Australia
- Sydney Dragway and Sydney Motorsport Park (operated by the Australian Racing Drivers Club)
- Existing users of the wider Western Sydney Parklands' precincts and adjoining lands
- Public utilities and business groups near the project site
- Racing industry bodies

Detailed list of stakeholders and key issues is shown in Table 5.

Table 5 - Stakeholder identification and issues mapping

Sector	Stakeholder	Issues/Interest	Communication strategy and tools
Land owner	Western Sydney Parklands Trust	General construction impacts including noise and vibration, dust, construction traffic	Briefings with Sydney Metro Meetings regarding specific issues as required Provision of project communications including notifications, newsletters, social media. Precinct Working Committee.

Sector	Stakeholder	Issues/Interest	Communication strategy and tools
Neighbouring motor sport operators and motor sport bodies	Sydney Dragway Sydney Motorsport Park (operated by the Australian Racing Drivers' Club) Eastern Creek Karts (EC Karts) Motorcycle NSW Speedway Australia Confederation of Australian Motor Sport (CAMS) (now Motorsport Australia) North Shore Sporting Car Club (NSSCC)	Construction impacts to events in the precinct. Input on design and construction of the venue.	Precinct Working Committee and regular Communications Coordination Group (for Dragway). Regular stakeholder updates Newsletters Place Manager and Senior Manager phone calls Motor sport precinct workshops/Masterplanning (led by WSPT and OOS)
State Government	NSW Office of Sport Western Sydney Parklands Trust	Impacts on residents and businesses during construction Disruption to local roads Cumulative impacts with other projects	Briefings with Sydney Metro Meetings regarding specific issues as required Notifications and other project communication material Project Working Group meetings
Local Government	Blacktown City Council	Impacts on residents and businesses during construction Disruption to Ferrers Road Cumulative impacts with Horsley Park Brickworks Plant 2 Upgrade	Briefings with Sydney Metro Meetings regarding specific issues as required Notifications and other project communication material
Government	Transport Coordination Office	Changes to traffic conditions/volumes	Meetings regarding specific issues as required
	Emergency services – Police – Ambulance – NSW Fire and Rescue State Emergency Services	Changes to access	Notifications of upcoming work and changes to local access

Sector	Stakeholder	Issues/Interest	Communication strategy and tools
Neighbouring projects	Horsley Park Brickworks Plant 2 Upgrade	Minimising cumulative impacts Coordination of activities impacting traffic on Ferrers Road.	Regular meetings exchange of information Regular stakeholder meetings
Utility providers	Sydney Water Water NSW Power utilities Telecommunication providers		Notifications of commencement of work

2.8 COMMUNITY

Community stakeholders (residential) are located within 1km and 2km of the proposed site, covering Eastern Creek and Horsley Park. While residential stakeholders are located some distance from the site as outlined in Figure 3, they may be impacted by noise during construction and operation and will need to be considered in key activities.

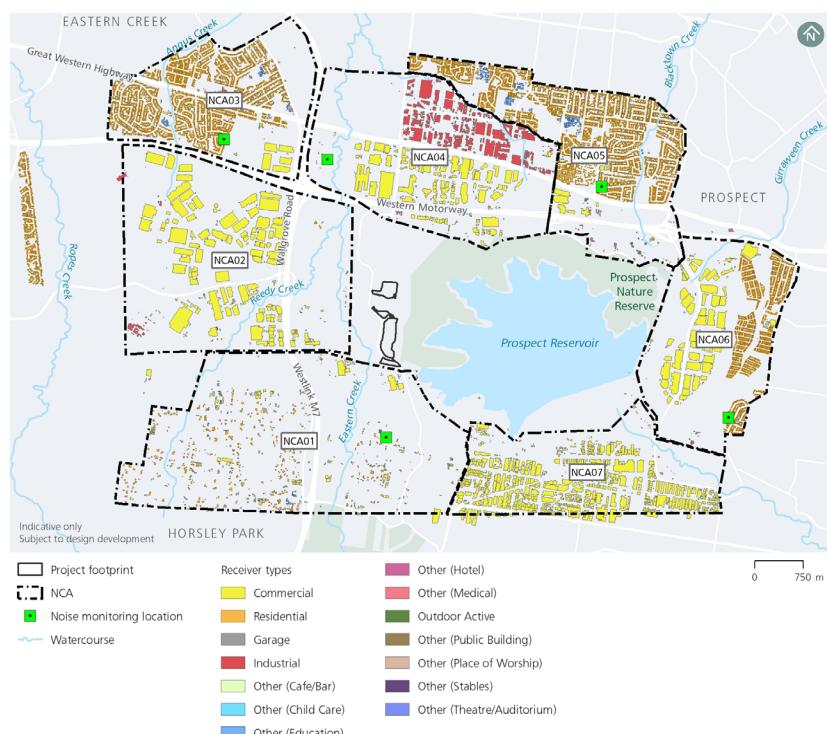


Figure 3 - Community stakeholder and noise sensitive receivers

Demographic	Horsley Park	Eastern Creek
Spread of the population across the age spectrum	Median age 42	Median age 34

Languages other than English spoken and relevant percentages	In Horsley Park (State Suburbs), 53.4% of people only spoke English at home. Other languages spoken at home included Italian 12.3%, Maltese 9.0%, Assyrian Neo-Aramaic 3.9%, Croatian 2.1% and Khmer 1.9%.	In Eastern Creek (State Suburbs), 64.3% of people only spoke English at home. Other languages spoken at home included Arabic 6.2%, Tagalog 4.6%, Hindi 3.3%, Filipino 2.2% and Vietnamese 1.7%.
Modes of transport used to commute	In Horsley Park (State Suburbs), on the day of the Census, the most common methods of travel to work for employed people were: Car, as driver 64.6%, Worked at home 8.8% and Truck 6.6%. Other common responses were Walked only 3.4% and Car, as passenger 3.2%. On the day, 4.8% of employed people used public transport (train, bus, ferry, tram/light rail) as at least one of their methods of travel to work and 70.1% used car (either as driver or as passenger).	In Eastern Creek (State Suburbs), on the day of the Census, the most common methods of travel to work for employed people were: Car, as driver 67.1%, Car, as passenger 6.1% and Train 3.3%. Other common responses were Truck 2.5% and Bus 1.9%. On the day, 6.5% of employed people used public transport (train, bus, ferry, tram/light rail) as at least one of their methods of travel to work and 75.6% used car (either as driver or as passenger).

2.8.1 CULTURALLY AND LINGUISTICALLY DIVERS (CALD) AND LANGUAGES OTHER THAN ENGLISH (LOTE) COMMUNITIES

In Horsley Park, 53.4% of residents only speak English at home, 64.3% for Eastern Creek. The main languages otherwise spoken are Italian, Maltese, Arabic, Tagalog and Hindi. All materials distributed would display the symbol for translation services and interpreters or translation services be made available as required.

2.8.2 ABORIGINAL AND TORRES STRAIT ISLAND (ATSI) COMMUNITIES

In Horsley Park, 1.1% of the population identified in the 2016 census as Aboriginal or Torres Strait Islander, 2.4% in Eastern Creek

2.8.3 COMMUNITY ISSUES

Noise exceedances during night time construction work are expected at some residences and therefore a property treatment would be considered if appropriate and implemented as early as possible during construction, which will reduce operational noise but also assist in reducing night time construction noise.

Sector	Stakeholder	Issues/Interest	Communication strategy and tools
Community – neighbours up to 2km	Multiple	General construction impacts	Meetings/doorknocks, regular updates, notifications and newsletters Verbal, electronic and social media updates



Sector	Stakeholder	Issues/Interest	Communication strategy and tools
		Noise and out of hours work	<p>Letter sent to eligible properties advising the owners they are eligible for property treatment.</p> <p>Meeting with the resident, noise consultant and Place Manager to assess the property.</p> <p>Letter advising of the outcome of the assessment.</p> <p>Resident meeting to commence installation of at property noise treatments.</p>

2.9 BUSINESSES

No small businesses have been identified within 50 meters of the project site and therefore no small business engagement activities are proposed during construction.

Most businesses near the project are medium to large businesses. Businesses include a mix of commercial and industrial businesses servicing customers across the wider Sydney area, NSW and nationally. These include businesses involving transport, logistics and distribution services, manufacturing, waste management and recycling and motorsports and driver training related businesses. Key areas of local business and industry near the project are shown in Figure 4.

Given the distance between the project and other nearby areas of business and industry, construction of the project is not expected to impact on the amenity of local businesses outside of the Western Sydney Parklands.

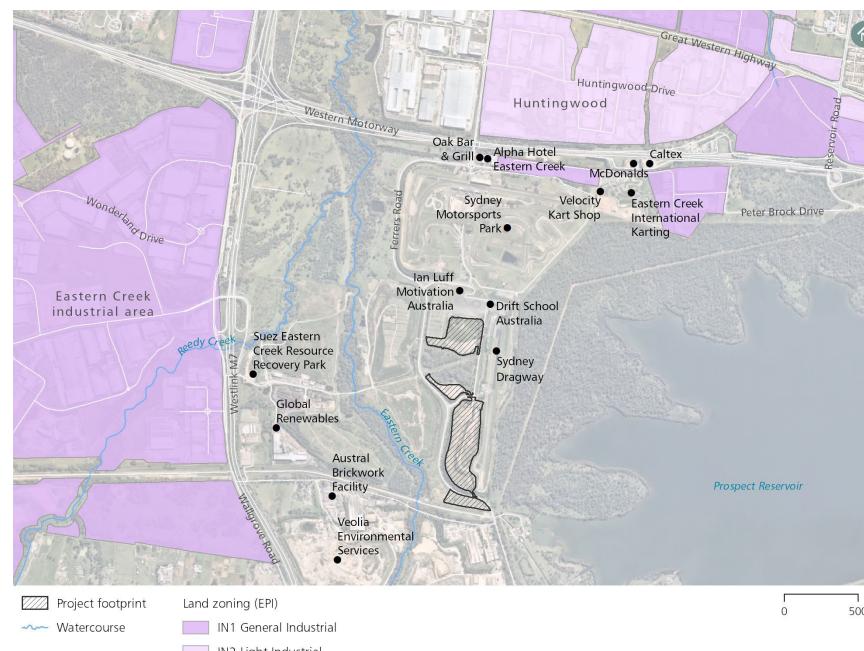


Figure 4 - Key Areas of Local Business and Industry

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Sector	Stakeholder	Issues/Interest	Communication strategy and tools
Local business potentially impacted (non-motorsport)			No surprises approach, clear and concise information and provide adequate opportunity for feedback when or if required.
	Austral Bricks	General construction impacts (noise and traffic)	Meetings/doorknocks, regular updates, notifications and newsletters Verbal and electronic updates
	SUEZ	General construction impacts (noise and traffic)	Meetings/doorknocks, regular updates, notifications and newsletters Verbal and electronic updates
	Global Renewables	General construction impacts (noise and traffic)	Meetings/doorknocks, regular updates, notifications and newsletters Verbal and electronic updates
	Atura Hotel	General construction impacts (noise and traffic)	Meetings/doorknocks, regular updates, notifications and newsletters Verbal and electronic updates
	Alpha Hotel	General construction impacts (noise and traffic)	Meetings/doorknocks, regular updates, notifications and newsletters Verbal and electronic updates
	Sydney Zoo	General - construction updates and biodiversity updates	Meetings/doorknocks, regular updates, notifications and newsletters Verbal and electronic updates



2.10 MITIGATION

A number of documents are available that will provide information to assist in managing issues relating to construction and environmental impacts. These include:

- Construction Environmental Management Plan
- Construction Traffic Management Plan
- Construction Noise and Vibration Standard.

Key issues and proposed mitigation measures are highlighted in the table below.

Table 6 - Issues and mitigation measures

Issue	Communication and mitigation measure
Information about construction	
• Lack of information	<ul style="list-style-type: none"> • Regular notifications and newsletters • Email updates • One on one meetings as requested • Doorknocks as required • Community contact facilities widely promoted
Noise	
• Effects of sensitive receivers • General noise caused by construction	<ul style="list-style-type: none"> • Early engagement with neighbouring stakeholders on likely noise and vibration impacts • Implementation of mitigation measures in the Construction noise and vibration Management Plan, OOH approvals and other plans/regulations as required • Noise minimised through use of appropriate plant, tools and techniques and adaptive programming • High impact noise works staged with respite periods as required by any planning approval • Noise attenuation where identified • Expected noise levels from construction including mitigation measures included in notifications.
Dust	
• Dust generated by construction activities • Concern about health impacts of dust • Concern about impact to Dragway	<ul style="list-style-type: none"> • Dust management in line with agreements to minimise impact on Dragway (mitigations and monitoring) • Updates regarding impacts mitigation measures included in notifications.
Access	
• Traffic changes on Ferrers Road • Access for businesses and motor sport neighbours	<ul style="list-style-type: none"> • Coordination of works with deliveries and business priorities where possible • Installation of suitable signage to direct traffic, delivery drivers where appropriate • Meetings with relevant businesses and land owners as required.
Construction traffic	
• Heavy vehicle movements on local roads	<ul style="list-style-type: none"> • As per Construction Traffic Management Plan • Coordinate traffic management with the Sydney Coordination Office • Construction traffic movements minimised at peak times or during Dragway events • Mitigation controls detailed in notifications where required
Cumulative impacts	
• Cumulative impacts from nearby projects	<ul style="list-style-type: none"> • Coordinate communication through regular meetings
Business impacts	



- | | |
|---|---|
| • Concerns regarding impact of construction on business | • Consultation with affected businesses |
|---|---|

2.11 COMMUNICATION TOOLS

The following communication tools will be utilised during construction of the Speedway.

The application of these tools to specific consultation and/or communication activities and opportunities will be determined in consultation with TfNSW.

All public communication material will be consistent with the Sydney Metro Branding Style Guidelines and be approved by TfNSW prior to its release. TfNSW will be given five business days to review and approve all public communication material.

Table 7 - Sydney Metro communication and engagement tools

Tool	Explanation and purpose	Responsibility
Community contact tools		
Community information line 1800 612 173	Operational 24 hours a day and included on all public communication materials Translation services are available for those with English as a second language.	Sydney Metro to maintain. Place Manager to be on call for enquiries and complaints. PDCT to provide a relevant site manager details for construction who will provide information to the Place Manager to resolve the issue.
Community email address	This allows stakeholders and the community to have access to the project teams and is to be used when providing feedback and ask questions. The email address is to be included on all communication materials and the website.	Sydney Metro to maintain. Place Manager to respond to email enquiries and complaints. PDCT to provide a relevant site manager details for construction who will provide information to the Place Manager to resolve any issues or respond to enquiries.
Community post box	All stakeholders can use the postal address: PO Box K659, Haymarket NSW 1240 for all Sydney Metro enquires.	Sydney Metro to maintain. Place Manager to manage enquiries and complaints received via mail. PDCT to provide a relevant site manager details for construction who will provide information to the Place Manager to resolve any issues or respond to enquiries.
Information tools		
Newsletters	Community newsletters will include information on: <ul style="list-style-type: none"> • construction progress • upcoming construction stages and milestones • environmental management achievements • community involvement achievements • three month look-ahead • Community contact information. 	Sydney Metro to provide templates and approval of content prior to distribution. Place Manager to coordinate and prepare content with PDCT in line with Sydney Metro requirements and arrange for printing, distribution and upload to Sydney Metro Website.

Tool	Explanation and purpose	Responsibility
	Newsletters will be distributed to local communities, stakeholders and businesses and made available of the Sydney Metro website.	PDCT to provide required information in accordance with OCCS.
Community update email	Email updates for work used to supplement the information provided in notifications and newsletters. The community, stakeholders and businesses will be offered the opportunity to register to receive construction updates. Distribution lists will be managed on Consultation Manager database	Sydney Metro to provide template and approval of content prior to distribution. Place Manager to coordinate and prepare content with PDCT in line with Sydney Metro requirements. Distribution to be managed by Place Manager. PDCT to provide required information in accordance with OCCS.
Photography and videography	Photos and videos will be used to record the construction process and assist with explaining aspects of Sydney Metro to stakeholders and the community. Images and footage will be used in notifications, newsletters, on the Sydney Metro website, presentations and reports as required.	PDCT to coordinate photography and videography as per contract requirements and provide access to Sydney Metro appointed photographer or videographer as and when required.
Site signage and hoarding banners	Site signage and hoarding banners will identify Sydney Metro and provide project, safety, site contact and community contact information.	Sydney Metro to provide artwork and approval prior to printing and installation. PDCT to arrange printing, installation and maintenance as per contract requirements.
Online tools		
Sydney Metro website	Information will be made available in .pdf web content accessibility format for upload to the Sydney Metro website on the day they are delivered. Information to include: <ul style="list-style-type: none">• Public communication materials and• Any other copy or information as requested	Sydney Metro to maintain. PDCT to provide relevant communication materials in line with contract requirements.
Contractor webpage	Contractor will establish and maintain a web site or maintain a page on their existing organisations' web site to publish and maintain up-to-date electronic information relating to the Contractor's activities. Information to include: <ul style="list-style-type: none">• Employment or supplier opportunities• Information required to be published to comply with Planning Approval or General Specification and• Web content and documents that comply with the current accessibility requirements for West Content Accessibility endorsed by the Australian Government. A link will be provided to the Sydney Metro website.	PDCT to seek approval for content from Sydney Metro prior to uploading information regarding the project.
Social media	Facebook, Twitter and Instagram may be used to provide updates to stakeholders.	Sydney Metro to maintain social media accounts.

Tool	Explanation and purpose	Responsibility
	<p>Information to be provided for social media platforms</p> <p>Stakeholders should be offered the opportunity to join social media feeds via public materials produced for Sydney Metro.</p>	<p>Sydney Metro to approve any social media content.</p> <p>PDCT provide content as per contract requirements.</p> <p>PDCT will supply relevant information and identify opportunities for promotion on social media.</p>
Virtual information room	<p>Speedway Virtual information room would be used to upload progress photos, time-lapse images and quarterly project updates.</p>	<p>Sydney Metro to maintain.</p> <p>Place Manager to prepare information.</p> <p>PDCT to supply information, images and time-lapse for uploading into the Virtual information room.</p>
Face-to-face and interactive tools		
Door knock meetings	<p>Individual door knock meetings will be used as required to discuss potential impacts of Sydney Metro with highly impacted stakeholders, especially residents, businesses directly neighbouring construction sites.</p>	<p>Door knocks to be conducted in pairs led by Place Manager and supported by the nominated PDCT representative. PDCT to provide adequately qualified staff if required for technical information and depending on the nature of door knock.</p>
Meetings with individuals or groups	<p>Stakeholder meetings will be used as required to discuss Sydney Metro activities including work in progress and upcoming work or any issues in connection with the activities.</p>	<p>Meetings to be organised as required. PDCT to provide appropriately qualified staff to attend meetings with Place Manager.</p>
Site visits	<p>Site visits will be used where appropriate to inform select stakeholders about the progress of Sydney Metro and any key milestones or activities taking place.</p>	<p>PDCT to provide access as per contract requirements. Place Manager to be on site support for site visits as required.</p>
Notifications		
Emergency works* – notification (within two hours)	<p>Written and verbal notification to properties immediately adjacent to or impacted by emergency works within two hours of commencing such works.</p> <p>Use of email and phone call is acceptable for providing notification.</p> <p>In cases where contact details are not available, a doorknock and written notification will be left to the occupier.</p> <p><i>*Work required to repair damaged utilities and/or make an area safe after an incident outside standard construction hours.</i></p>	<p>PDCT to provide all relevant information to the Place Manager.</p> <p>Place Manager will call affected stakeholders, prepare content for written notifications seeking Sydney Metro approval prior to distribution.</p>
Community Signage – 7 days prior	<p>Signage that identifies changes to traffic and access arrangements at least 7 days prior to commencement of activity. This includes:</p> <ul style="list-style-type: none"> • Making changes to pedestrian routes • Impacting cycle ways • Changing traffic conditions. 	<p>PDCT to provide appropriate signage in line with approved plans relevant to current working conditions</p>

Tool	Explanation and purpose	Responsibility
	Signage could include A-frames, mobile Variable Message Sign (VMS), hoarding or similar and be placed at either end of the corridor of work.	
Traffic alert email – 7 days prior	<p>Communication to transport operators and emergency services to advise of traffic changes caused by construction activities. Email to be sent at least 7 days prior to any works commencing.</p> <p>Recipients should include:</p> <ul style="list-style-type: none"> • Emergency services • Transport operators such as bus, coach and taxi operators. 	<p>PDCT/Traffic/Project Engineer to prepare content and distribution.</p> <p>Place Manager to seek approval from Sydney Metro.</p>
Utility notification – 7 days	A notification will be sent to relevant utility service authorities at least 7 days before utility service work, to provide detailed information for their relevant call centre messaging.	<p>PDCT to provide all relevant information to the Place Manager.</p> <p>Place Manager will prepare content for written notification seeking Sydney Metro approval prior to distribution and will arrange printing and distribution</p>
Notification letter – 7 day	<p>Notification letters will be provided at least seven days prior to the start of any activity likely to impact the community and stakeholders.</p> <p>The notification will be delivered to an area of 1km around the construction site for day works and 2km around the site for night works.</p> <p>Wherever possible works notifications should be combined for the month to include all proposed site activities.</p> <p>Following up communication should be implemented for night works including the use of email, door knock or MetroConnect App reminders.</p> <p>Notifications are required for:</p> <ul style="list-style-type: none"> • start of construction • significant milestones • changes to scope of work • night works • changes to traffic conditions • modifications to pedestrian routes, cycle ways and bus stops • out of hours work • changes to residential or business access • changes or disruptions to utility services and • investigation activities. <p>Notifications will be issued on Sydney Metro letterhead and 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 	<p>Place Manager to prepare notifications in line with OCCS.</p> <p>PDCT to provide information within specified timeframes as per OCCS.</p>

Tool	Explanation and purpose	Responsibility
	<ul style="list-style-type: none"> • likely impacts including noise, vibration, traffic, access and dust • mitigation measures and • contact information. 	
Advertisements – 7 day	<p>Advertise when required to comply with Law and all Approvals and for significant traffic management changes, detours and disruptions.</p> <p>Advertising must be available 7 days prior to associated work/changes to local conditions.</p>	<p>Sydney Metro to provide templates and manage bookings.</p> <p>PDCT to provide content.</p>
Notification email	Email notifications via Consultation Manager distribution lists are utilised once on the ground notification distribution has been completed.	<p>Sydney Metro to maintain CM.</p> <p>Place Manager to distribute appropriate email distribution list in accordance with contract requirements.</p>
MetroConnect App	Information to be provided for a native digital application may be utilised to provide brief construction information updates to the community. Stakeholders will be offered the opportunity to sign up for 'App' updates. MetroConnect is expected to be available from late 2020.	<p>Sydney Metro to manage App.</p> <p>PDCT to use as relevant.</p>
Other requirements		
Site inductions	Site inductions will include communication and engagement requirements to ensure all members of the Sydney Metro and contractor teams are aware and respectful of our residential and business neighbours.	<p>PDCT to prepare content for site inductions.</p> <p>Place Manager to monitor content, provide updates and seek Sydney Metro approval.</p>
Stakeholder database	Consultation Manager is a web-based program used for the collection and recording of details regarding stakeholder and community contact and correspondence.	<p>Sydney Metro to maintain. PDCT to provide details of interactions as per contract requirements.</p>
Project working group	<p>The role of the Project Working Group is to:</p> <ul style="list-style-type: none"> • To oversee integration of Sydney International Speedway into Eastern Creek Motorsport Precinct 5 • Provide an update on current and upcoming milestones, construction program and stakeholder and community issues 	<p>Sydney Metro to coordinate. Place Manager to attend meetings.</p>
Speedway Project Control Group (Communications Coordination Group)	<p>The role of the Speedway Project Control Group is to:</p> <ul style="list-style-type: none"> • To coordinate with key stakeholders and keep abreast of day to day issues • Provide an update on current and upcoming milestones, construction program and stakeholder and community issues • Provide a forum to exchange information and coordinate communication and consultation activities to ensure a consistent approach to stakeholders, the community and others is delivered • Information to be provided includes; 	<p>Sydney Metro to coordinate.</p> <p>PDCT to attend and provide updated and information as per contract requirements.</p>



Tool	Explanation and purpose	Responsibility
	<ul style="list-style-type: none"> – the 2 and 4 week look ahead for communications planning – a calendar including a forward plan of: – upcoming work and planned engagement and promotion activities – stakeholder and community meetings – notifications and newsletters – an update on any current or emerging issues – an update on any neighbouring construction projects where cumulative impacts need to be communicated and managed. 	

2.12 PROCEDURES

All Sydney Metro procedures and approach to stakeholder engagement will be followed to ensure stakeholders are dealt with in a consistent manner and to a high standard.

All materials will be submitted to Sydney Metro for approval before being published or issued in time to meet notification requirements contained in the Conditions of Approval and as per OCCS and CCMS.

Procedures available include but are not limited to:

- Sydney Metro Crisis and incident communication procedure
- Alternative accommodation and respite offer implementation
- Community notifications and newsletters
- Complaint handling and reporting
- Door knocking
- 24-hour call handling
- WhatsApp incident reporting.

2.13 EVALUATION AND MONITORING

Throughout the Speedway construction, a monitoring program will be undertaken to assess the effectiveness of strategies to inform and minimise impacts of construction on Sydney Dragway and other operators in the Precinct as well as any local businesses in the vicinity of the project site. Abergeldie will provide detailed information to Sydney Metro each month on performance criteria outlined in this plan including:

- Enquiry and complaint trends
- The status of complaints and details of any escalation required
- Communication tools used to engage with stakeholders and community.

Lessons learnt will be captured using reviews and regular feedback from stakeholders and used to improve the approach to stakeholder management.

Results from the monitoring program will be provided to Sydney Metro on a six monthly basis and will include:



- summary of monitoring data and lessons learnt included in monthly progress report submitted to Sydney Metro
- compilation of monitoring data for six-month period, along with lessons learnt to be submitted to Sydney Metro

Due to the 13-month construction period of the Speedway, it is expected that this strategy be reviewed on a 6 monthly basis. Key elements of the evaluation will include examining the adequacy of the CCS and its implementation in achieving the intent of the consultation as evidenced by the items in table 9.

Table 8 - Six monthly CCS audit requirements

Performance parameters	Measures	Reporting
Identifying all potential local community, businesses and stakeholders that may be impacted by or have an interest in the project (based on the stakeholder categories provided in this plan)	Inclusion in the CCS of: A thorough stakeholder scan of local community, businesses and stakeholders including maps.	<ul style="list-style-type: none"> • Accurate and up-to-date listings of local businesses noting changes of leases and ownership at least every six months.
Appropriateness of communication and engagement tools	Inclusion in the CCS of: A communication tool matrix and/or table detailing communication tools to be used for which stakeholders and why.	Communication matrix and/or table to be updated at least every six months to adjust approach to community needs and lessons learned.
Identifying appropriate mitigation measures to address issues	Inclusion in the CCS of: Mitigation measures that would be used in response to identified issues A detailed complaint investigation process to ensure mitigation measures are considered before escalating to the next level (as per the CCMS).	Appropriateness of mitigation measures to accommodate community needs and lessons learned to be reviewed at least every six months and the CCS to be updated accordingly.

2.14 REPORTING

Document	Frequency	Contents
Consultation Manager	Daily	All enquiries and complaints recorded in Consultation Manager within 24 hours
Complaints Report	Daily	Details of complaints received, including response times and details of actions reported to relevant authorities.
Monthly Project Report	Monthly	Report to address: Performance against requirements Stakeholder and community emerging issues Media/government enquiries and events Stakeholder and community complaints Crisis Communications Meetings and presentations Details of notifications and other public communication material

APPENDICES

SITE ESTABLISHMENT IMPLEMENTATION PLAN

Timing	Project Activity	Communication/mitigation action	Stakeholder category	Resources	Implementation
27 Oct 2020 – 15 Dec 2020	<p>Early works:</p> <ul style="list-style-type: none"> • Construction of temporary car park including site establishment and temporary car park signage • Internal track upgrade to connect the temporary construction office to the temporary car park site • Fencing for southern site access • General tidying up • Construction of a new link road connecting the southern site access to Ferrers Road • Geotechnical works • Services investigation 	<p>Signage and hoardings</p> <p>Initial notification: site establishment and early works</p> <p>Briefing to be included in Precinct Working Committee (PWC) meeting</p> <p>Briefings offered to key stakeholders</p>	<p>TfNSW</p> <p>Directly affected operators at the Eastern Creek motorsport precinct Properties within 100m of the site Note: there are no residents.</p> <p>PWC attendees: Office of Sport, WSPT, Sydney Dragway, Speedway Australia</p> <p>Blacktown City Council</p>	<p>Project Manager/Community Place Manager (Sydney Metro)</p> <p>Community Place Manager (Sydney Metro)</p> <p>Sydney Metro Project team Senior Manager, Communications Community Place Manager (Sydney Metro)</p> <p>Stakeholder interface manager (Sydney Metro) Senior Manager, Communications</p>	<p>Discussions prior to hoardings being installed</p> <p>7 days prior to site mobilisation</p> <p>PWC scheduled for 21 October</p> <p>As required</p>

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Timing	Project Activity	Communication/mitigation action	Stakeholder category	Resources	Implementation
15 Dec 2020 – 14 Apr 2021	Stage 1 <ul style="list-style-type: none"> • Cut to Fill (Cut from Carpark D1 and place fill in the Speedway / Competitor Area) • Construction of reinforced soil walls and terralink walls • Completion of Carpark D1 and handing over to Dragway for immediate use • Commencement of Carpark D2 • Commence Carpark C • Electrical works 	Works notification: remaining early works and stage one works (pending planning approval)	Directly affected operators at the Eastern Creek motorsport precinct Neighbouring properties within 100m of the site	Community Place Manager (Sydney Metro)	Monthly or as required
		Out of hours notification (if required)Doorknock for out of hours work (if required)	Notification: to impacted stakeholders (businesses and residents) Doorknock: directly affected residents and businesses	Community Place Manager (Sydney Metro)	7 days prior to OOH work
		Precinct Working Committee meetings Stakeholder meetings	PWC attendees: Office of Sport, WSPT, Sydney Dragway, Speedway Australia Neighbouring projects (PWC for facilitation and coordination of cumulative impacts)	Sydney Metro Project team Senior Manager, Communications Community Place Manager (Sydney Metro) Strategic Partnerships Manager	Ongoing
		Notification for emergency services and traffic coordinators	Government including: Traffic Coordination Office; Police; Ambulance; Fire; Transport Providers	Project Manager Community Place Manager (Sydney Metro)	Monthly 7 days prior for OOH
23 Feb – 11 June 2021	Stage 2 <ul style="list-style-type: none"> • Carpark B (competitor) & 	Works notification	Directly affected operators at the Eastern Creek motorsport precinct Properties within 100m	Community Place Manager (Sydney Metro)	Monthly or as required

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Timing	Project Activity	Communication/mitigation action	Stakeholder category	Resources	Implementation
	Speedway Stormwater + Utilities conduits and pits <ul style="list-style-type: none"> • Carpark D2 Earthworks/Stormwater/AC • Carpark A Earthworks/Stormwater/Utilities/AC • Completion of Carpark D1 and handing over to Dragway for immediate use – 30 April • Utilities i.e. wastewater, water, power, comms and fire • Installation of Sewer Pump Stations • Stormwater Drainage • Stormwater OSD Tanks • Completion of Bulk Earthworks in Carpark A 	Out of hours notification (if required) Doorknock for out of hours work (if required)	Notification: to impacted stakeholders Doorknock: directly affected residents and businesses	Community Place Manager (Sydney Metro)	7 days prior to OOH work
		Precinct Working Committee meetings Stakeholder meetings	PWC attendees: Office of Sport, WSPT, Sydney Dragway, Speedway Australia Neighbouring projects (PWC for facilitation and coordination of cumulative impacts)	Sydney Metro Project team Senior Manager, Communications Community Place Manager (Sydney Metro) Strategic Partnerships Manager	Ongoing
		Notification for emergency services and traffic coordinators	Government including: Traffic Coordination Office; Police; Ambulance; Fire; Transport Providers	Project Manager Community Place Manager (Sydney Metro)	Monthly 7 days prior for OOH
5 Feb – 26 Aug 2021	Stage 3 <ul style="list-style-type: none"> • Cast in-situ concrete pavements • Building foundations 	Works notification	Directly affected operators at the Eastern Creek motorsport precinct Properties within 100m of the site	Community Place Manager (Sydney Metro)	Monthly as required

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Timing	Project Activity	Communication/mitigation action	Stakeholder category	Resources	Implementation
	<ul style="list-style-type: none"> • Retaining walls • Terraced seating • Speedway track including in-situ retaining walls, terraced grassed seating, debris fencing and pedestrian fencing • Grandstand including structural steel, modular buildings and grandstand 	Out of hours notification (if required) Doorknock for out of hours work (if required)	Notification: to impacted stakeholders Doorknock: directly affected residents and businesses	Community Place Manager (Sydney Metro)	7 days prior to OOH work
		Precinct Working Committee meetings	PWC attendees: Office of Sport, WSPT, Sydney Dragway, Speedway Australia	Sydney Metro Project team Senior Manager, Communications Community Place Manager (Sydney Metro)	Ongoing
		Notification for emergency services and traffic coordinators	Government including: Traffic Coordination Office; Police; Ambulance; Fire; Transport Providers	Project Manager Community Place Manager (Sydney Metro)	Monthly 7 days prior for OOH
26 May – 3 Sept 2021	Stage 4 <ul style="list-style-type: none"> • Final fit-out • Carpark A & B finishing works • Asphalting works • Permanent line marking • Permanent signage • Landscaping • Commissioning of services i.e. sewer 	Works notification	Directly affected operators at the Eastern Creek motorsport precinct Properties within 100m of the site	Community Place Manager (Sydney Metro)	Monthly as required
		Out of hours notification (if required) Doorknock for out of hours work (if required)	Notification: to impacted stakeholders Doorknock: directly affected residents and businesses	Community Place Manager (Sydney Metro)	7 days prior to OOH work

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Timing	Project Activity	Communication/mitigation action	Stakeholder category	Resources	Implementation
	pump station, main switch boards and distribution boards, ventilation, communication, security, PA, etc.	Precinct Working Committee meetings	PWC attendees: Office of Sport, WSPT, Sydney Dragway, Speedway Australia	Sydney Metro Project team Senior Manager, Communications Community Place Manager (Sydney Metro)	Ongoing
		Notification for emergency services and traffic coordinators (as required)	Government including: Traffic Coordination Office; Police; Ambulance; Fire; Transport Providers	Project Manager Community Place Manager (Sydney Metro)	Monthly 7 days prior for OOH
3 September 2021 (Milestone 2)	Milestones 2 & 3 <ul style="list-style-type: none"> • Finalise Landscaping • Minor finishing works • Defects • Finalise QA and O&M Manuals 	Works notification (if required)	Directly affected operators at the Eastern Creek motorsport precinct	Community Place Manager (Sydney Metro)	Monthly as required
17 December 2021 (Milestone 3)		Precinct Working Committee meetings	PWC attendees: Office of Sport, WSPT, Sydney Dragway, Speedway Australia	Sydney Metro Project team Senior Manager, Communications Community Place Manager (Sydney Metro)	Ongoing
		Notification for emergency services and traffic coordinators (as required)	Government including: Traffic Coordination Office; Police; Ambulance; Fire; Transport Providers	Project Manager Community Place Manager (Sydney Metro)	Monthly 7 days prior for OOH

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