



**NATIONAL
INTERMODAL**

Moorebank Avenue Realignment Works

Community Communications Strategy

SSI - 10053
8 March 2023

NATIONAL INTERMODAL CORPORATION

MOOREBANK AVENUE REALIGNMENT WORKS

Community Communications Strategy

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Approver

Date 19/02/2025

Revision Text E



REVISIONS

Revision	Date	Description	Prepared By	Approved By
A	14/10/2022	Preliminary draft	[REDACTED]	[REDACTED]
B	06/02/2023	Draft for Client Review	[REDACTED]	[REDACTED]
C	21/02/2023	Update in response to NI comments	[REDACTED]	[REDACTED]
D	07/03/2023	Update in response to LOGOS comments	[REDACTED]	[REDACTED]

Revision	Date	Description	Prepared By	Approved By
E	19/02/2025	Update to reflect revised construction footprint, EPBC variation approval and CCS update and approval process	■	■

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Glossary

Reference	Description
ACCC	Australian Competition and Consumer Commission
ARTC	Australian Rail Track Commission
CALD	Culturally and Linguistically Diverse
CAQMP	Construction Air Quality Management Plan
CBFMP	Construction Bushfire Management Plan
CBMP	Construction Biodiversity Management Plan
CCC	Community Consultative Committee
CCMP	Construction Contamination Management Plan
CCS	Community Communication Strategy
CEC	Community Engagement Consultant
CEMP	Construction Environmental Management Plan
CHMP	Construction Heritage Management Plan
CLP	Community Liaison Plan
CNVMP	Construction Noise and Vibration Management Plan
CSWMP	Construction Soil and Water Management Plan
CTTMP	Construction Traffic and Transport Management Plan
CWRMP	Construction Waste and Resources Management Plan
CES	Community Engagement Strategy
CoA	Conditions of Approval
DAWE	Department of Agriculture, Water and Environment (now DCCEEW)
DCCEEW	Department of Climate Change, Energy, Environment and Water (formerly DAWE)
DJLU	Defence Joint Logistics Unit
DPE	Department of Planning and Environment (formerly DPIE)
DPIE	Department of Planning, Industry and Environment (now DPE)
EIS	Environmental Impact Statement
EP&A Act	Environmental Planning Assessment Act 1979
EPBC Act	Environment Protection and Biodiversity Conservation Act 1999
EPL	Environmental Protection Licence
ER	Environmental Representative
LOTE	Languages Other Than English
LV	Light Vehicle
MARW	Moorebank Avenue Realignment Works

Reference	Description
MIP	Moorebank Intermodal Precinct which includes Moorebank Precinct East (MPE) and Moorebank Precinct West (MPW)
MPE	Moorebank Precinct East
MPE Site	Comprises the MPE Stage 1 Project as approved by SSD 14-6766 for the development of the intermodal terminal facility (IMT) at Moorebank and MPE Stage 2 as approved under SSD 7628 (as modified) and MPE Concept Approval (MP 10_0193) for the construction and operation of warehousing and distribution facilities and upgrades to approximately 2.1 kilometres of Moorebank Avenue.
MPW	Moorebank Precinct West
MPW Site	Comprises the MPW Stage 2 Project which is the second stage of development under the MPW Concept Approval (SSD 5066) and SSD 7709. The Project involves the construction and operation of a multi-purpose intermodal terminal facility, Rail link connection, warehousing and upgraded intersection on Moorebank Avenue.
National Intermodal	National Intermodal Corporation
POEO Act	Protection of the Environment Operations Act 1997
Proponent	National Intermodal Corporation
RAC	Regional Advisory Committee
REMM	Revised Environmental Management Measures
RtS	Response to Submissions
SSFL	Southern Sydney Freight Line
SSI	State Significant Infrastructure
The Project	Moorebank Avenue Realignment Works
TfNSW	Transport for NSW
UDLP	Urban Design and Landscape Plan
WSROC	Western Sydney Regional Organisation of Councils

1 Introduction

1.1. Overview

National Intermodal Corporation (National Intermodal) plans to realign and upgrade a section of Moorebank Avenue at Moorebank, New South Wales.

Moorebank Avenue Realignment Works (MARW) (the Project) involves the realignment of an existing two kilometre section of Moorebank Avenue, from approximately 130 metres south of the existing Anzac Road/Moorebank Avenue intersection to immediately north of the East Hills Railway. Moorebank Avenue currently divides the Moorebank Intermodal Precinct (MIP) into Moorebank Precinct East (MPE site) and Moorebank Precinct West (MPW site) (refer to Figure 1.1).

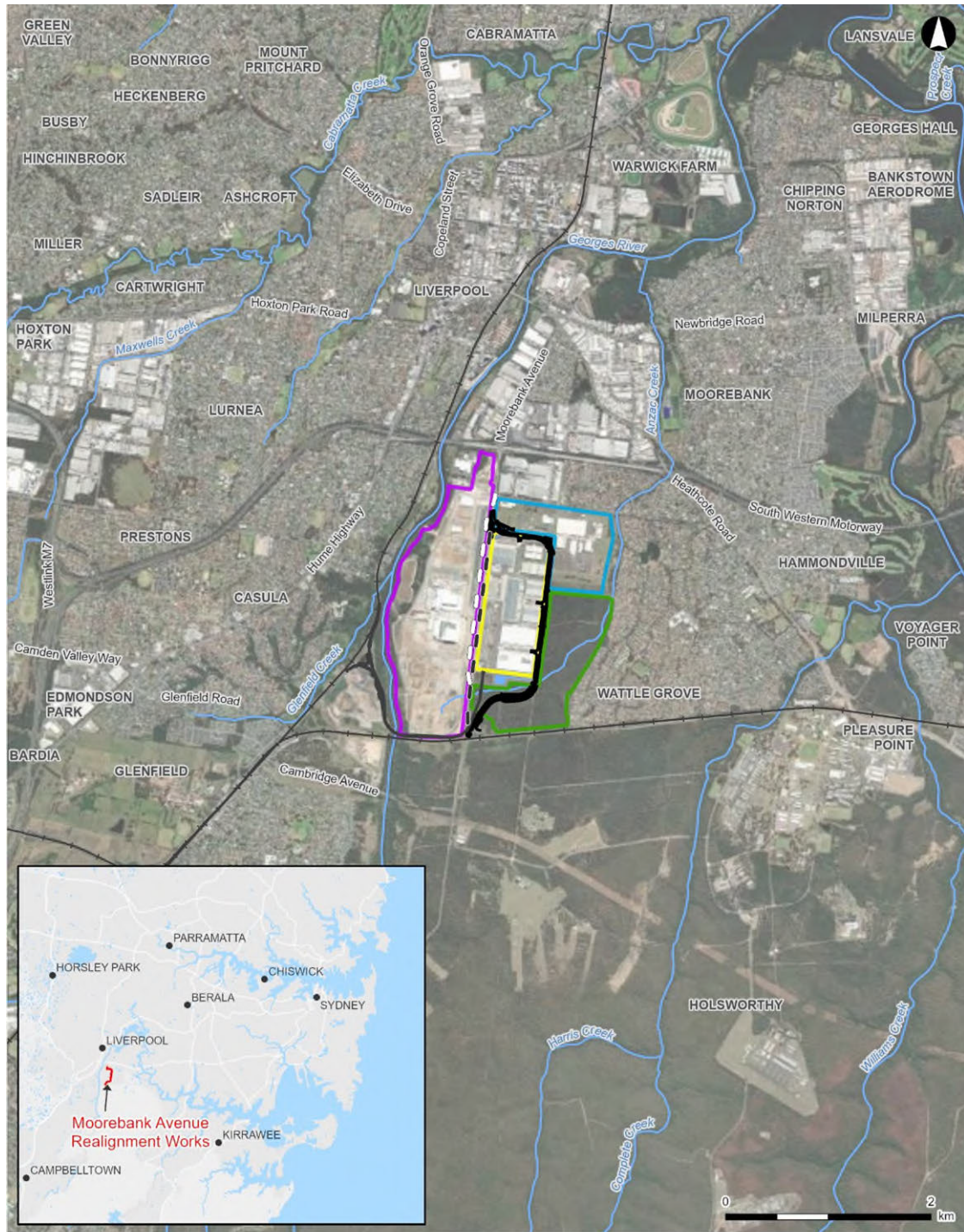
The Project is about three kilometres of additional road which ties in with the existing Moorebank Avenue at the northern and southern extremities. From its northernmost part, the realigned Moorebank Avenue follows the northern boundary of MPE, before continuing south along the MPE eastern boundary. This section of the realignment comprises four lanes (i.e. two lanes in each direction). At the south-western corner of MPE, the additional road section merges to become a dual lane road (i.e. one lane in each direction) before continuing in a south-west direction, crossing Anzac Creek, and re-joining the existing Moorebank Avenue alignment near the East Hills Railway. At completion and commissioning of the realigned road section, the public through traffic using Moorebank Avenue will be redirected onto the new alignment. The existing road alignment will be decommissioned and modified to function as a restricted access to the MIP.

An Environmental Impact Statement (EIS) for the Project was prepared in March 2021 to describe and assess the Project and recommend management measures to address impacts. The EIS was exhibited by the then NSW Department of Planning, Industry and Environment (DPIE) from 17 March 2021 to 13 April 2021 to give the community and stakeholders the opportunity to provide comment. A Response to Submissions (RtS) was submitted in May 2021 to address the identified issues.

Approval for the Project under Division 5.2 of the *Environmental Planning and Assessment Act 1979* (EP&A Act) as State Significant Infrastructure (SSI) was granted by the NSW Minister for Planning on 14 October 2021, (SSI-10053, 'the NSW Infrastructure Approval'). The Project is also a controlled action under Section 130(1) and 133(1) of the Environment Protection and Biodiversity Conservation Act 1999 (EPBC Act) and was approved by the Minister for the Environment on 7 December 2021 (EPBC 2020-8839, 'the Commonwealth Approval'). On 14 January 2025 a variation to EPBC 2020-8839 was approved by the Minister for the Environment and Water.

A detailed description of the Project is provided in Section 2.

This Community Communications Strategy (CCS) has been prepared to address the requirements of the NSW Infrastructure Approval, the Commonwealth Approval, the Revised Environmental Management Measures (REMMs) detailed in the Response to Submissions (RtS) and applicable legislation. This CCS has also been developed to complement the overarching Moorebank Intermodal Precinct (MIP) Communication and Engagement Strategy (CES) and Stakeholder and Community Liaison Plan (Stakeholder & CLP).



Legend

- Moorebank Avenue Realignment Works
 - MIP Rail link
 - Previous Moorebank Avenue
 - Moorebank Avenue diversion road
 - ~ Watercourse
 - Railway
 - ▭ Moorebank Precinct West
 - ▭ Moorebank Precinct East
 - ▭ Boot Land boundary*
 - ▭ Defence Joint Logistics Unit
 - ▭ On-site detention
- *relates to the parcel of land known as the Boot Land, does not indicate biobanking boundaries



1:55,000 at A4
 Coordinate System: GDA2020 MGA Zone 56
 Date issued: December 6, 2024
 Imagery: Esri, HERE, Garmin, USGS, Maxar



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Figure 1-1: Project regional and local context

1.2. Purpose and Application

This Community Communication Strategy (CCS) has been prepared to provide mechanisms to facilitate communication about construction and operation of the SSI with:

- The community (including adjoining affected landowners and businesses, and others directly impacted by the SSI)
- The Liverpool City Council, Campbelltown City Council, EPA, EES Group, Heritage NSW, DPIE Water and Sydney Water, as applicable.

This CCS has been prepared to align with the CES and Stakeholder & CLP prepared for the adjacent MIP. The MIP is being developed by three key delivery partners, namely LOGOS, Qube and National Intermodal. The MIP partners have agreed to a single interface, led and managed by LOGOS through the MIP Community Engagement Consultant ('the CEC') for the precinct in order to ensure that stakeholders and the community have a single point of contact for concerns or enquiries relating to construction and/or environmental impacts across all aspects of the MIP development.

Notwithstanding, this CCS applies to the MARW Project only and does not apply to works associated with the adjacent MIP which are subject to the requirements of their own dedicated approved CCS.

The CCS will be implemented for the duration of the work and for 12 months following the completion of construction.

1.3. Objectives and Targets

The CES and Stakeholder & CLP provide an overarching framework for communication and engagement activities associated with the MIP. The CEC will oversee all stakeholder and community engagement activities. MIP contractors will communicate and engage with key stakeholders and the community where approached directly or with prior consent of National Intermodal. The objectives and targets of the CCS outlined in Table 1-2 directly support and underpin the objectives outlined in the CES.

Table 1.1: Objectives and targets

Objectives	Target	Timeframe	Responsibility
Minimise project related complaints through consultation and awareness	< 3 substantiated complaints per month	Throughout construction	Construction Contractor Project Manager
Provide accurate, timely and reliable information about construction activities and impacts	100% of communiques are delivered within project timeframes specified in Section 3.3.2	Throughout construction	CEC Construction Contractor Project Manager
Respond in a timely and professional manner to complaints raised by community stakeholders	100% of complaints to be responded to within agreed timeframes	Throughout construction	CEC Construction Contractor Project Manager

1.4. CCS Approval

This CCS has been prepared to address the requirements of the NSW Infrastructure Approval, Commonwealth Approval, the Revised Environmental Management Measures (REMMs) detailed in the Response to Submissions (RtS) and applicable legislation.

This CCS will be reviewed by the National Intermodal Project Manager / Delivery Team and CEC and submitted to the Planning Secretary for approval at least one month before the commencement of

construction. Construction of the Project will not commence prior to approval of the CCS by the Planning Secretary.

The final approved CCS will be available on the MIP and/or National Intermodal website and be submitted to the Commonwealth for information.

Where this CCS is subject to minor amendments that do not increase impacts to nearby receivers, and / or are of an administrative nature, and are consistent with the terms of the Infrastructure Approval, the updated CCS will be provided to the Planning Secretary for information.

Where this CCS is subject to amendments that may increase impacts to nearby receivers, and / or are not of an administrative nature, and are consistent with the terms of the Infrastructure Approval, the updated CCS will be provided to the Planning Secretary for approval.

1.5. Interactions with other Management Plans

This CCS has the following interrelationships with the following management plans and documents:

- The SIMTA Community Engagement Strategy (CES)
- The SIMTA Community & Stakeholder Community Liaison Plan (CLP)
- The Construction Environmental Management Plan (CEMP), which provides additional detail on roles and responsibilities, staff training, documents and records, incident response, complaints management, and non-compliances and corrective actions. All sub plans of the CEMP may also be relevant, and specifically:
 - The Construction Noise and Vibration Management Plan (CNVMP), which provides additional detail on Out-of-Hours Work Protocol and noise management and impact mitigation measures
 - The Construction Traffic and Transport Management Plan (CTTMP), which provides detail on changes in traffic conditions due to vehicle haulage and proposed signage
 - The Construction Air Quality Management Plan (CNVMP), which provides additional detail on air quality management and impact mitigation measures.

2 Project Description

2.1. Project Overview

Moorebank Avenue currently connects to Newbridge Road and M5 Motorway to the north, Anzac Road to the south and terminates at Cambridge Avenue, near the Holsworthy Military Reserve. Moorebank Avenue is currently a four-lane undivided road between Newbridge Road and the M5 Motorway, while between the M5 Motorway and Cambridge Avenue it is a two-lane undivided road. A section of Moorebank Avenue currently divides the MIP, comprising MPE and MPW.

North of the M5 Motorway, Moorebank Avenue is a State road. Between the M5 Motorway and Anzac Road it is owned and maintained by Liverpool City Council and between Anzac Road and Cambridge Avenue it is a private road on Commonwealth land. Figure 2-1 provides an overview of the Project.

The Project involves the realignment of an existing two-kilometre section of Moorebank Avenue, from a point approximately 130 meters south of the Anzac Road/Moorebank Avenue intersection to a point immediately north of the East Hills Railway.

The key features of the Project include:

- Construction of approximately three kilometres of new road to bypass the MIP to the east, comprising:
 - A four-lane road (two lanes in each direction) near Moorebank Precinct East (MPE), commencing from a point approximately 130 metres south of the Anzac Road / Moorebank Avenue intersection to the south-eastern corner of the MPE site
 - A two-lane road (one lane in each direction) from the south-eastern corner of the MPE site to a point immediately north of the bridge over the East Hills railway
- Northern tie-in to the existing Moorebank Avenue, 130 meters south of the Anzac Road/Moorebank Avenue for a distance of 250 metres to the northwest corner of the MPE site
- Construction of four accesses with signalised intersections between the new road and the MIP
- Construction of a central median, typically six metres wide, tapering to zero width where the new road becomes two lanes
- Southern tie-in to the existing Moorebank Avenue, 17 metres before the East Hills railway over bridge. No work will be undertaken or impact the East Hills over bridge
- Construction of retaining walls
- Noise mitigation in the vicinity of the Defence Joint Logistics Unit (DJLU) site as identified in the Detailed Design noise assessment
- Construction of operational drainage infrastructure, onsite stormwater detention basins, and operational water quality controls (including vegetated swales, bioretention systems, and spill containment)
- Installation of a culvert within Anzac Creek and extending existing culverts within existing watercourses/drainage lines
- Installation of road furniture including security fencing, guideposts, traffic signs, and street lighting
- Adjusting public utilities, including defence communications and high voltage electricity alignments
- Construction of temporary ancillary facilities, including a work site compound, lay-down areas, and construction water detention basins.

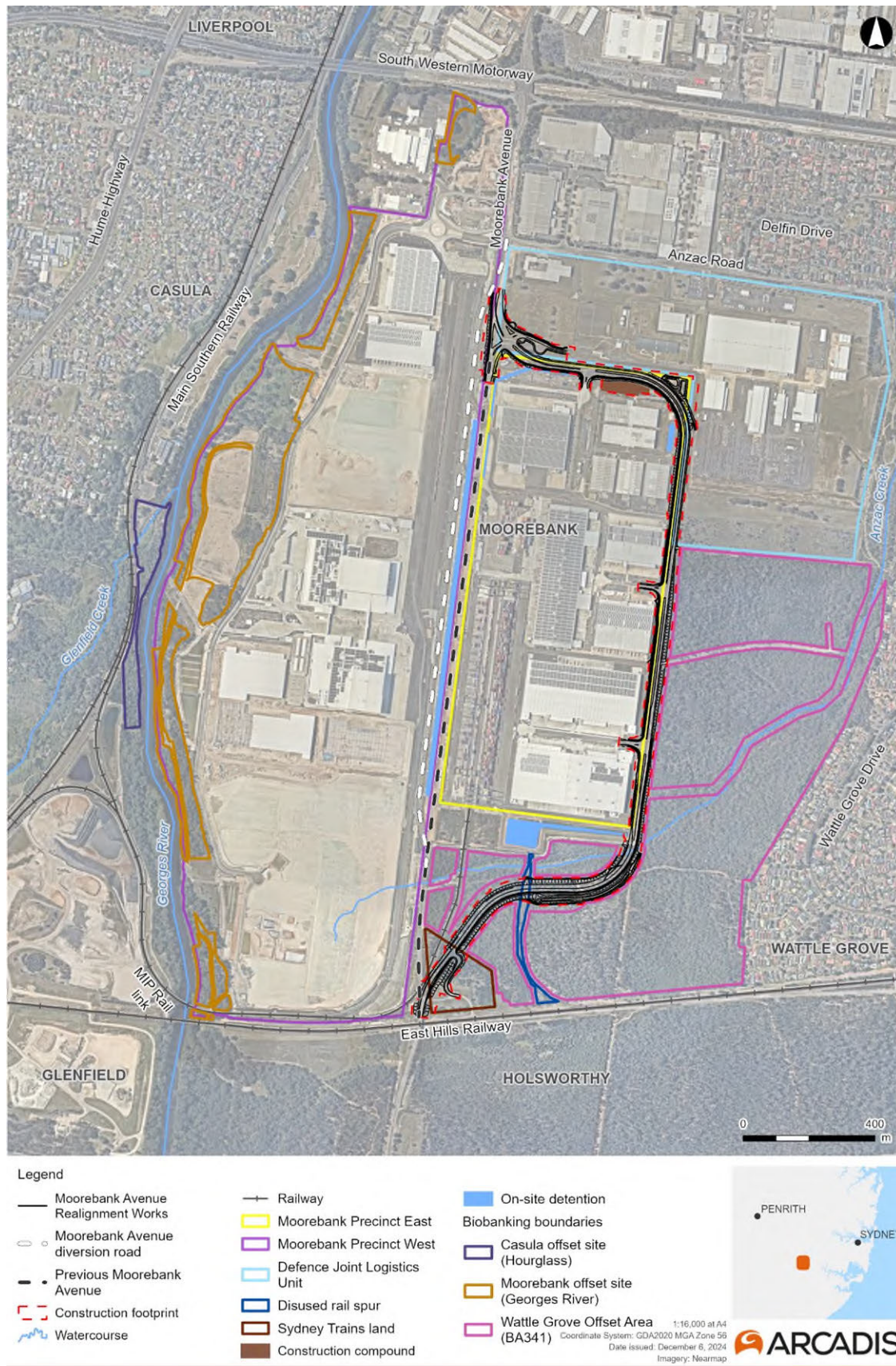


Figure 2-1: Project overview

2.2. Construction Phases

The Project will not be staged but will be undertaken in phases to enable site-related traffic to be moved off Moorebank Avenue early in construction. This would enable separation of construction and operational of traffic and assist in avoiding congestion and queuing along Moorebank Avenue while construction works progress and MPE operations commence.

The indicative construction sequencing and phase duration is outlined in Table 2.1. It should be noted that certain phases would overlap by up to three months each and construction is expected to take approximately 16 months to complete.

Table 2.1: Indicative construction sequence and duration

Phase	Description	Activities	Approximate duration
Phase 1	Enabling works	Preliminary enabling works	3.5 months
Phase 2	Construction of new road section	Demolition/vegetation grubbing	2 months
		Earthworks	6.5 months
		Pavement construction	6 months
Phase 3	Finishing works	Finishing works	3.5 months
Total			16 months

2.3. Construction Activities

The Project will be constructed using conventional methods and may be refined during the detailed design and construction planning to minimise environmental impacts. An overview of the construction activities associated with each construction phase are summarised in Table 2.2.

Table 2.2: Overview of construction activities by phase

Phase	Activities	Plant / equipment
Phase 1 Enabling works	<ul style="list-style-type: none"> Establish temporary construction compound and site utilities Establish temporary fencing and exclusion zones and demarcation of work site Traffic management measures such as safety barriers and signage Temporary environmental safeguards such as erosion, sediment, and water quality controls Site investigation Property adjustment works Adjustment and relocation of utilities. <p><i>Some activities may be undertaken prior to construction commencing, in particular low impact works as defined by the Infrastructure Approval (refer to Section 1.3 of the CEMP) such as site investigations for contamination, heritage salvage and pre-clearance activities.</i></p>	<ul style="list-style-type: none"> Backhoe Excavator Heavy vehicles Light vehicles Fencing Utilities

Phase	Activities	Plant / equipment
Phase 2 Construction of new road section – Demolition/vegetation grubbing	<ul style="list-style-type: none"> Adjust and relocate utilities (continuation from Phase 1) Establish temporary accesses to work site from Moorebank Avenue and MPE site Maintain function of existing Moorebank Avenue alignment Clear and grub vegetation Demolish hardstand and pavement. This would include sections of pavement in the north-east corner of the MPE Site and associated works to accommodate the alignment Strip, stockpile, and manage topsoil where required Vegetation clearing 	<ul style="list-style-type: none"> AC placing paver and support Backhoe Barriers/signage Bulldozer Excavator Rollers / compactors Scraper Truck and dog trailer Water cart Light vehicles
Phase 2 Construction of new road section – Earthworks	<p>Earthworks will be required along the entire length of the Project. Excavated material may be reused on site for filling and compaction (including benching areas of the site where required). Where excavated material is determined not to be appropriate for re-use on site, it may be necessary to import additional material to site to make up any identified deficit.</p> <p>Earthworks will include:</p> <ul style="list-style-type: none"> Topsoil stripping Conduct bulk earthworks including excavation and stockpiling of controlled fill (either imported or won onsite) for pavement construction Form embankments Areas of new cut and fill along the proposed realignment route Construction of retaining walls Dredging or reclamation at Anzac Creek to facilitate a culvert Trenching for utility relocation Construct noise mitigation Install drainage (connection to bioretention basins, pipes and pits, culverts, and related drainage infrastructure). 	<ul style="list-style-type: none"> Backhoe Bulldozer Excavator Piling rig Light vehicles Trench shoring Rollers / compactors Scraper
Phase 2 Construction of new road section – Pavement Construction	<ul style="list-style-type: none"> Place select material Install pavement drainage and subsoil drainage Construct road pavement including the compaction of select fill, sub-base, and wearing surface 	<ul style="list-style-type: none"> AC placing paver and support Concrete agitator trucks Concrete pump

Phase	Activities	Plant / equipment
	<ul style="list-style-type: none"> • Construct kerb, gutters, and median • Form intersections • Pave road surface • Construct shared user paths • Install tie-ins to existing Moorebank Avenue 	<ul style="list-style-type: none"> • HIAB truck for deliveries • Rigid body truck • Slipform paver • Truck and dog trailer • Water cart • Light vehicles
Phase 3 Finishing works	<ul style="list-style-type: none"> • Install bus stops and signs • Install traffic signals at intersections • Install streetlighting, road furniture, signs, and line-marking • Rehabilitate disturbed areas using topsoil, revegetation, and landscaping • Commission realigned Moorebank Avenue section and decommissioning of existing Moorebank Avenue • Clean-up site and decommission temporary construction compounds 	<ul style="list-style-type: none"> • Backhoe • Mobile crane • Truck • Truck mounted HIAB crane • Light vehicles

3 Environmental Requirements

3.1. Relevant Legislation, Standards and Guidelines

Table 3.1 details the legislation and guidelines considered during the development of this strategy.

Table 3.1: Legislation and guidelines

Legislation	Description	Relevance
<i>Environmental Planning and Assessment Act 1979</i>	This Act establishes a system of environmental planning and assessment of development proposals for the State that provides for conditioning of consents under s 4.38.	Conditions of relevance from the NSW Infrastructure Approval are incorporated in this CCS.
ISO10002-2006 – Customer Satisfaction – Guidelines for Complaints Handling in Organisations	This international standard provides guidance on complaints handling for all commercial and non-commercial activities.	The CEC has developed the complaints management system in accordance with this standard.
International Association of Public Participation (IAPP) Core Values and Principles	This international member association provides values and principles that guide the practice of community engagement incorporating governments and individuals that impact the public interest.	The values and principles of the IAPP are incorporated in this CCS.
<i>Undertaking Engagement – Guidelines for State Significant Projects</i>	These guidelines help set out the requirements for effective engagement on State significant projects in NSW.	Outlines engagement at the post approval phase of environmental assessment incorporated in this CCS.

3.2. Commonwealth Approval

In accordance with Commonwealth Approval CoA 14, this CCS will be submitted to DCCEE for information.

3.3. NSW Infrastructure Approval

The conditions of the Infrastructure Approval relevant to the development of this CCS are detailed in Table 2-2.

Table 3.2: Compliance matrix

Item / Condition	Requirement	Document reference
B1	Before the commencement of construction, a Community Consultative Committee (CCC) must be established for the development in accordance with the Department's Community Consultative Committee Guidelines: State Significant Projects (2019). The CCC must begin to exercise functions in accordance with such guidelines before the commencement of construction and continue to do so for the duration of construction.	Section 6.1.2

Item / Condition	Requirement	Document reference
B2	The Planning Secretary may consider a request to expand an existing CCC for the Moorebank Logistics Park (MLP) to cover the development and to satisfy Condition B1.	Section 6.1.2
B3	A Community Communication Strategy must be prepared to provide mechanisms to facilitate communication about construction and operation of the SSI with: (a) the community (including adjoining affected landowners and businesses, and others directly impacted by the SSI); and	This Plan Section 5.2
	(b) the relevant councils, EPA, EES Group, Heritage NSW, DPIE Water and Sydney Water, as applicable.	Section 5.2
	The Strategy must address who (the Proponent, and/or construction contractor) will engage with the community, relevant councils and agencies, how they will engage, and the timing of engagements.	Section 6.1 Section 6.2 Section 7.1
B4	The Community Communication Strategy must:	Section 5.2
	(a) identify people, organisations, councils, and agencies to be consulted during the design and work phases;	
	(b) identify details of the community demographics;	Section 5.1
	(c) set out procedures and mechanisms for the regular distribution of accessible information including to LOTE and CALD and vulnerable communities about or relevant to the SSI;	Section 6.1 Section 6.2
	(d) identify opportunities for education within the community about construction sites;	Section 4
	(e) detail the measures for advising the community in advance of upcoming construction including upcoming out-of-hours work and blasting activities;	Section 6.1 Section 6.2
	(f) provide for the formation of issue or location-based community forums that focus on key environmental management issues of concern to the relevant community(ies) for the SSI;	Section 6.1
	(g) set out procedures and mechanisms:	Section 6.1
	(i) through which the community can discuss or provide feedback to the Proponent 24 hours a day, 7 days per week;	
(ii) through which the Proponent will respond to enquiries or feedback from the community;	Section 6.2 Appendix C	
(iii) to resolve any issues and mediate any disputes that may arise in relation to the environmental management and delivery of the SSI, including disputes regarding rectification or compensation.	Section 6.2 Appendix B	
B5	The Planning Secretary may consider a request to expand an approved Community Communication Strategy for the MLP to cover the Moorebank Avenue Realignment project and to satisfy Conditions B3 and B4	Section 1.2

Item / Condition	Requirement	Document reference
B6	The Community Communication Strategy must be submitted to and approved by the Planning Secretary before the commencement of construction, unless otherwise agreed by the Planning Secretary	Section 1.4
B7	The Community Communication Strategy, as approved by the Planning Secretary, must be implemented for the duration of the work and for 12 months following the completion of construction	Section 1.2
B8	A Complaints Management System must be prepared and implemented before the commencement of any Work and maintained for the duration of construction and for a minimum for 12 months following completion of construction of the SSI	Section 6.2.6
B9	The following information must be available to facilitate community enquiries and manage complaints one month before the commencement of work and for 12 months following the completion of construction: (a) a 24- hour telephone number for the registration of complaints and enquiries about the SSI (b) a postal address to which written complaints and enquiries may be sent (c) an email address to which electronic complaints and enquiries may be transmitted (d) a mediation system for complaints unable to be resolved This information must be accessible to all regardless of age, ethnicity, disability or literacy level	Section 6.1
B10	A Complaints Register must be maintained recording information on all complaints received about the SSI during the carrying out of any work and for a minimum of 12 months following the completion of construction. The Complaints Register must record the: (a) number of complaints received (b) the date and time of the complaint (c) the method by which the complaint was made (d) any personal details of the complainant which were provided by the complainant or, if no such details were provided, a note to that effect (e) nature of the complaint (f) means by which the complaint was addressed and whether resolution was reached, with or without mediation (g) if no action was taken, the reason(s) why no action was taken Complainants must be advised, where possible, that the Complaints Register may be forwarded to Government agencies to allow them to undertake their regulatory duties	Section 6.2.6
B11	The Complaints Register must be provided to the Planning Secretary upon request, within the timeframe stated in the request	Section 6.2.6

Item / Condition	Requirement	Document reference
B12	The Planning Secretary may consider a request to expand an existing Complaints Management System for the MLP to cover the Moorebank Avenue Realignment project and to satisfy Conditions B8 and B10.	Section 6.2.6

3.4. Revised Environmental Management Measures

There are no REMMs relevant to the development of this CCS.

4 Aspects and Impacts

Table 4-1 outlines the environmental aspects of Project construction that may result in concern or impacts to stakeholders. The table also provides a list of mitigation measures that will be implemented to address these concerns or impacts.

Table 4.1: Overview of construction activities by phase

Aspect	Potential impact	Management / mitigation measures
Biodiversity	<ul style="list-style-type: none"> • Unauthorised clearance of vegetation outside of the approved development footprint • Spread of weeds across the Project Site potentially impacting upon neighbouring properties • Increase in predatory pest species as a result of the construction of the Project • Injury and/or death of native fauna through interactions with construction vehicles/plant. 	Refer to Section 6 of the Construction Biodiversity Management Plan (CBMP)
Noise and vibration	<ul style="list-style-type: none"> • Noise due to operation of machinery and equipment impacting residents, businesses and visitors to community venues • Noise associated with increased traffic • Vibration due to operation of machinery and equipment impacting residents, businesses and visitors to community venues 	Refer to Section 8 of the Construction Noise and Vibration Management Plan (CNVMP)
Traffic	<ul style="list-style-type: none"> • Heavy vehicles causing delays/ access impacts to local businesses, residents and community venues • Increased traffic on local roads and the associated safety risks • Queuing of delivery trucks • Trucks using non-approved haul routes • Damage to roads • Reduction in available street parking 	Refer to Section 6 of the Construction Traffic and Transport Management Plan (CTTMP)
Air quality	<ul style="list-style-type: none"> • Dust generation • Reduction in air quality 	Refer to Section 6 of the Construction Air Quality Management Plan (CAQMP)
Visual and social amenity	<ul style="list-style-type: none"> • Visual impacts during works • Changes in visual amenity to the local area • Light spill impacts on offsite receptors during construction 	To be managed through the Urban Design and Landscaping Plan (UDLP)

Aspect	Potential impact	Management / mitigation measures
Heritage	<ul style="list-style-type: none"> • Visual impacts to heritage properties adjacent to the Project Site • Damage to unexpected finds for Aboriginal and Non-Aboriginal heritage items • Damage to unexpected human remains finds • Accidental damage to buried cultural material 	Refer to Section 6 of the Construction Heritage Management Plan (CHMP)
Waste	<ul style="list-style-type: none"> • Excessive waste being directed to landfill • Various type of waste being generated and stored on-site, with the potential for misclassification • Water pollution resulting from inappropriate storage of waste materials • Land contamination 	Refer to Section 5 of the Construction Waste and Resource Management Plan (CWRMP)
Contamination	<ul style="list-style-type: none"> • Disturbance of potentially contaminated material • Inappropriate handling or disposal of contaminated or hazardous excavated materials • Maintenance of onsite plant or unexpected release of potential contaminants 	Refer to Section 6 of the Construction Contamination Management Plan (CCMP)
Water and hydrology	<ul style="list-style-type: none"> • High rainfall event causing potential flooding • Disturbance and erosion of soils • Mobilisation of pollutants • Changes to hydrology • Stormwater impacts to adjacent waterways • Decline in water quality and sedimentation resulting from inadequate erosion and sediment control 	Refer to Section 6 of the Construction Surface Water Management Plan (CSWMP)
Bushfire	<ul style="list-style-type: none"> • Bushfire ignition resulting from construction activities 	Refer to Section 6 of the Construction Bushfire Management Plan (CBFMP)

5 Stakeholder Identification

5.1. Community Characteristics and Demographics

The Project site is located approximately 1 kilometre from Low-Density Suburban Areas and is situated close to potential sensitive environmental zones. Our view of the community falls into three categories: directly impacted, indirectly impacted and the broader community as outlined in Table 5-1.

Table 5.1: Community overview

Aspect	Description of Potential Impact
Potentially directly impacted	<ul style="list-style-type: none"> Community members who own, live, or work at properties impacted by Project construction Community members who travel on the existing roads and surrounding roads impacted by Project construction
Indirectly impacted	<ul style="list-style-type: none"> Community members who own, live, or work at properties located adjacent to or near the Project
LOTE, CALD and vulnerable communities	<ul style="list-style-type: none"> Language other than English (LOTE) and Culturally and Linguistically Diverse (CALD) communications need to be undertaken in conjunction with the CCC, the Liverpool Council and Multicultural NSW Regional Advisory Committee (RAC) Review and previous engagement from National Intermodal for LOTE, CALD and vulnerable communities These community members will require specific procedures and mechanisms for the regular distribution of accessible information
Broader community	<ul style="list-style-type: none"> Wider community surrounding the Project Site Community groups Local businesses Transport commuters Environmental and public interest groups

Some sensitive receivers are located in proximity to the Project (approximately 350 metres to the nearest residence). Sensitive receivers are typically regarded as residential properties, schools, childcare centres, hospitals, places of worship, recreational areas, commercial and industrial premises.

The surrounding locality characteristics include:

- The neighbouring suburbs of Moorebank, Casula and Wattle Grove, Lurnea, Cartwright and Liverpool
- Low-density residential properties that dominate the broader communities to the east, west, and north-west of the site
- Commuters on surrounding roads and commuters using the existing Moorebank Avenue
- Businesses located in the neighbouring suburbs and along Moorebank Avenue and Anzac Road
- The Southern Sydney Freight Line (SSFL) and surrounding stations include Casula and Glenfield
- Local parkland, including Leacock Regional Park.

Table 5.2 provides a summary of the demographic profile of the precinct areas. This information has been sourced from the Australian Bureau of Statistics Census 2021.

Table 5.2 Demographics of surrounding suburbs

	Population density (person/km ²)	Age profile	Cultural diversity	Household type	Income	Employment	Travel to work ¹
Casula	2,405	25.5% of the population was aged between 0 and 17, and 19.4% were aged 60 years and over	<ul style="list-style-type: none"> • 44.6% of people were born overseas • 9.3% spoke another language and English not well or not at all 	17% of households contained only one person, with the most dominant household size being 2 persons per household	21.6% of the households earned a high income (more than \$3,000 per week) and 19.8% were low income households (less than \$800 per week)	54% worked full-time and 29% part-time	46.7% of people travelled to work in a private car, 3.7% took public transport and 0.8% rode a bike or walked. 28.9% worked at home
Liverpool	4,884	22.5% of the population was aged between 0 and 17, and 16.9% were aged 60 years and over	<ul style="list-style-type: none"> • 56.6% of people were born overseas • 16.1% spoke another language and English not well or not at all 	29% of households contained only one person, with the most dominant household size being 1 person per household	9.3% of the households earned a high income (more than \$3,000 per week) and 27.5% were low income households (less than \$800 per week)	54% worked full-time and 29% part-time	46.8% of people travelled to work in a private car, 7.6% took public transport and 4.2% rode a bike or walked. 22.6% worked at home
Moorebank	929.1	27.8% of the population was aged between 0 and 17, and 17.2%	<ul style="list-style-type: none"> • 33.2% of people were born overseas • 5.9% spoke another language and 	15% of households contained only one person, with the most dominant household size	29.3% of the households earned a high income (more than \$3,000 per week) and 15.1% were	58% worked full-time and 26% part-time	40.6% of people travelled to work in a private car, 2.9% took public transport and 1.3% rode a bike or

¹ Method of travel to work relates to Census day, which for the 2021 Census occurred during COVID-19 lockdowns for large parts of Australia. In lockdown, many occupations were required to work from home if possible, and some industries were closed, so people did not go to work

	Population density (person/km ²)	Age profile	Cultural diversity	Household type	Income	Employment	Travel to work ¹
		were aged 60 years and over	English not well or not at all	being 2 persons per household	low income households (less than \$800 per week)		walked. 36.0% worked at home.
Wattle Grove	3,480	26.5% of the population was aged between 0 and 17, and 14.2% were aged 60 years and over	<ul style="list-style-type: none"> • 30.2% of people were born overseas • 2.8% spoke another language and English not well or not at all 	13% of households contained only one person, with the most dominant household size being 4 persons per household	34.8% of the households earned a high income (more than \$3,000 per week) and 11.0% were low income households (less than \$800 per week)	60% worked full-time and 24% part-time	38.8% of people travelled to work in a private car, 2.4% took public transport and 1.3% rode a bike or walked. 38.2% worked at home

5.2. Stakeholder Details

Various stakeholder groups will be consulted at different times throughout construction. Table 5.3 outlines the stakeholders to be proactively communicated with.

Table 5.3: Stakeholder details

Stakeholder group	Specific stakeholder	Contact details	Type of engagement
Project Delivery Team	Project (CEC)	1800 986 465 moorebank@tsamgt.com	Collaborate
Government Agencies	Department of Climate Change, Energy, the Environment and Water	1800 803 772	Engage as relevant
	Department of Defence	1800 333 362 Yourcustomer.service@defence.gov.au	
	Australian Rail Track Commission (ARTC)	8217 4366	
	Australian Competition and Consumer Commission (ACCC)	1300 302 502	
	Department of Planning and Environment	1300 305 695	
	Environment Protection Authority	131 555	
	Environment and Heritage	(02) 9995 5000	
	Department of Primary Industries – Fisheries	1300 550 474	
	Infrastructure NSW	(02) 9255 1700	
	Transport for NSW	(02) 8202 2200	
	Sydney Trains	9219 1500	
	NSW Transport Management Centre	(02) 8396 1400	
	State Emergency Services	Ambulance NSW (02) 9320 7777 Police NSW 131 444 NSW Rural Fire Service (02) 8741 5555 NSW Fire and Rescue Service	

Stakeholder group	Specific stakeholder	Contact details	Type of engagement
		(02) 9265 2999	
	Western Sydney Regional Organisation of Councils (WSROC)	9671 4333	
	Liverpool City Council	1300 362 170	
	Campbelltown City Council	(02) 4645 4000	
Federal Government Ministers	Minister for Infrastructure, Transport and Regional Development	Minister for Infrastructure and Transport 6277 7520 Minister for Communications, Urban Infrastructure, Cities and the Arts 6277 7480	Inform
	Minister for Finance	6215 2222	
Federal Members	Federal Member for Fowler	9726 3988	Inform
	Federal Member for Hughes	6277 4366	
	Federal Member for Werriwa	6277 2103	
State Government Ministers	NSW Minister for Transport and Roads	8574 5807	Inform
	NSW Minister for Energy and Environment	8574 6150	
State Members	State Member for Holsworthy	9825 3653 holsworthy@parliament.nsw.gov.au	Inform
	State Member for Liverpool	9602 0040 liverpool@parliament.nsw.gov.au	
	State Member for Macquarie Fields	9618 2077 macquariefields@parliament.nsw.gov.au	
Interested Parties	Registered Aboriginal Parties:		Consult / inform
	• Tharawal Local Aboriginal Land Council	(02) 4681 0059 informationofficer@tharawal.com.au	
	• Cubbitch Barta Native Title Claimants Aboriginal Corporation	(02) 4684 3829	
	• Darug Tribal Aboriginal Corporation	(02) 9622 4081 Darug_tribal@live.com.au	

Stakeholder group	Specific stakeholder	Contact details	Type of engagement
	• Darug Aboriginal Cultural Heritage Assessments	(02) 9410 3665	
	• Tocomwall Darug Land Observations	daruglandobservations@gmail.com	
	• Darug Custodian Aboriginal Corporation	0415 770 163	
	• Darug Aboriginal Landcare Inc	0408 360 814	
	Moorebank Heritage Group	info@moorebankheritage.org.au	
	Pedestrian and bicycle user groups	bmx.info@cycling.org.au	
	East Liverpool Progress Association	Elpa2008@gmail.com	
	Residents Against Intermodal Development	info@raidmoorebank.org	
	No Intermodal Committee	Not publicly available	
Utilities	Sydney Water	13 20 92	Consult / inform
	Endeavour Energy	(02) 9853 6666 gipa@endavourenergy.com.au	
	Jemena	1300 536 362	
	Telstra	1300 368 387	
	AGL Upstream Investments	131 245	
	AAPT	1800 801 036	
Surrounding Community and Business	Travelling public	Community notice in newspapers	Inform
	Residents of Casula, Wattle Grove, Moorebank, Glenfield	Letterbox drop	
	All Saints College	9821 1822 info@allsaintscasula.catholic.edu.au	
	Casula Powerhouse	9824 1121 reception@casulapowerhouse.com	
	Glenfield Farm	131 555 info@environment.nsw.gov.au	
	ABB	(02) 9821 0111	
	Glenfield Waste Facility	9601 8766	

Stakeholder group	Specific stakeholder	Contact details	Type of engagement
		http://www.glenfieldrecycling.com/contact/	
	Ingleburn Business Chamber	info@ingleburnchamber.com.au	
	Liverpool Chamber of Commerce	9600 5200 info@liverpoolchamber.org.au	
	Sydney Business Chamber, Western Sydney	8838 0400 enquirieswestsyd@thechamber.com.au	
	Wattle Grove Public School	9731 1355 Wattlegrov- p.school@det.nsw.edu.au	
	Users of Leacocks Trail/Weaving Garden Path	Community notice in newspapers	
Other	Local media	Campbelltown Macarthur Advertiser 4640 5151 Liverpool Leader 8778 2833 editor@liverpoolleader.com.au Liverpool Champion 9794 6082 ihorner@fairfaxmedia.com.au	Inform

6 Engagement Implementation

6.1. Communication Tools

6.1.1. Overview

The CES outlines the overarching project engagement tools, purpose and responsibility. Table 6-1 summarises the interaction between the Construction Contractor and how these tools will be used to contribute to and/or develop the communication tools for the Project.

Where relevant all communication tools will reference access to the information via a community language Information Line in the five most commonly spoken languages, in addition to English, in the Liverpool region – Fijian, Arabic, Vietnamese, Hindi and Filipino.

Table 6.1: Communication tools

Method	Description	Responsibility
Project email	moorebank@tsamgt.com This email is the primary contact point for use on the Project. Incoming emails relating to the Project will be redirected to LOGOS who will manage the response in consultation with the Contractor’s Community Liaison Officer (CLO) for actioning, as necessary.	CEC monitor email. LOGOS to manage responses (in coordination with National Intermodal).
24 hour information line	1800 986 465 The CEC will be responsible for managing the information line. All calls coming through to the line will be triaged to the appropriate package of work.	CEC monitor information line. Redirect calls to LOGOS or Contractor’s CLO or Contractor’s Environmental Advisor who will manage these appropriately.
Postal address	Level 15, 207 Kent Street, Sydney NSW 2000 The CEC will be responsible for managing incoming letters. Where required, letters will be triaged to the appropriate package of work.	CEC
Project website	www.simta.com.au The Project website will be managed by LOGOS and relevant content will be provided by the Construction Contractor. This content would include: <ul style="list-style-type: none"> • The Project EIS and RtS • The Project environmental requirements, including EPBC Approval 2020-8839, NSW Infrastructure Approval SSI-10053 and the REMMs • Approved statutory approvals, licences or permits required and obtained in relation to the Project • Approved strategies, plans and programs required under the environmental requirements (most recently approved versions) 	Contractor’s CLO to provide information to LOGOS.

Method	Description	Responsibility
	<ul style="list-style-type: none"> Complaints Register A copy of the reports of audits required under the terms of this approval. Information on the current implementation status of the Project Contact details to enquire about the development or make a complaint. 	
Website and newsletter community update	Project updates will be posted on the website and newsletters will be distributed at least quarterly.	Contractor's CLO to provide detail to LOGOS (and National Intermodal). CEC to upload if necessary
Community notification	<p>Specific notifications regarding works being undertaken for potentially affected neighbouring property owners and businesses before undertaking major activity or milestones. These include:</p> <ul style="list-style-type: none"> Commencement and completion of works Noisy works Audible (at receptor) Out-of-Hours works Changes to traffic, parking or access. <p>Community notifications include all Community Updates, Out-of-Hours notices, project information flyers and other communications material. The notifications will proactively notify the community and key stakeholders of current and forthcoming activities including those that have the potential to impact on the community. All notifications will include the project contact numbers, details of the Project website and an email address to refer any enquiries.</p>	Contractor's CLO to provide detail to LOGOS (and National Intermodal) and CEC, LOGOS to approve and CEC distribute
Advertisements	Used to inform the wider community about works and upcoming engagement opportunities. In particular, advertisements may be used to inform the community about changes to traffic conditions. The Project contact details will be published in the newspaper(s) circulating in the local area prior to the commencement of early works and prior to the commencement of operation. Long term or permanent changes to a public road will be advertised in both the Liverpool Leader and Liverpool Champion.	Contractor's CLO to provide detail to LOGOS (and National Intermodal). LOGOS approve and CEC distribute
Face to face, phone calls, letters	<p>This may include door knocking, face to face contact or phone calls with affected residents or businesses. Particularly if works impact on individuals.</p> <p>A record of conversation will be logged on Consultation Manager.</p> <p>Whenever possible, written notice and verbal notification will be provided to properties</p>	Contractor's CLO with LOGOS/CEC in attendance

Method	Description	Responsibility
	adjacent to or directly impacted by emergency works at least two hours before the work is scheduled to start.	
Signage	Signage will be placed a minimum of seven days prior to changes which may impact on pedestrian routes, cycle ways, traffic conditions and access to public transport. Project contact details will be included in on-site signage.	Contractor's CLO with CEC liaison
Community Information and Feedback Sessions	Drop-in sessions will be used to update the community on construction works and to seek feedback. The sessions will be scheduled as required with a minimum of two held per year. The sessions will be held in locations accessible to the local community	Organised by LOGOS, CEC and attended by National Intermodal and Principal's Representative and Construction Contractor personnel as necessary.
Stakeholder meetings	Where required, key stakeholders will be invited to meetings to resolve issues or be provided with additional information etc. as required. These meetings will be attended by the Contractor's CLO and Construction Manager (or delegate). The CEC will be notified and attend if required. Details of the meeting will be recorded in Consultation Manager.	Contractor's CLO, LOGOS and CEC to organise meetings, in discussions with National Intermodal.
Community Consultative Committee (CCC) meetings	The CCC will meet quarterly unless an alternative frequency is determined in consideration of the stage of the Project, level of public interest and sensitivity of the site and surrounding area. Meetings will be attended by the independent chairperson, applicant, Council, members of the local community and stakeholder groups. Meetings will discuss the progress of the Project, consider community issues and concerns, review environmental impacts of the Project and provide information on the progress of the Project.	National Intermodal, Principal's Representative, LOGOS and CEC to attend.
Communication coordination meetings	Periodic meetings between the Construction Contractor, Principal's Representative and CEC will be undertaken. This may include subcontractors as required.	Principal's Representative, Construction Contractor, Contractor personnel, LOGOS and CEC to attend
Monthly reporting	A monthly report summarising key stakeholder engagement activities will be provided to the Principal's Representative	Contractor's CLO
Compliance reporting	Details of stakeholder engagement will be provided to the Principal's Representative in order to undertake compliance reporting in accordance with the Project environmental requirements.	Contractor's CLO
Consultation Manager	The Consultation Manager database (or equivalent) will be used by CEC to record all stakeholder engagement.	CEC. Contractor's CLO to provide information to CEC

Method	Description	Responsibility
Site induction, pre-start meetings and toolbox talks	All site staff will attend the site induction which will outline the project community requirements. Pre-start meetings and toolbox talks will be used to reiterate this message and detail specific concerns as required.	Construction Contractor

In addition to the meetings described in Table 6-1 above, the CEC acknowledge that the formation of community-based forums, in addition to the CCC, that focus on key environmental management issues may occur over the life of the Project, and will make a project representative available upon request to attend (or be involved in) any such forum.

6.1.2. Community Consultative Committee

In accordance with NSW CoA B2, the Department of Planning, Industry and Environment (now DPE) approved a request to expand the existing MIP CCC to cover the MARW Project.

The CCC acts as an advisory committee and comprises the SSI proponent (National Intermodal), Council, members of the local community, stakeholder groups and an independent chairperson. Meetings involve discussion on the progress of the Project, consider community issues and concerns, involve a review of environmental impacts of the Project and provide information on the progress of the Project.

The CCC will operate for the duration of construction and at least 12 months following the commencement of operations. The Committee will meet quarterly unless an alternative frequency is determined in consideration of the stage of the Project, level of public interest and sensitivity of the site and surrounding area. The frequency of such meetings may vary as the Project progresses through its different phases of construction and into initial operation. Public interest and sensitivity of the site and surrounding area may also impact the frequency of meetings.

6.2. Engagement Procedures

6.2.1. Complaints and Enquiries

Complaints and enquiries may be received directly from stakeholders to members of the Project team, or indirectly via the 24-Hour Project information line, email address or postal address. The procedure for recording, responding to, and managing complaints and enquiries are included within Appendix B and Appendix C, respectively.

As required, complaint details, including type and corrective actions, will be communicated to site workers via toolbox talks and/or pre-start meetings (refer to CEMP Section 5.2), as appropriate.

24-hour Contact

The CEC will be the first responder to all calls on the 24-hour Project Information Line and will respond directly to all calls relating to the Project. The Construction Contractor will nominate two 24-hour contacts such as the Construction Contractor’s CLO and Construction Contractor’s Construction Manager who are available to answer and respond to calls relating to the Project. Community members are also able to use the project email address for project questions and access the project website for additional project information.

Complaints Register

In keeping with the ‘single point of contact’ approach to stakeholder management for the MIP, all concerns or enquiries relating to construction and/or environmental impacts relating to the Project will be initially received by the CEC. Complaints and enquiries will be logged in the Consultation Manager Database (or equivalent) by the CEC and communicated to LOGOS, the Principal’s

Representative and Construction Contractor’s CLO who will assist in the management of complaints and enquiries.

The following information will be recorded in the Complaints Register within the Consultation Manager database (or equivalent):

- Number of complaints or enquiries received
- The date and time of complaint or enquiry
- The method by which the complaint or enquiry was lodged
- Personal details of the enquirer or complainant or members of group. If none provided, a note to that effect
- Nature of the enquiry or complaint
- Allocation of enquiry to the Construction Contractor
- Any actions taken to address the enquiry or complaint or members of group and if a resolution was reached (with or without mediation). If none taken, a reason for why no action was taken
- Any documentation relating to the enquiry or complaint or event
- Response provided to address the complaint. I.e. Written, or in the case of a verbal response, a transcript of the conversation
- Any follow up with the complainant.

In accordance with NSW CoA B11, upon request from the Planning Secretary, the CEC will provide the Complaints Register to the Planning Secretary within the timeframe stated in the request.

The Complaints Register will be provided to the ER on a weekly basis or as requested. It must be maintained and held for 12 months following the completion of construction.

Dispute Resolution

Should a complaint not be able to be resolved between the complainant and the Project team, a third party independent mediator may be used to help resolve the dispute.

Appendix B details the complaints procedure and how unresolved disputes will be resolved.

6.2.2. Notification Timeframes

The CES outlines the communication and engagement timeframes to be adhered to by the Project. These are detailed below in Table 6-2. Any external notifications relating to environmental incidents will be managed in accordance with Section 7.6 and CEMP Section 6.1.2.

Table 6.2: Notification timeframes

Communication	Timing
Complaints	<ul style="list-style-type: none"> • Acknowledge complainant within 4 hours (where contact details are provided), even when an answer has not yet been found • Provide a written and/or verbal response to complainant within 24 hours • Record details of the complaint received and response provided (written and verbal) in the database within 48 hours • Forward information on any complaints received and details of any actions undertaken or proposed or investigations occurring, to LOGOS, the Principal’s Representative and CEC in writing within one business day.
Enquiries	<ul style="list-style-type: none"> • Acknowledge the enquirer within 8 hours (where contact details provided), even when an answer has not yet been found

Communication Timing	
	<ul style="list-style-type: none"> • Provide a verbal response (where an immediate response cannot be given) within 24 hours from the time of the enquiry being received unless the enquirer agrees otherwise • Provide a written response to letters and emails within 48 hours • Record details of all enquiries received and responses provided (written and verbal) in the database within 48 hours • Report monthly on any enquiries received and responses given.
Community Notification	<p>Community notifications are required in the following circumstances where works may impact on the community:</p> <ul style="list-style-type: none"> • Changes to traffic arrangements, pedestrian routes, cycleways and bus stops • Out-of-Hours works • Extended hours of work • Medium and high noise activities • High vibration activities, if applicable • Disruption to residential or business access • Changing or disruption of utility services • Removal of trees or vegetation • Site investigation activities • Establishing site compounds • Start of construction and other significant milestones. <p>Notifications will be led and approved by LOGOS. The CEC will be responsible for distribution.</p> <p>The Contractor must provide written notification to relevant stakeholders at least 7 days before commencing works of relevance to that stakeholder.</p> <p>Works with an impact limited to road users will be notified with a Current Works notice on the Project website and use of VMS boards on approach to worksites, both done in advance of work commencing but not necessarily seven days in advance.</p> <p>Refer to the Construction Noise and Vibration Management Plan (CNVMP) Out-of-Hours Work Protocol for community notification requirements specific to noise. In summary, low impact Out-of-Hours works will not require notification to be distributed to receptors potentially affected by the works. Out-of-Hours works which are medium and high impact will require notification to be distributed to receptors potentially affected by the works at least 7 days prior to the commencement of works which may impact the community or stakeholders. Medium and high noise activities may include jack hammering, vibratory rolling, cutting of pavement, steel of concrete works that may generate noise with impulsive, intermittent, tonal or low frequency characteristics.</p>
Project Signage	<p>Installed at least 7 days before any changes that impact on pedestrian routes, cycle ways, traffic conditions or access to public transport.</p>

6.2.3. Approvals Process

The Construction Contractor must provide a minimum of 15 business days' notice to LOGOS and the CEC prior to the commencement of any activity where a community notification is required, with all

mass-public communication materials will be submitted to LOGOS for review and approval for at least five business days before it is planned to be released, as outlined in Appendix D. The following information must be communicated to LOGOS:

- Location of work
- Hours of work
- Duration of activity
- Equipment used
- Likely impacts (including noise, vibration, traffic, access and dust)
- 24-hour contact number.

Mass-public communication materials includes newsletters, website updates, community notifications, letters, advertisements, signs and proactive project emails.

Draft materials will be reviewed and approved by LOGOS before being submitted to the Principal's Representative for final approval. It is expected the Principal's Representative will provide approval to non-urgent material within two business days. No materials will be released until it has been approved by the Principal's Representative. For urgent communications where it is not feasible to submit the material for approval five business days in advance, written advice will be provided to the Principal's Representative and LOGOS explaining why the approval needs to be expedited and the requested deadline for approval. This situation will apply in the case of emergency works.

Any Out-of-Hours works or extended hours' work must be undertaken in line with the CNVMP Out-of-Hours Work Protocol and Extended Hours Works Plan.

6.2.4. Out-of-Hours Work

An Out-of-Hours Work Protocol has been prepared in accordance with NSW CoA E21 for implementation by the Construction Contractor. Refer Appendix C to the CNVMP for the Out-of-Hours Work Protocol.

For construction works undertaken outside the standard hours of work specified in NSW CoA E18, and that are not subject to an Environment Protection Licence (EPL). The Out-of-Hours Work Protocol also satisfies NSW CoA E20 (c)(ii), where works can be approved outside the standard hours through an approval of an Out-of-Hours Work Protocol.

Notification to sensitive receivers will be undertaken in line with measures outlined in Table 6-2.

6.2.5. Highly Noise Intensive Works and Traffic Disruptions

Traffic disruptions and highly noise intensive works are likely to occur during Construction. The following procedure will be followed to inform nearby residential receivers of traffic disruptions and highly noise intensive activities:

- Contractor's Construction Manager to identify types and durations of works which may generate high-impact noise or disrupt traffic flows during works scheduling and notify the Contractor's CLO prior to quarterly CCC meetings
- Works scheduling to be discussed at CCC meetings, with members given the opportunity to raise concerns around timing of works, for example due to school holidays or local events etc.
- Contractor's Construction Manager to review schedule and amend where possible and provide Contractor's CLO details or works being undertaken
- Contractor's CLO to develop content to be included within community notification and submit content to LOGOS a minimum of five days prior to works commencing for review and approval and
- Principal's Representative and LOGOS to review and approve notification and distribute to the impacted nearby sensitive receivers a minimum of seven days prior to the works commencing.

LOGOS will also update the Project website with the relevant information. Appendix A identifies sensitive receivers that will be notified prior to the commencement of works that will cause traffic disruptions.

The notification will also be included on the Project website.

6.2.6. Crisis Management

A crisis is defined as "... an emergency event, a catastrophe, a disaster, a time of intense difficulty or danger". Crisis management procedures will be implemented when a 'crisis' event occurs which is likely to generate, widespread negative media coverage that poses a serious threat to the reputation of the Project and/or those parties directly associated with its delivery.

The decision regarding what issue reaches the threshold of a 'crisis event' will be determined by the Principal's Representative in consultation with LOGOS.

Refer to Section 9 of the PDC Stakeholder & CLP for further details on crisis management.

6.2.7. Media and Government Resolutions

The Principal's Representative is responsible for managing all media inquiries. All Project personnel will be informed of the media obligations through the Project induction which will include the following detail:

- The Contractor's CLO to be advised immediately of any media inquiries, who will then advise the Principal's Representative as soon as possible, and within 2 hours, of any media approach
- All personnel will be required to issue the Project Information number if approached by anyone, including media
- Media will not be permitted to visit the Project without the written approval of the Principal's Representative.
- Direct requests from the media to any personnel for information about the Project will be referred directly to the Principal's Representative.

A minimum of 20 business days' notice will be provided to the Principal's Representative of significant construction milestones to enable the Principal's Representative to develop its media response, where required.

7 Compliance

7.1. Roles and Responsibilities

The Project organisational structure and overall roles and environmental responsibilities are outlined in Section 5.1 of the CEMP.

Responsibilities for the CCS are outlined in Table 7-1. All personnel will have responsibilities relating to communications.

Table 7.1: Roles and responsibilities specific to the CCS

Role	Responsibility
LOGOS Stakeholder Engagement Manager	<p>The LOGOS Stakeholder Engagement Manager will be responsible for leading stakeholder engagement and community liaison for Moorebank Intermodal Precinct.</p> <ul style="list-style-type: none"> • Manage and facilitate approval for all public communication related to the project according to the protocols outlined in the draft External Protocols for Communications and Engagement for MIP (Attachment C) • Assist in management of media (including social media) and government relations enquiries • Prepare and coordinate content for website, newsletters, fact sheets • Review Construction Contractor’s communication materials, including notifications, letters, advertising, signs and factsheets • Manage and facilitate approval (where required) for responses to community complaints and enquiries • Work with Construction Contractors and agencies in the organisation and delivery of community notifications and other community engagement activities where required • Manage the calendar of all project communication and engagement activities • Liaise with, and provide reports to, National Intermodal on stakeholder liaison matters • Provide counsel and support to MIP’s Project Director on matters relating to the reputation of the Project.
CEC	<p>A consultant community engagement team within TSA Management has been established for Moorebank Intermodal Precinct and will support LOGOS and the precinct partners in delivering core stakeholder and community liaison requirements. Its responsibilities are as follows:</p> <ul style="list-style-type: none"> • Responding to community and stakeholder project calls and emails in compliance with Project Complaints Handling and Enquiry Handling Processes (Appendix B and Appendix C) • Monitor, triage and respond to calls and emails received via the project hotline and website • Maintaining and updating the Consultation Manager program (or equivalent) • Pass on all media/govt enquiries to LOGOS as soon as they are received

Role	Responsibility
	<ul style="list-style-type: none"> Support for distribution of community communications and notifications, via website and letterboxes Managing the Community Consultative Committee, including agenda preparation, minute taking and chairing Compliance with Complaints Reporting and website updates
Principal's Representative	<ul style="list-style-type: none"> Review the CCS to ensure that it meets all relevant regulatory and Project requirements Issue a stop work direction immediately where an unacceptable environmental or community impact may occur Attend CCC meetings Review communications documentation (including, but not limited to, compliance, complaints handling and newsletters)
Contractor's CLO	<ul style="list-style-type: none"> Implement the CCS Assist the CEC in the management of the relevant enquiries and complaints in accordance with the CCS
Contractor's Environmental Advisor	<ul style="list-style-type: none"> Assist the Contractor's CLO in the management of community complaints where required Address CoC and other project requirements and attend stakeholder meetings as required
Contractor's Construction Project Manager/Site Supervisor	<ul style="list-style-type: none"> Provide updates and information to enable the development of communiques Support in the response to complaints and enquires and ensure actions/resolutions are implemented Interact with members of public in a positive and respectful manner Consider impacts on stakeholders and the community during planning and implementation of work Report any community interaction to the Contractor's CLO Provide information for reporting as required Attend stakeholder meetings as required
All Personnel	<ul style="list-style-type: none"> Report any community interaction to the Contractor's CLO Identify potential impacts on the community and notify the site supervisor
Environmental Representative	<ul style="list-style-type: none"> Act as a mediator to resolve unresolved disputes between a complainant and the Project team

7.2. Training

All personnel working on the Project shall undergo general environmental awareness training and training about their responsibilities under the Construction Environmental Management Plan (CEMP), sub-plans to the CEMP and other relevant post approval documents including the CCS. The environmental induction will include the following stakeholder management requirements:

- Procedure for reporting of complaints and enquiries
- Adequate behaviour when interacting with stakeholders including the local community
- Management of media enquiries.

Records of Project environmental induction and other environmental training will be maintained by the Construction Contractor.

Further details regarding staff induction and training are provided in Section 5.2 of the CEMP.

7.3. Monitoring and Inspection

Overarching environmental monitoring and inspection requirements are outlined in Section 7.1 of the CEMP.

Monitoring under this strategy will be undertaken by the Contractor's Environmental Advisor during weekly inspections of construction activities to monitor compliance with the environmental requirements and this strategy. To minimise impact on the community and to rectify any issues to avoid potential complaints, weekly inspections will focus on the following key construction issues:

- Noise and vibration
- Traffic management
- Air quality
- Soil and water management.

A weekly site environmental inspection, as described in Section 7.1.1 of the CEMP will be undertaken to maintain compliance and the effectiveness of controls. Items that require action will be documented during the inspection and notified to the Site Supervisor. The Site Supervisor will be responsible for providing appropriate resources in terms of labour, plant and equipment to enable the items to be rectified in the nominated timeframes. Daily inspections and maintenance of controls will be made by the Site Supervisors and maintenance will be recorded in site diaries during active site works.

7.4. Audits

Audits (both internal and external) will be undertaken to assess the effectiveness of Project community and stakeholder interactions and to check compliance with this strategy and the NSW Infrastructure Approval.

Audit requirements are detailed in Section 7.3 of the CEMP.

7.5. Reporting and Identified Records

The Consultation Manager database (or equivalent) will be used to record all Project community and stakeholder interactions. This database will be populated by the CEC for complaints and enquiries received through the 24-Hour Project information line, email address or postal address with the Construction Contractor providing information to the CEC on how the complaint or enquiry was addressed. The Construction Contractor will provide the CEC with details of any direct enquiries and complaints made to them within 24 hours of receiving the enquiry or complaint.

Reporting requirements are outlined in Section 7.4 of the CEMP. The following information may be provided to inform reporting:

- Number of communications issued
- Number of complaints and enquiries including response times
- Summary of any stakeholder interactions.

7.6. Incidents

Incidents will be managed in accordance with Section 6.1 of the CEMP. All potential incidents will be advised verbally immediately to the ER and Principal's Representative. Notifying all relevant authorities of incidents causing or threatening material harm to the environment will be required immediately after the person becomes aware of the incident in accordance with the requirements of Part 5.7 of the POEO Act. The procedures for notifications to other stakeholders are provided in the CEMP.

Where there is potential for the community to be impacted by an incident, any response or notification required will be undertaken in coordination with the appropriate emergency services. In the event of an incident, no information will be provided to any person, other than that which is required to directly manage the incident or to comply with law, without the approval of the Principal's Representative.

Senior and experienced personnel will be made available to support the CEC in responding to stakeholders, the media or the public as required and assist in the development of communications materials that may need to be disseminated as a result of an incident.

7.7. Non-Compliance and Corrective Action

It is the responsibility of all site personnel to report non-compliances to the Site Supervisor and/or the Contractor's Environmental Advisor.

Non-compliances and corrective actions will be managed in accordance with Section 7.2 of the CEMP.

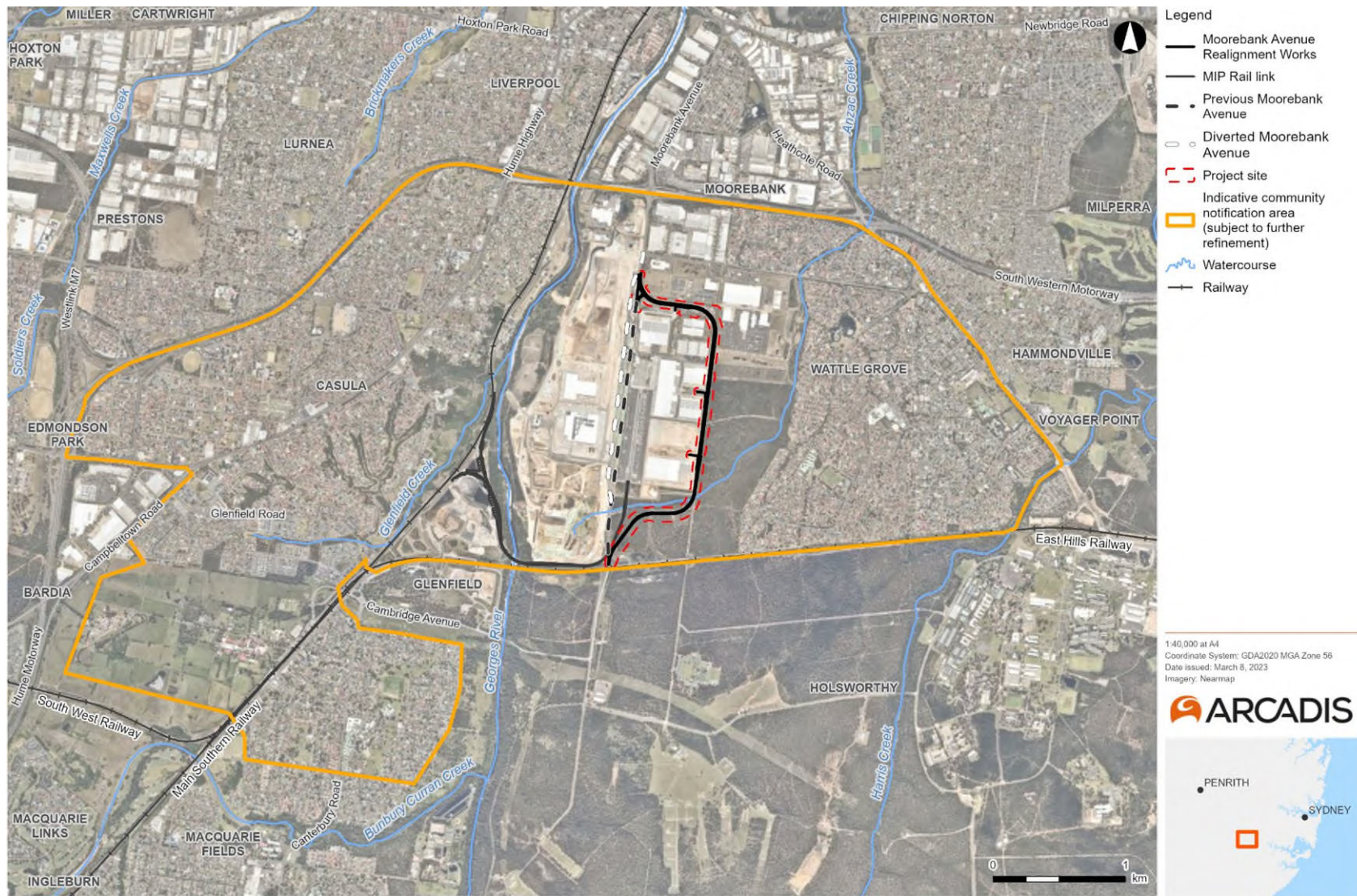
8 Review and Improvement

Review and improvement of this plan will be undertaken in accordance with the NSW Infrastructure Approval and Section 7.5 of the CEMP. Continuous improvement will be achieved by the ongoing evaluation of environmental management performance and effectiveness of this plan against environmental policies, objectives and targets.

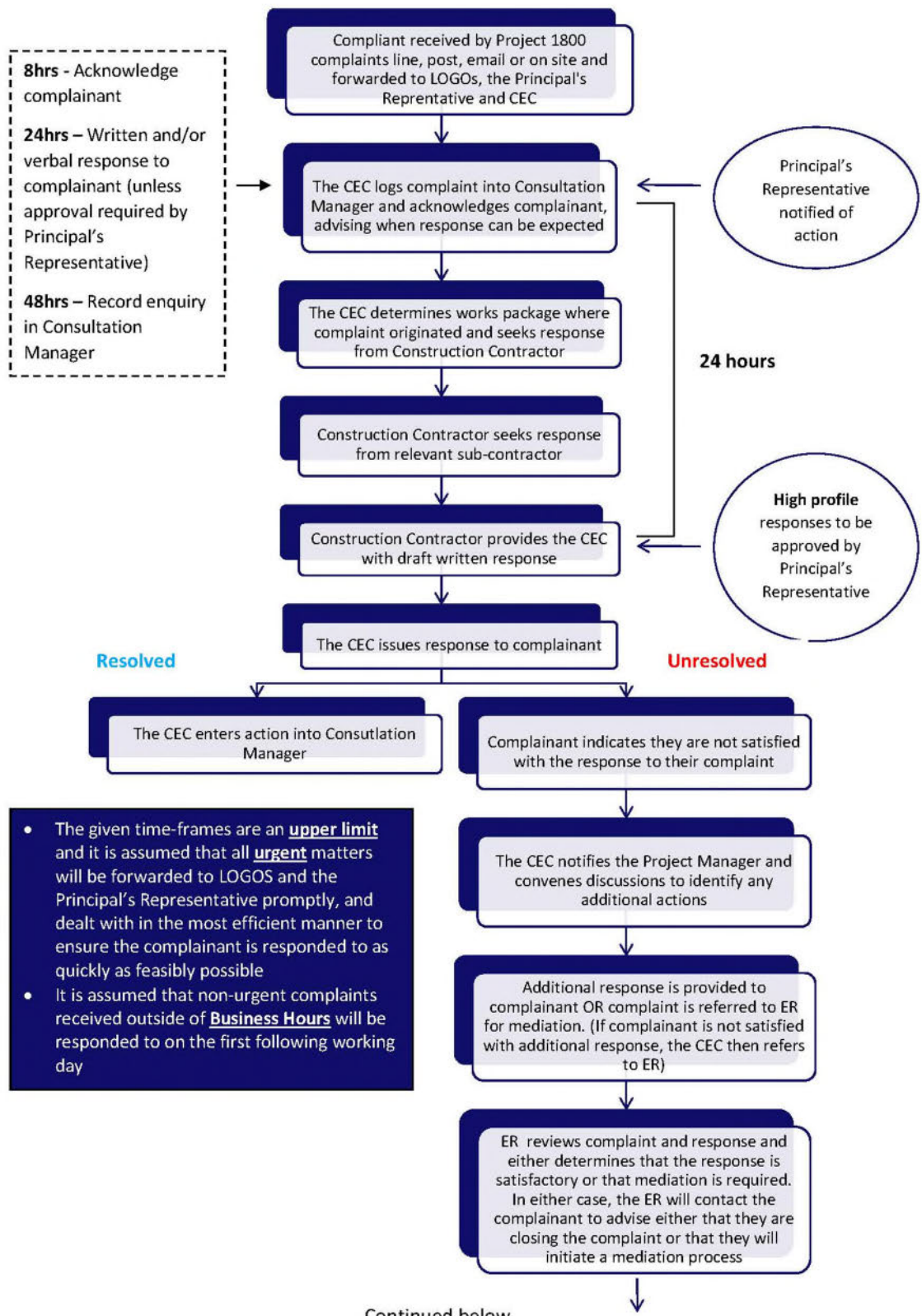
Any revisions to this plan may result from:

- Review of this plan
- Audits (either internal or by external parties)
- Changes to the procedures, scope of works and/or systems after an incident or potential incident
- Design changes
- Changes in the Project environmental requirements.

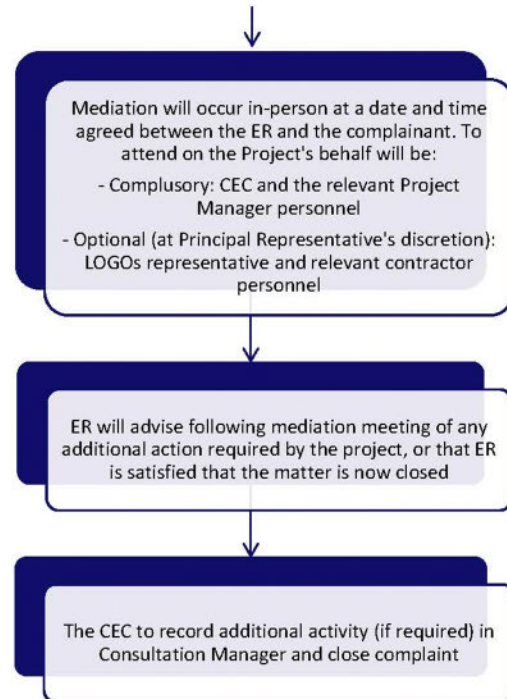
Appendix A – Notification Distribution Area



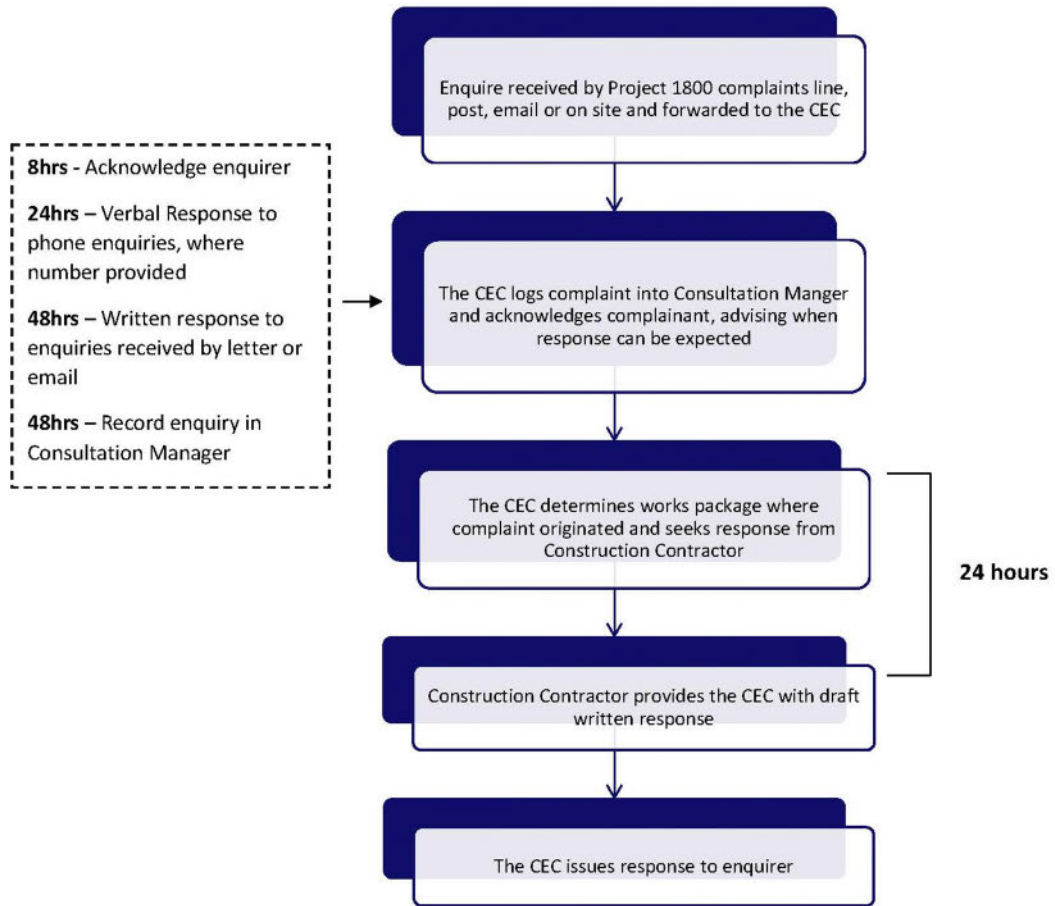
Appendix B – Complaints Handling Procedure



Continued below

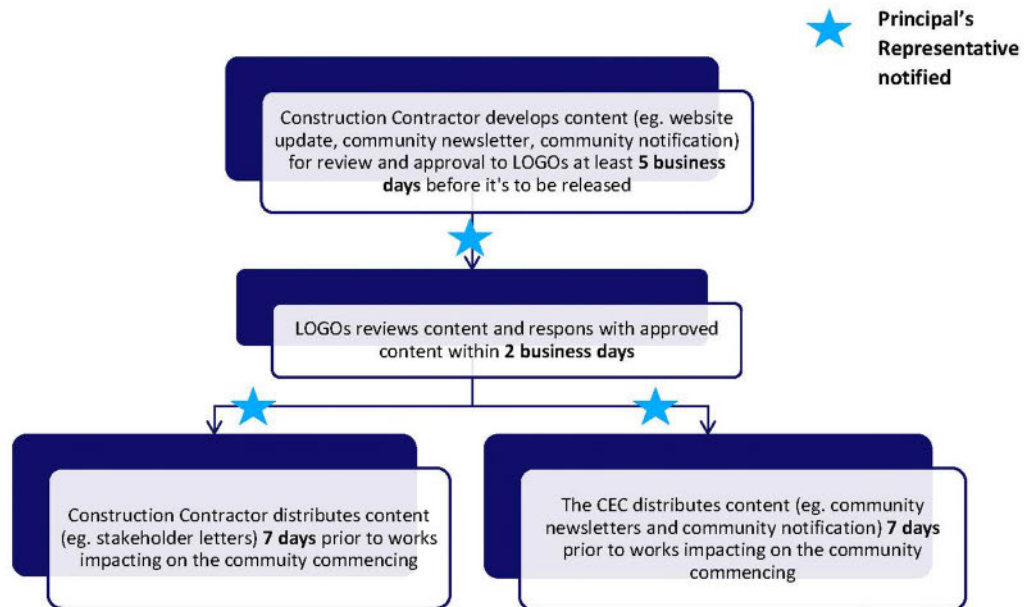


Appendix C – Enquiries Handling Procedure



- The given time-frames are an **upper limit** and it is assumed that all **urgent** matters will be forwarded to LOGOS and the Principal's Representative promptly, and dealt with in the most efficient manner to ensure the complainant is responded to as quickly as feasibly possible
- It is assumed that non-urgent complaints received outside of **Business Hours** will be responded to on the first following working day

Appendix D – General Content And Approval Process



- The given time-frames are an **upper limit** and it is assumed that all **urgent** matters will be forwarded to LOGOS and the Principal's Representative promptly, and dealt with in the most efficient manner to ensure the complainant is responded to as quickly as feasibly possible
- It is assumed that non-urgent complaints received outside of **Business Hours** will be responded to on the first following working day