

OPERATION COMMUNITY COMMUNICATION STRATEGY

Moorebank Intermodal Precinct – East Precinct

20 MARCH 2026

Moorebank Intermodal Precinct – East Precinct

Operation Community Communication Strategy

Author	Zachary Quintal	
Checker	Ketan Patel	
Approver	Heather Tilley	
Report No	PREC-QPMS-EN-PLN-0010	
Date	20/03/2026	
Revision Text	008	

Author Details

Author Details	Qualifications and Experience
Zachary Quintal Level 16/580 George Street Sydney NSW 2000	Bachelor of Planning Zachary has 3 years' experience across several infrastructure projects, specifically in reviewing environmental factors and impacts. Zachary has assisted in the delivery of consistency assessments, environmental documentation for contractors and environmental impact statements.

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REVISIONS

Revision	Date	Description	Prepared by	Approved by
001	08/03/2019	First draft	ZQ	HT
002	10/04/2019	Draft Addressing Tactical comments	ZQ	HT
003	23/05/2019	Updated to address DPE comments	DD	HT
004	05/02/2020	Updated to include Area 2 as an operational area	ZQ	JC
005	27/03/2020	Updated to address Mod 2	RM	JC
006	09/03/2023	Updated to include: - Warehouse layout changes - Traffic changes to access points to IMEX and PIWE - Mods 1,3, 4 to SSD 7628 - Logo change - Changes to MLP East Precinct site management	CP	HT
007	12/12/2024	Updated following: - Approval of Modifications 5 and 6 - MIP name change - Ownership and template change	CP	HT
008	20/03/2026	Annual review including updates to legislation and Department name changes	BF	HT

ACRONYMS AND DEFINITIONS

Acronym / Term	Meaning
CCS	Community Communication Strategy
CER	Community Engagement Representative
CoC	Conditions of Consent
CoA	Commonwealth Conditions of Approval
Commonwealth DCCEEW	Commonwealth Department of Climate Change, Energy, the Environment and Water (formerly DotEE)
DotEE	Commonwealth Department of the Environment and Energy (now Commonwealth DCCEEW)
DPE	Department of Planning and Environment (abolished 1 January 2024; split into DPHI and NSW DCCEEW)
DPHI	Department of Planning, Housing & Infrastructure (previously DPE)
EIS	Environmental Impact Statement
EMS	Environmental Management System
EP&A Act	<i>Environmental Planning and Assessment Act 1979</i>
EPBC Act	<i>Environmental Protection and Biodiversity Conservation Act 1999</i>
Facility	The MIP East Precinct Project (as approved by MP10_0193, SSD 6766 (Stage 1) and SSD 7628 (Stage 2 as modified). The Facility includes the operation of the IMEX terminal, warehousing and distribution facilities. A rail link is included as part Stage 1 (SSD 6766) and connects the Facility to the Southern Sydney Freight Line.
FCMMs	Final Compilation of Mitigation Measures
IAPP	International Association of Public Participation
IMEX	Import Export Terminal. Includes the following key components: - Truck processing, holding and loading areas with entrance and exit from Moorebank Avenue - Rail loading and adjacent container storage areas serviced by container handling equipment - Administration facility and associated car parking with light vehicle access from Moorebank Avenue
CES	Community Engagement Strategy
Material harm	Material harm is harm that: - Involves actual or potential harm to the health or safety of human beings or to ecosystems that is not trivial, or - Results in actual or potential loss or property damage of an amount, or amounts in aggregate, exceeding \$10,000, (such loss includes the reasonable costs and expenses that would be incurred in taking all reasonable and practicable measures to prevent, mitigate or make good harm to the environment).
MIP	Moorebank Intermodal Precinct

Acronym / Term	Meaning
MIP East Precinct Approvals	• <i>Environment Protection and Biodiversity Conservation Act 1999</i> (EPBC Act) Approval (No. 2011/6229), March 2014 • Concept Approval received 29 September 2014 (MP10_0193). • Stage 1 approved 12 December 2016 (SSD 6766) • Stage 2 approved 31 January 2018 (SSD 7628) • Stage 2 Modification 1 approved 14 March 2022 (SSD 7628 MOD 1) • Stage 2 Modification 2 approved 31 January 2020 (SSD 7628 MOD 2) • Stage 2 Modification 3 approved 18 December 2020 (SSD 7628 MOD 3) • Stage 2 Modification 4 approved 19 January 2021 (SSD 7628 MOD 4) • Stage 2 Modification 5 approved 4 September 2023 (SSD 7628 MOD 5) • Stage 2 Modification 6 approved 22 February 2024 (SSD 7628 MOD 6)
MIP West Precinct Approvals	• Concept and Stage 1 approved 3 June 2016 (SSD 5066) • Stage 2 approved 11 November 2019 (SSD 7709) Stage 3 approved 11 May 2021 (SSD 10431)
MLP	Moorebank Logistics Park (now MIP)
Moorebank Intermodal Precinct	Refers to the whole Moorebank Intermodal Precinct, i.e. MIP East Precinct and the MIP West Precinct
OEH	Office of Environment and Heritage (abolished July 2019; functions now Heritage NSW within NSW DCCEEW) (formerly DPE Environment and Heritage)
OEMP	Operational Environmental Management Plan
Operational area / Operational footprint	Extent of operational activities for the operation of the MIP – East Precinct
Principal	ESR
POEO Act	<i>Protection of the Environment Operations Act 1997 (NWS)</i>
PUD	Pick-up and delivery vehicles
Operational personnel	All persons including sub-contractors and tenants working on the MIP East Precinct site.
Rail link	Part of MIP East Precinct Stage 1 (SSD 6766), connecting the MIP East Precinct site to the SSFL. The Rail link is to be utilised for the operation of the Facility.
RtS	Response to Submissions
SHEMS	Safety Health and Environmental Management System
SIMTA	Sydney Intermodal Terminal Alliance (the original applicant for Stage 1 (SSD 6766) and Stage 2 (SSD 7628), and Stage 2 MOD1 to MOD5)
Site SHEQ Manager/ Advisor	Site Safety Healthy Environment Quality Manager/Advisor
SSD	State significant development
SSFL	Southern Sydney Freight Line
WOEMP	Warehouse Operational Environmental Management Plan

CONTENTS

REVISIONS	I
ACRONYMS AND DEFINITIONS	II
1 INTRODUCTION	1
1.1 Background.....	1
1.2 Purpose and Application.....	3
1.3 Proposed staged/progressive application of the CCS.....	3
1.3.1 Relationship of Stages.....	3
1.3.2 Triggers.....	4
1.4 Objectives and Targets.....	4
2 COMMUNITY COMMUNICATIONS MANAGEMENT	8
2.1 Legal and Other Obligations.....	8
2.2 Development Consent	8
2.2.1 EPBC Act Approval.....	9
2.2.2 EP&A Act Approval.....	9
2.3 Roles and Responsibilities	14
2.4 Incident Management	15
2.5 Communication Tools.....	15
3 IMPLEMENTATION	18
3.1 Stakeholder Identification	18
3.2 Aspects and Impacts	21
3.3 Community Communication Process	22
3.3.1 Community Consultative Committee	22
3.3.2 Notification Timeframes.....	22
3.3.3 Complaints and Enquiries.....	22
3.3.4 Media and Government Resolutions	24
4 MONITORING AND REVIEW	25
4.1 Community Communications Auditing and Reporting.....	25
4.2 Review and Improvement.....	25
4.3 Incidents	25
4.4 Complaints.....	25
4.5 Non-Compliance, Non-Conformances and Corrective Actions	26

APPENDICES

APPENDIX A COMPLAINTS HANDLING

APPENDIX B ENQUIRIES HANDLING

APPENDIX C GENERAL CONTENT APPROVAL PROCESS

LIST OF TABLES

Table 1-1: Progression of the MIP East Precinct operation	3
Table 1-2: Objectives and Targets	4
Table 2-1: EPBC Act CoA.....	9
Table 2-2: CoC of SSD 6676 (MIP East Precinct Stage 1)	10
Table 2-3: CoC of SSD 7628 (MIP East Precinct Stage 2)	12
Table 2-4: Revised Environmental Mitigation Measures (MIP East Precinct Stage 1)	13
Table 2-5: Final Compilation Mitigation Measures (MIP East Precinct Stage 2).....	14
Table 2-6: Roles and Responsibilities	14
Table 2-7: Communication Tools.....	15
Table 3-1 Stakeholder identification	18
Table 3-2 Potential impacts to stakeholders.....	21
Table 3-3 Engagement Timeframes	22

LIST OF FIGURES

Figure 1-1: Environmental Management Structure	2
Figure 1-2: MIP East Precinct Location	5
Figure 1-3: Proposed staged/progressive staging of the MIP East Precinct.....	6
Figure 1-4: Areas of responsibilities maintained by ESR and Qube Logistics	7

1 INTRODUCTION

The Moorebank Intermodal Precinct (MIP)¹ is an integral component of the Freight, Ports and Transport strategies of both the NSW and Commonwealth governments to help manage the challenges of an expected tripling of freight volumes at Port Botany by 2031.

The construction and operation of Stages 1 and 2 of the MIP East Precinct (SSD 6766 and SSD 7628 (as modified by MOD 1, MOD 2, MOD 3, MOD 4, MOD 5 and MOD6, respectively) was approved on 12 December 2016 and 31 January 2018, respectively. The project was also approved under the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act) (EPBC 2011/6229) on 6 March 2014. Together, the approvals comprise the two stages of development under the MPE Concept Approval (MP10_0193) which was approved on 29 September 2014.

This Community Communication Strategy (CCS) has been developed to provide the mechanism by which to facilitate communication with Liverpool City Council and community stakeholders during operations of the east precinct, hereafter referred to as the “Moorebank Intermodal Precinct (MIP) East Precinct.”

This CCS addresses the relevant requirements of the Project Approvals, including the Environmental Impact Statement (EIS), Response to Submissions (RtS) and Minister’s Conditions of Consent (CoCs), and all applicable guidelines and standards specific to the management of community engagement during operations of the MIP East Precinct.

1.1 Background

The MIP is an integral component of the Freight, Ports and Transport strategies of both the NSW and Commonwealth governments to help manage the challenges of an expected tripling of freight volumes at Port Botany by 2031.

The MIP aims to streamline the freight logistics supply chain from port to store, deliver savings to businesses and consumers, and help service the rapidly growing demand for imported goods in south-west Sydney. It is located approximately 27 kilometres (km) south-west of the Sydney Central Business District and approximately 26 km west of Port Botany within the Liverpool Local Government Area. The MIP is divided into an East Precinct and a West Precinct, located east and west of Moorebank Avenue respectively, (Figure 1-2). The MIP East Precinct is operational and is managed under an Operation Environmental Management Plan (OEMP), while the MIP West Precinct is still currently under construction.

The main features of the MIP East Precinct include:

- The Import Export (IMEX) Terminal. The IMEX Terminal comprises:
 - Truck processing, holding and loading areas with an entrance and exit from Moorebank Avenue
 - Rail loading and container storage areas serviced by container handling equipment
 - An administration facility and associated car parking with light vehicle access from Moorebank Avenue
- A rail link connecting the IMEX terminal and the Southern Sydney Freight Line (SSFL) traversing Moorebank Avenue, Anzac Creek and Georges River
- Associated ancillary infrastructure including signage, lighting, landscaping, water management

¹ In 2022, LOGOS Property took over the management of the warehouse and distribution facilities, as well as the overall management of the Moorebank Logistic Park (MLP), including both the East and West Precincts. Following this, the MLP is now known as the MIP (Moorebank Intermodal Precinct). The two precincts are known as MIP East Precinct and MIP West Precinct. This is reflected throughout the OEMP.

- Warehouse and distribution facilities including warehousing up to 21 m in height, typically ranging in size from 20,000 m² to 62,000 m². Individual warehouses typically comprise the following:
 - Office and administration facilities
 - Amenities
 - Car parking
 - Truck loading/unloading docks
 - Internal parking for pick-up and delivery vehicles (PUD)
 - Specialised sortation and conveyor equipment
 - Hardstand areas that provide trailer parking spaces, external PUD parking spaces, vehicle manoeuvring areas and access to the main internal site road
 - Signage for business identification purposes, including backlit illuminated signage on each warehouse
 - Internal fitout, comprising racking and storage.
- A freight village including a mix of retail, commercial and light industrial spaces typically up to 15 m in height and varying in size and design
- An internal road network to enable efficient movement of vehicles, dispatch of freight from the warehouses and transport of containers between the IMEX Terminal and warehouse and distribution facilities

The location of the MIP East Precinct is shown in Figure 1-2.

In 2022, LOGOS Property took over the management of the warehouse and distribution facilities, as well as the overall management of the MIP East Precinct. In July 2024, ESR Group acquired the remaining interest in LOGOS, and overall management of the MIP East Precinct, is now the responsibility of ESR Australia & NZ (ESR)². Qube Logistics will continue to maintain responsibility for the IMEX and the Rail Link. Section 2 of the OEMP describes the operational areas of responsibilities for ESR and Qube Logistics. This is also summarised in Figure 1-1.

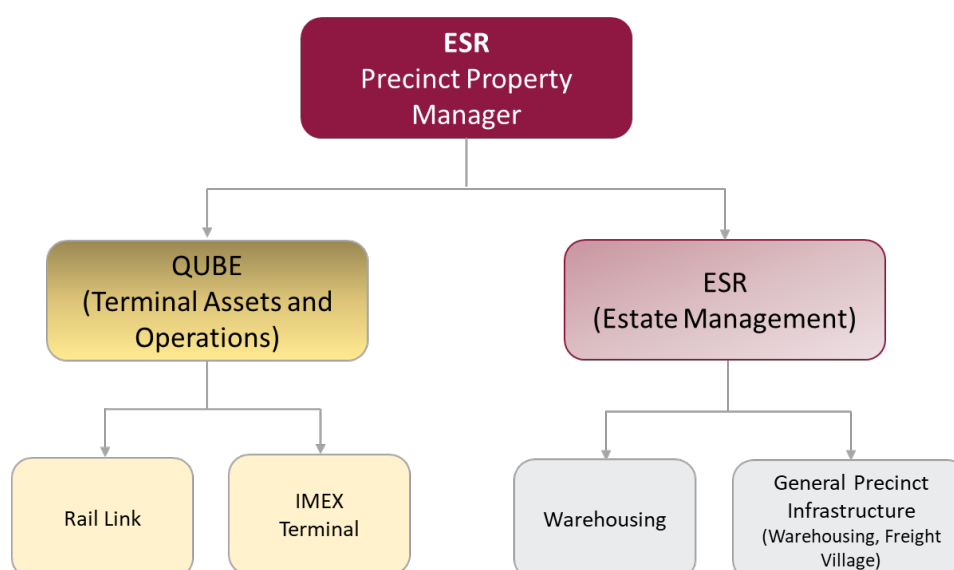


Figure 1-1: Environmental Management Structure

² ESR is currently in process of updating procedures and processes from LOGOS to ESR. Documentation listed in the OEMP will be updated overtime to reflect ESR naming conventions. Where existing LOGOS documents are being used (e.g. Sustainability Policy, EMS), these are still referred to in the OEMP.

1.2 Purpose and Application

This CCS has been developed to address the requirements of both MIP East Precinct Stage 1 CoC (SSD 6766) and MIP East Precinct Stage 2 CoC (SSD 7628) which require the preparation of a CCS to the satisfaction of the Secretary of Department of Planning and Environment (DPE) prior to the commencement of operation. This CCS has been prepared in accordance with the planning instruments and guidelines listed in Section 2.1 and Section 2.2.

The CCS outlines the communication and engagement activities to facilitate the handling and management of complaints and queries for nearby sensitive receivers and other stakeholders who may be impacted by the operation of the Facility. The specific CoCs and Final Compilation Mitigation Measures (FCMMs) relevant to the development of this plan are identified in Section 2.2.

The CCS will be implemented for the life of the Facility, and at least a period up to 24 months following completion of operation as required in the CoC. The most recent, approved version of this plan will be implemented to manage all community communications with respect to the Facility activities.

1.3 Proposed staged/progressive application of the CCS

The CCS is applicable to the entire MIP East Precinct. However, as operational areas will come online incrementally as warehouses are constructed and tenanted, the CCS will be progressively applied to those operational areas.

The proposed staged/progressive application of the CCS, as described in the POPD, is shown on Figure 1-3, with dates of operation detailed in Table 1-1. Note that these dates are estimates and are subject to change. Area 1 and Area 2, and Area 3 are currently operational. Note that the Moorebank Avenue realignment is currently under construction.

Table 1-1: Progression of the MIP East Precinct operation

Area	Approximate Dates	Component
Area 1	Q2 2019	IMEX, Rail Link and Warehouse 1
Area 2	Q4 2020	Warehouse 3, 4 and 5
Area 3	Q4 2023	Warehouse 6 and 7
Area 4	Q4 2028	Freight village
Area 5	Q4 2028	Warehouse 2
Area 6	Q1 2028	Moorebank Avenue upgrade

In accordance with CoC C6 (SSD 7628) each warehouse tenant will prepare a Warehouse OEMP (WOEMP) prior to occupation of the warehouse based on the requirements of the OEMP and sub-plans. The Secretary will be notified one month prior to commencement of operation of each new warehouse in accordance with CoC A18 (SSD 7628).

1.3.1 Relationship of Stages

This CCS is applicable to the entire MIP East Precinct. However, as areas become operational incrementally, construction areas will be rescinded and will continue to be managed in accordance with CEMP and sub-plans. Conversely, operational areas will be managed in accordance with the OEMP and this sub-plan.

The Environmental Representative (ER), under CoC C24(d) (SSD 7628), is required to review the OEMP and sub-plans to ensure it is “consistent with requirements of the consent.” The ER will continue to review

and endorse any proposed changes to this OEMP and CEMP and sub-plans until such time that the MIP East Precinct site is fully operational. The ER will also review and endorse the updated figures for all operational documentation to ensure parity between construction and operational documentation. The operational figures will then be submitted to DPE for information as described in Section 1.3.2.

Until the entire MIP East Precinct is operational, all construction zones will be fenced off to provide clear distinction between construction zones and the operational facility.

1.3.2 Triggers

As required by CoC A18 (SSD 7628) the Secretary will be notified one month prior to commencement of operation of each new area shown in Table 1-1 and Figure 1-3. The notification will include updated figures detailing the new areas of operation which will fall under the remit of this CCS as well as the reduced construction areas. As described in Section 1.3.1, the updated areas will have been endorsed by the ER prior to submission to the Secretary.

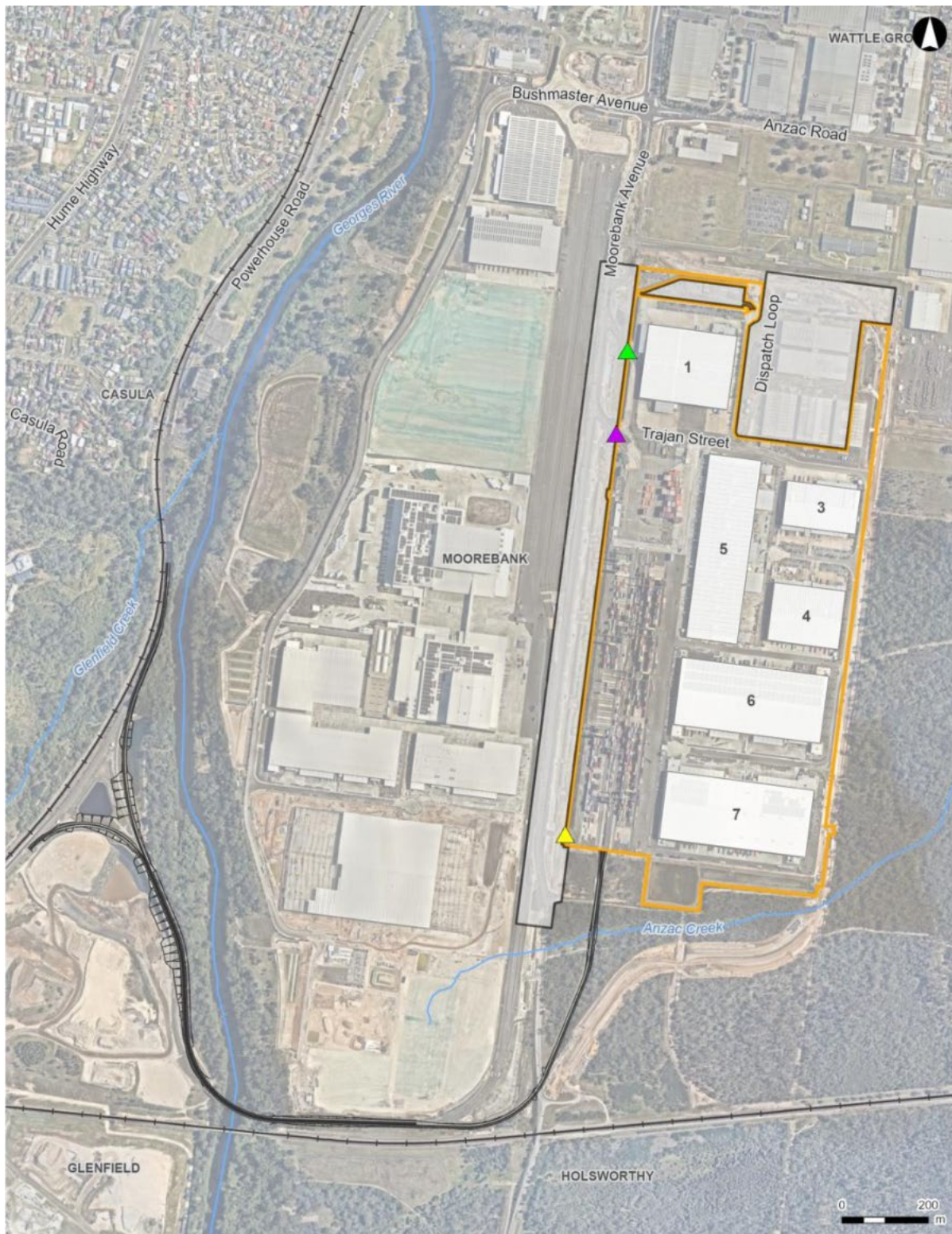
Following notification, this CCS will be updated with the new operational site layout, while the CEMP and applicable sub-plans will be revised to show the reduced area of construction.

1.4 Objectives and Targets

Table 1-2 outlines the objectives and targets set out for the MIP East Precinct for the management of community engagement and communications during the operation of the Facility. These objectives and targets were developed by the Principal's Representative in line with the Community Engagement Representative (CER) which provides a high-level overarching framework for communication and engagement activities associated with the MIP East Precinct and MIP West Precinct.

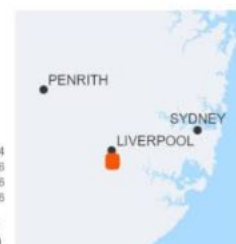
Table 1-2: Objectives and Targets

Objective	Target	Timeframe	Accountability
Minimise project related complaints through consultation and awareness	< 3 substantiated complaints per month	Throughout operation	Site Safety, Health, Environment and Quality (SHEQ) Manager/Advisor for MIP East Precinct
Provide accurate, timely and reliable information about operational activities and impacts	100% of communiques are delivered within project timeframes specified in Section 3.3.2	Throughout operation	Site SHEQ Manager/Advisor for MIP East Precinct
Under the guidance of the CER, respond in a timely and professional manner to complaints raised by community stakeholders	100% of complaints to be responded to within agreed timeframes.	Throughout operation	Community Engagement Representative (CER)



Legend

- | | | |
|---|---|---|
|  MIP East Precinct construction area |  Warehouse access |  Operational rail link |
|  MIP East Precinct operational area |  IMEX truck access |  Watercourse |
|  Warehouse layout |  Emergency access |  Railway |



1:13,000 at A4
GDA2020 MGA Zone 56
Date issued: March 10, 2026
Imagery: Nearmap 2026

 **ARCADIS**

Figure 1-2: MIP East Precinct Location



Legend

-  MIP East Precinct construction area
-  MIP East Precinct operational area
-  Warehouse layout

Operational staging:

-  Area 1
-  Area 2
-  Area 3
-  Area 4: Freight Village
-  Area 5
-  Area 6

-  Warehouse access
-  IMEX truck access
-  Emergency access
-  Operational rail link
-  Watercourse

ARCADIS

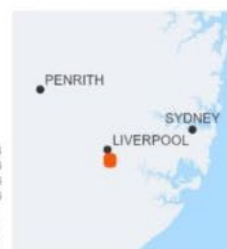


Figure 1-3: Proposed staged/progressive staging of the MIP East Precinct



Figure 1-4: Areas of responsibilities maintained by ESR and Qube Logistics

2 COMMUNITY COMMUNICATIONS MANAGEMENT

2.1 Legal and Other Obligations

Details about the legislation, planning instruments and guidelines considered during development of this plan are listed below. Further detail concerning the legislation, planning instruments and guidelines identified below are provided in the Legislation Register within Appendix B of the OEMP.

- *Environmental Planning and Assessment Act 1979*

Environmental Planning and Assessment Regulation 2021

Additional legislation, standards and guidelines relating to the management of community engagement include:

- ISO1000-2-2006 – Customer Satisfaction – Guidelines for Complaints Handling in Organisations
- International Association of Public Participation (IAPP) Core Values and Principals

2.2 Development Consent

The operation of the MIP East Precinct was approved under both the *Environmental Planning and Assessment Act 1979* (EP&A Act) and the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act). Both these approvals have environmental conditions relevant to the operational works for the MIP East Precinct, which are discussed below.

The operational community communications requirements for the Facility, including consultation, impact mitigation and management, is documented in the following suite of documents:

- *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act) Approval (No. 2011/6229), March 2014
- MIP East Precinct Concept Approval (MP 10_0193), approved 29 September 2014
- Moorebank Precinct East – Concept Plan – Response to Submissions (Urbis, December 2013)
- State Significant Development (SSD) Consent SSD 6766, approved 13 March 2018 (superseding initial approval 12 December 2016)
- Moorebank Precinct East – Stage 1 – Environmental Impact Statement (Arcadis Australia Pacific Pty Limited, May 2015)
- Moorebank Precinct East – Stage 1 – Response to Submissions (Arcadis Australia Pacific Pty Limited, September 2015), including Final Compilation Mitigation Measures (FCMM)
- State Significant Development (SSD) Consent SSD 7628, 31 January 2018
- SSD 7628 MOD 1, approved 14 March 2022
- SSD 7628 MOD 2, approved 31 January 2020
- SSD 7628 MOD 3, approved 18 December 2020
- SSD 7628 MOD 4, approved 19 January 2021
- SSD 7628 MOD 5, approved 4 September 2023
- SSD 7628 MOD 6, approved 22 February 2024
- Moorebank Precinct East – Stage 2 – Environmental Impact Statement (Arcadis Australia Pacific Pty Limited, December 2016)
- Moorebank Precinct East – Stage 2 – Response to Submissions (Arcadis Australia Pacific Pty Limited, July 2017), including FCMMs.

2.2.1 EPBC Act Approval

The EPBC Act approval for the MIP East Precinct Concept was granted by the then Commonwealth Department of the Environment and Energy (DotEE) in March 2014 (No. 2011/6229). Approval was required due to impacts on listed threatened species and communities (Sections 18 and 18A of the EPBC Act) and Commonwealth land (Sections 26 and 27A of the EPBC Act). SIMTA was the original applicant for the EPBC approval. The approval is now jointly held between ESR and Qube.

The operation of the MIP East Precinct has been designed to be consistent with the EPBC Act Approval conditions, where relevant. EPBC Act Approval conditions include specific conditions and commitments that are required to be addressed in this plan. These conditions are identified within Table 2-1.

Table 2-1: EPBC Act CoA

CoA	Requirement	Sections or documents where requirements addressed
8 (i)	For the better protection of Commonwealth land, the person taking the action must engage a <i>suitably qualified expert(s)</i> to prepare an Operation Environmental Plan (OEMP) for the approval of <i>the Minister</i>. The OEMP must include in relation to operation of the proposed facility: ... (i) details of a complaints handling procedure ...	Appendix A – Complaints Handling Procedure

2.2.2 EP&A Act Approval

The MIP East Precinct was approved under Part 4, Division 4.7 (previously Division 4.1 prior to 1 March 2018) of the EP&A Act. Approval for MIP East Precinct Stage 1 was originally received on 12 December 2016 (SSD 6766) and subject to appeal, with revised CoC issued from the Land and Environment Court on 13 March 2018; approval for MIP East Precinct Stage 2 was received on 31 January 2018 (SSD 7628).

The CoCs include requirements to be addressed in this plan and delivered during operation of the Facility. These requirements, and how they are addressed are provided within Table 2-2 for CoC relating to SSD 6766 and

Table 2-3 for CoC relating to SSD 7628.

Table 2-2: CoC of SSD 6676 (MIP East Precinct Stage 1)

CoC	Requirement	Sections or documents where requirements addressed
D1	Prior to the commencement of construction, or as otherwise agreed by the Secretary, the Applicant shall prepare and implement a Community Communication Strategy to the satisfaction of the Secretary. The Strategy shall provide mechanisms to facilitate communication between the Applicant (and its contractor(s)), the Environmental Representative (see condition E4), the relevant Council and community stakeholders (particularly adjoining landowners) on the design and environmental management of construction. The Strategy shall include, but not be limited to:	This plan
D1(a)	identification of stakeholders to be consulted as part of the Strategy, including affected and adjoining landowners, key community and business groups, and community and social service organisations;	N/A
D1(b)	procedures and mechanisms for the regular distribution of accessible information to community stakeholders on construction progress and matters associated with environmental management, including provision of information in appropriate community languages	Section 2.5; Table 2-7
D1(c)	procedures and mechanisms through which the community stakeholders can discuss or provide feedback to the Applicant and/or Environmental Representative in relation to the environmental management and delivery of the SSD;	Section 2.5; Table 2-7 Section 3.3.1 Section 3.3.3
D1(d)	procedures and mechanisms through which the Applicant can respond to enquiries or feedback from the community stakeholders in relation to the environmental management and delivery of the SSD; and	Section 3.3.3
D1(e)	procedures and mechanisms that would be implemented to resolve issues/disputes that may arise between parties on the matters relating to environmental management and the delivery of the SSD, including but not limited to disputes regarding rectification or compensation for impacts to third party property and infrastructure. These procedures and mechanisms may include the use of a suitably qualified and experienced independent mediator.	Section 3.3.3
D3	Prior to the commencement of construction, or as otherwise agreed by the Secretary, the Applicant shall prepare and implement a Construction Complaints Management System consistent with AS ISO 10002-2006 Customer satisfaction – Guidelines for complaints handling in organisations (ISO 10002:2004, MOD) and maintain the System for the duration of construction and up to 12 months following completion of construction. Information on all complaints received, including the means by which they were addressed and whether resolution was reached, with or without mediation, shall be maintained in a complaints register and included in the construction compliance reports required by this approval. The information contained within the System shall be made available to the Secretary on request.	Section 3.3.3
E3	The Applicant shall ensure that the 24-hour contact telephone number is continually attended by a person with authority over the works for the duration of the development.	Section 2.5; Table 2-7

Table 2-3: CoC of SSD 7628 (MIP East Precinct Stage 2)

CoC	Requirement	Sections or documents where requirements addressed
B154	Before early works and fill importation a Community Consultative Committee (CCC) must be established for the Moorebank Intermodal Precinct (MPE and MPW) in accordance with the Department's Community Consultative Committee Guidelines: State Significant Projects (2016). The CCC must function for the duration of construction and for at least 5 years following the commencement of operation. <i>Notes:</i> <i>The CCC is an advisory committee only</i> <i>In accordance with the guidelines, the Committee should comprise an independent chair and appropriate representation from the Applicant, Council and the local community</i>	Section 3.3
B155	No later than one month before early works and fill importation, a Community Communication Strategy must be prepared and submitted to the Secretary for approval. The Community Communication Strategy is to provide mechanisms to facilitate communication between the Applicant, the Council and the community (including adjoining affected landowners and businesses, and others directly impacted by the development), during the design and construction of the development. The Community Communication Strategy must:	Construction CCS prepared prior to early works and fill importation This Plan
B155 (a)	Assign a central contact person to keep the nearby sensitive receivers regularly informed throughout the development	Community Engagement Representative (CER)
B155 (a)	Detail the mechanisms for regularly consulting with the local community throughout the development, such as holding regular meetings to inform the community of the progress of the development and report on environmental monitoring results	Section 2.5, Table 2-7
B155 (b)	detail a procedure for consulting with nearby sensitive receivers to schedule high noise generating works or manage traffic disruptions;	Section 2.5, Table 2-7
B155 (c)	include contact details for key community groups, relevant regulatory authorities, Registered Aboriginal Parties (RAP) and other interested stakeholders; and	Section 3.1
B155 (d)	include a complaints procedure for recording, responding to and managing complaints, including:	Section 3.3.3
	(i) email, toll-free telephone number and postal address for receiving complaints;	Section 2.5, Table 2-7
	(ii) advertising the contact details for complaints prior to and during operation, via the local newspaper and through on-site signage;	Section 2.5, Table 2-7
	(iii) a complaints register to record the date, time and nature of the complaint, details of the complainant and any actions taken to address the complaint; and	Section 3.3.3
	(iv) procedures for the resolution of any disputes that may arise during the course of the development.	Section 3.3.3 Section 3.3.4
B156	The Applicant must:	N/A
B156 (a)	not commence construction until the Community Communication Strategy is approved by the Secretary;	Construction CCS approved 9 February 2018

CoC	Requirement	Sections or documents where requirements addressed
B156 (b)	implement the approved Community Communication Strategy for the duration of the development and for 24 months following the completion of operation.	Section 1.2
B157	The Complaints Register must be provided to the Secretary within 7 days upon request, for the period detailed within the request	Section 3.3.3
C3 (f)	Before the commencement of operations, a Precinct Operational Environmental Management Plan (OEMP) must be prepared to the satisfaction of the Secretary. The OEMP must: describe the procedures to be implemented to:	Refer to the OEMP
	(i) keep the local community and relevant agencies informed about the operation and environmental performance of the development	Section 2.5 Also refer to Section 4.5 of the OEMP
	(ii) receive, handle, respond to and record complaints	Section 3.3.3 Also refer Section 4.5.1 of the OEMP
	(iii) resolve any disputes that may arise	Section 3.3.3 Also refer to Section 4.5.2 of the OEMP
	(iv) respond to any non-compliance	Section 4.5 Also refer to Section 6.4 of the OEMP
	(v) response to emergencies	Operational Emergency Response Plan: Moorebank Intermodal Precinct – East Precinct [PREC-QPMS-EN-PLN-0002]
C20 (b)	keep such information up to date, to the satisfaction of the Secretary.	Section 2.5

The Final Compilation of Mitigation Measures (FCMMs) are presented within the MIP East Precinct Stage 1 RtS (Arcadis, September 2015), and the MIP East Precinct Stage 2 RtS (Arcadis, July 2017) documents. A list of FCMM as relevant to the Facility and how they have been complied within this plan are provided in Table 2-4 and Table 2-5.

Table 2-4: Revised Environmental Mitigation Measures (MIP East Precinct Stage 1)

FCMM	Requirement	Sections or documents where requirements addressed
17C	Written notification will be provided to likely and potentially affected and adjoining land owners receivers prior to commencement of Proposal's operations. This will include local residents, local businesses and relevant Authorities. The manner of notification will be confirmed in the final Operational Environmental Management Plan (OEMP) for the Proposal. the OEMP will also include measures to engage with stakeholders and to manage and respond to feedback received during operation of the Proposal.	Section 2.5 Also refer to Section 4.5 and Appendix A of OEMP

Table 2-5: Final Compilation Mitigation Measures (MIP East Precinct Stage 2)

FCMM	Requirement	Sections or documents where requirements addressed
15B	The Operational Environmental Management Plan (OEMP) would include measures to engage with stakeholders and to manage and respond to feedback received during the operation of the Amended Proposal.	Section 2.5 Section 3.3 Also refer to Section 4.5 and Appendix A of OEMP

2.3 Roles and Responsibilities

Key roles and responsibilities applicable to this CCS are presented in Table 2-6.

Table 2-6: Roles and Responsibilities

Role	Responsibility
Community Engagement Representative (CER)	- Will act as the coordinator for all public communications and will be the central contact to keep nearby sensitive receivers informed of the development. - Preparing and coordinating content for the MIP East Precinct website, newsletters, factsheets, etc. - Monitoring, responding to and triaging calls and emails relating to operation of the MIP East Precinct - Preparing overarching key messages for operations - Managing the calendar of all communication and engagements activities during operation.
Operations Manager	Responsible for management of all media enquires
Rail Link Area Manager Estate Manager IMEX Terminal Manager	- Provide updates and information to ensure notifications and other requirements are met - Support in the response to complaints and enquires and ensure actions/resolutions are implemented - Provide information for reporting as required - Attend stakeholder meetings as required
Site SHEQ Manager / Advisor for MIP East Precinct	- Ensure CoC and CoA and other project requirements are met - Attend stakeholder meetings as required
All operational staff and Individual tenants	- Report any community interaction to the Area Manager - Ensure relevant impact mitigation, consultation, complaint and communication requirements of the plans they manage are satisfied - Respond to community feedback and take action to quickly resolve complaints as required

The operational community communication activities of individual tenants would occur in accordance with respective Warehouse Operational Environmental Management Plans (WOEMP), however Qube's CER will be responsible for all community communication activities relating to the overall Facility. Freight village tenants would be considered in an update to this CCS.

2.4 Incident Management

Environmental incidents are defined in the MIP East Precinct Stage 2 Development Consent (SSD 7628) as a set of circumstances that causes, or threatens to cause material harm to the environment. Environmental incidents can include pollution incidents, where there has been a leak or spill resulting from operational activities, or environmental emergencies, which may arise from natural (e.g. storm, wind or bushfire) or human factors.

Environmental incidents will be managed in accordance with Section 4.6 of the OEMP. The Site SHEQ Manager/Advisor for MIP East Precinct will notify the Principals Representative, Operations Manager and the CER of any incident which can reasonably be expected to attract the attention of the media, the Minister for Finance, Minister for Infrastructure and Regional Development, a local Member of Parliament, local council or the broader community immediately after the incident is made safe or is contained.

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 operational personnel, including the Site SHEQ Manager/Advisor for MIP East Precinct will be made available to support ESR and Qube 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.

2.5 Communication Tools

The Community Engagement Strategy (CES) outlines the overarching project engagement tools, purpose and responsibility.

Where relevant, all communication tools including the Facility email, Facility website and 24 hour Facility information line (Table 2-7) will reference access to the information via a community language Information Line in the six most commonly spoken languages in the Liverpool region – English, Arabic, Serbian, Hindi, Vietnamese, and Spanish.

Table 2-7 summarises the interaction between operational personnel and Qube to contribute to and/or develop the communication tools for the Facility.

Table 2-7: Communication Tools

Tool	Contact Details and Purpose	Responsibility
Project Contacts		
Facility Email	moorebank@tsariley.au This email is the primary contact point for use on the project and managed by the CER. Incoming emails relating to the Facility will be redirected to the Site SHEQ Manager/Advisor for MIP East Precinct for actioning, as necessary.	CER
24 Hour Facility information line	1800 986 465 The CER will be responsible for managing the information line. All calls coming through to the line will be triaged to the appropriate package of work.	CER to direct calls to Site SHEQ Manager/ Advisor for MIP East Precinct who will manage these appropriately
Postal address	Level 15, 207 Kent Street, Sydney NSW 2000 The CER will be responsible for managing incoming letters.	CER

Tool	Contact Details and Purpose	Responsibility
Community Information		
Facility Website	<u>A Facility Website is currently in development and will be distributed to stakeholders when available.</u> The Facility website will be managed by the CER and relevant operational content will be made available. This content includes: • All statutory approvals for the MIP East Precinct, including: – MIP East Precinct Stage 1 and Stage 2 EIS and RtS – MIP East Precinct Stage 1 and Stage 2 CoCs and associated FCMM and CoA – MIP East Precinct Stage 2 Modification 1 – MIP East Precinct Stage 2 Modification 2 – MIP East Precinct Stage 2 Modification 3 – MIP East Precinct Stage 2 Modification 4 – MIP East Precinct Stage 2 Modification 5 – MIP East Precinct Stage 2 Modification 6 • All approved strategies, plans and programs required for the MIP East Precinct • Development Layout Plans, design plans and amended water-sensitive urban design (WSUD) and architectural design plans • Operational Annual reviews • Summary of operational monitoring results • Complaints register • Independent environmental audit reports • Updated Biodiversity Assessment Report • Summary of MIP East Precinct operations • Contact details to enquire about the Facility or make a complaint • Regular reporting on the environmental performance of the MIP East Precinct operations As reports, plans, programs and strategies are updated, they would be made available on the website to the satisfaction of the Secretary	Site SHEQ Manager/ Advisor for MIP East Precinct to provide information to CER
Community update	Facility updates will be posted on the website and newsletters will be distributed as required. Any newsletters distributed will also include Facility contact numbers, details of the Facility website and an email address to refer any complaints and enquiries.	Site SHEQ Manager/ Advisor for MIP East Precinct to provide detail to CER
Community Notification	Prior to commencement of operation of the Facility, potentially affected neighbouring property owners and businesses will receive written notification regarding the commencement of operations at the Facility. The written notification will include the Facility contact numbers, details of the Facility website and an email address to refer any complaints and enquiries.	Site SHEQ Manager/ Advisor for MIP East Precinct to provide information to CER

Tool	Contact Details and Purpose	Responsibility
Meetings		
Community Consultative Committee meetings	The CCC will determine the frequency of these meetings. 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 and/ or operation of the Facility, consider community issues and concerns, review environmental impacts of the Project and provide information on the progress of the Project. The CCC will operate during construction and for 5 years following the commencement of operation.	CER to attend.
Reporting		
Compliance	Details of stakeholder engagement will be provided to ESR in order to undertake compliance reporting in accordance with the Project CoC.	CER
Consultation Manager	Consultation Manager is a database which will be used by CER to record any stakeholder engagement.	CER Site SHEQ Manager/ Advisor for MIP East Precinct to provide information to CER

3 IMPLEMENTATION

3.1 Stakeholder Identification

Various stakeholder groups will be consulted with at different times throughout Construction. Table 3-1 outlines the stakeholders to be proactively communicated with.

Table 3-1: Stakeholder identification

Stakeholder Group	Specific Stakeholder	Contact Details	Level of Engagement
Client Delivery Team	Qube / ESR	1800 986 465 moorebank@tsariley.au	Collaborate
	Arcadis	(02) 8907 9000	
	Tactical Group	(02) 8907 0700	
	Contractors	TBC upon contract award	
Government Agencies	Department of Planning and Environment	1300 305 695	Consult/ Involve
	DCCEEW	1800 803 772	
	Liverpool City Council	1300 362 170	
	Infrastructure NSW	(02) 8016 0100	
	Heritage NSW / NSW DCCEEW	(02) 9995 5000	
	Environment Protection Authority	131 555	
	Department of Primary Industries – Fisheries	1300 550 474	
	Department of Primary Industries -Water	1300 662 077	
	State Emergency Services	Ambulance NSW (02) 9320 7777	
		Police NSW 131 444	
		NSW RFS (02) 8741 5555	
		NSW Fire and Rescue Service (02) 9265 2999	
	Heritage Council of NSW	(02) 9873 8500	
	Department of Defence	1800 333 362 Yourcustomer.service@defence.gov.au	
	Roads and Maritime Services	13 22 13	
	Transport for NSW	(02) 8202 2200	

Stakeholder Group	Specific Stakeholder	Contact Details	Level of Engagement
	Transport Management Centre	(02) 8396 1400	
	Utilities companies	Sydney Water 13 20 92	
		Endeavour Energy (02) 9853 6666 gipa@endavourenergy.com.au	
		Jemena 1300 536 362	
		Telstra 1300 368 387	
		AGL Upstream Investments 131 245	
Federal Government Ministers	Minister for Infrastructure and Regional Development	Minister for Infrastructure and Transport 6277 7520 Minister for Infrastructure and Urban Cities 6277 7790	Inform
	Minister for Finance	6277 7400	
Federal Members	Federal Member for Hughes	6277 4366	Inform
	Federal Member for Werriwa	6277 2103	
State Government Ministers	NSW Minister for Transport and Infrastructure	8574 5807	Inform
	NSW Minister for Roads, Maritime and Freight	8574 7300	
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	
Interested Parties	Registered Aboriginal Parties: - Tharawal Local Aboriginal Land Council - Cubbitch Barta Native Title Claimants Aboriginal Corporation - Darug Tribal Aboriginal Corporation - Darug Aboriginal Cultural Heritage Assessments - Tocomwall Darug Land Observations	Tharawal Local Aboriginal Land Council (LALC) (02) 4681 0059 informationofficer@tharawal.com.au Cubbitch Barta Native Title Claimants Aboriginal Corporation (02) 4684 1129 Darug Tribal Aboriginal Corporation (02) 9622 4081 Darug_tribal@live.com.au Darug Aboriginal Cultural Heritage Assessments	Consult / Involve

Stakeholder Group	Specific Stakeholder	Contact Details	Level of Engagement
	- Darug Custodian Aboriginal Corporation - Darug Aboriginal Landcare Inc	(02) 9410 3665 Darug Land Observations daruglandobservations@gmail.com Tocomwall Land Observations (02) 9542 7714 Darug Custodian Aboriginal Corporation (02) 4577 5181 Darug Aboriginal Landcare Inc (02) 8814 9547	
	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	
Impacted 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	
	Neighbouring businesses	ABB (02) 9821 0111	
	Glenfield Waste Facility	9601 8766 http://www.glenfieldrecycling.com/contact/	
	Liverpool Chamber of Commerce	9600 5200 info@liverpoolchamber.org.au	
	Users of Leacocks Trail/Weaving Garden Path	Community notice in newspapers	
Other	Local and national media such as the Liverpool Leader, Liverpool Champion	Liverpool Leader 8778 2833 editor@liverpoolleader.com.au	Inform
		Liverpool Champion 9794 6082 ihorner@fairfaxmedia.com.au	

Stakeholder Group	Specific Stakeholder	Contact Details	Level of Engagement
	After Hours Contacts	QUBE Hotline – Local 0491 228 434 QUBE Site HSEQ Manager / Advisor Stuart Hudd – Stuart.hudd@qube.com.au	Inform

3.2 Aspects and Impacts

Table 3-2 outlines the potential impacts to stakeholders from operational activities and provides a list of mitigation measures that will be implemented to address these impacts.

Table 3-2: Potential impacts to stakeholders

Operational activity	Description of Potential Impact	Management / mitigation measures required
Noise and vibration	- Noise generated from rail link operations including brake squeal - Noise generated from warehouse activities - Complaints from nearby residents and businesses - Negative media - Noise generated from container movements and operational practices	- Continuous wayside angle of attack, rail noise and brake squeal monitoring undertaken - Continuous noise monitoring - Implementation of management measures outlined in F5A Management Plan and Operational Noise and Vibration Management Plan - Operational personnel education, training and awareness
Traffic	- Noise associated with increased traffic - Increased traffic on local roads and the associated safety risks - Queuing of trucks - Trucks using non-approved haul routes - Damage to roads	- Operational personnel education, training and awareness - Implementation of management measures outlined in the Operational Traffic Management Plan
Air quality	- Particulate emissions from locomotives - Dust generation from rail link and warehouse operations - Complaints from nearby residents and businesses - Negative media - Reputational damage	- Continuous air quality monitoring as outlined in the Operational Air Quality Management Plan - Implementation of mitigation measures outlined in the Operational Air Quality Management Plan - Air quality monitoring
Visual and social amenity	Changes in visual amenity to the local area	Operations undertaken strictly in accordance with the Principal's Requirements and Conditions of Consent and tightly aligned to all approved Project Plans and strategies

3.3 Community Communication Process

3.3.1 Community Consultative Committee

A Community Consultative Committee (CCC) was established in June 2018 and the first meeting was held on 26 June 2018. The CCC acts as an advisory committee and comprises ESR, Council, members of the local community, stakeholder groups and an independent chairperson. The Independent Chairperson of the MIP CCC is Dr. Colin Gellatly.

CCC meetings will be held to discuss the progress of the Project, including the transition to the operational phase. Community issues and concerns, environmental impacts and progress of the MIP East Precinct and wider project will also be considered.

The CCC will operate for the duration of construction and at least 5 years following the commencement of operation. The committee will determine the frequency of meetings taking into consideration the stage of the Project, arising issues, level of public interest and sensitivity of the site and surrounding area. The frequency of meetings may vary as the project progresses through its different phases of construction and into operation.

3.3.2 Notification Timeframes

The CES outlines the communication and engagement timeframes to be adhered to by the MIP Owner. These are outlined in Table 3-3.

Table 3-3: Engagement Timeframes

Communication	Timing
Complaints	- 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 the complaint received in the database within 48 hours - Forward information on any complaints received and details of any actions undertaken or proposed or investigations occurring, to ESR in writing within one business day
Enquiries	- Acknowledge the enquirer within 8 hours (where contact details provided), even when an answer has not yet been found - 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 all enquiries received in the database within 48 hours - Report monthly on any enquiries received and responses given.

3.3.3 Complaints and Enquiries

Complaints and enquiries may be received directly from stakeholders to members of the operation team, or indirectly via the 24-Hour Facility information line, email address or postal address. For the purposes of this plan, a complaint refers to something that is unsatisfactory or unacceptable and an enquiry is a request for information. The complaints management system implemented prior to construction will be maintained for 12 months following completion of construction and throughout operations. The procedure for recording, responding to, and managing complaints is detailed in Appendix A and also summarised below. The contact options for complaints and enquiries will be provided on the Facility website, in community updates and on the site entrance noticeboard. The written notification regarding the commencement of operations will also

include the Facility contact numbers, details of the Facility website and an email address to refer any complaints and enquiries.

24-hour contact

The CER will be the first responder to all calls on the 24-hour Facility Information Line and will respond directly to all calls relating to the overarching project / Facility operations.

ESR will nominate two 24-hour contacts such as Site SHEQ Manager/Advisor for MIP East Precinct and the CER who will be available to answer and respond to calls relating to the operation of the Facility.

Community members are also able to use the Facility email address for questions, and access the website for additional operational information.

Complaints register

All complaints and enquiries will be logged in the Consultation Manager Database by the CER. When provided in the complaint, the following information will be recorded in the complaints register:

- Name of enquirer/complainant
- Address of enquirer/complainant
- Form of enquiry/complainant
- Time and date of enquiry and/or complaint
- Nature of enquiry/complaint
- Allocation of enquiry to relevant Area Manager
- Details of the investigation into the complaint
- Response provided to address the complaint
- Confirmation of response with CER
- Verification of the closeout of the complaint
- Any follow up with the complainant.

Upon request from the Secretary, the CER will provide the complaints register to the Secretary within 7 days of request.

Dispute resolution

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

3.3.4 Media and Government Resolutions

The Operations Manager is responsible for managing all media inquiries. All operations personnel will be informed of the media responsibilities and obligations through the Facility induction which will include the following detail:

- The CER to be advised immediately of any media inquiries, who will then advise ESR as soon as possible, and within 2 hours of any media approach
- All personnel will be required to issue the Facility Information number if approached by anyone, including media
- Media will not be permitted to visit the Facility without the written approval of the Operations Manager.

Direct requests from the media to any personnel for information about the Facility will be referred directly to the Operations Manager and the CER.

4 MONITORING AND REVIEW

4.1 Community Communications Auditing and Reporting

Auditing of this CCS will be undertaken in accordance with the Environmental Management System (EMS) and CoC requirements as outlined within the overarching OEMP [PREC-QPMS-EN-PLN-0001].

The Consultation Manager database will be used to record all Facility Community and Stakeholder interactions. This database will be populated by the CER for complaints and enquiries received through the 24-Hour Facility information line, email address or postal address with the personnel responsible for providing information to the CER in how the complaint or enquiry was addressed. The operations team will provide the CER with details of any direct enquiries and complaints made to them.

A monthly report will be submitted to the CER outlining the following:

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

Furthermore, a quarterly report outlining Stakeholder Engagement will be submitted to ESR a minimum of 20 business days prior to the end of each reporting quarter.

4.2 Review and Improvement

Review and improvement of this CCS plan will be undertaken in accordance with the CoCs and Section 6.2 of the OEMP [PREC-QPMS-EN-PLN-0001]. Continuous improvement will be achieved by the ongoing evaluation of communication engagement and communications management performance and effectiveness of this plan against CoC and this CCS plan objectives and targets, as well as review of management measures and associated management plans in response to sustained complaints.

A copy of the updated CCS plan and changes will be distributed to all relevant stakeholders in accordance with the approved document control procedure, as outlined in Section 1.4.1 of the OEMP.

4.3 Incidents

All community communications and related incidents are to be reported and managed in accordance with the Incident Reporting & Management Procedure [**WHSMS-LOGOS-007**] and Qube's Incident Reporting and Management Procedure [**SHEMS-QL-13-PR-0126**]. Incidents are classified based on the incident's severity as shown in Section 4.6 of the OEMP [PREC-QPMS-EN-PLN-0001].

All incidents will be managed and reported according to Section 4.6 of the OEMP.

4.4 Complaints

Community communications complaints will be handled in accordance with Section 4.5.1 of the OEMP and this strategy.

The complaints register will include the following fields to demonstrate compliance with the engagement benchmarks in Table 3-3:

- Date and time of complaint received;
- Method of receipt (phone, email, post, in person);
- Nature of complaint;

- Time of acknowledgement to complainant;
- Time of written/verbal response;
- Actions undertaken or proposed; and
- Date of resolution/closure.

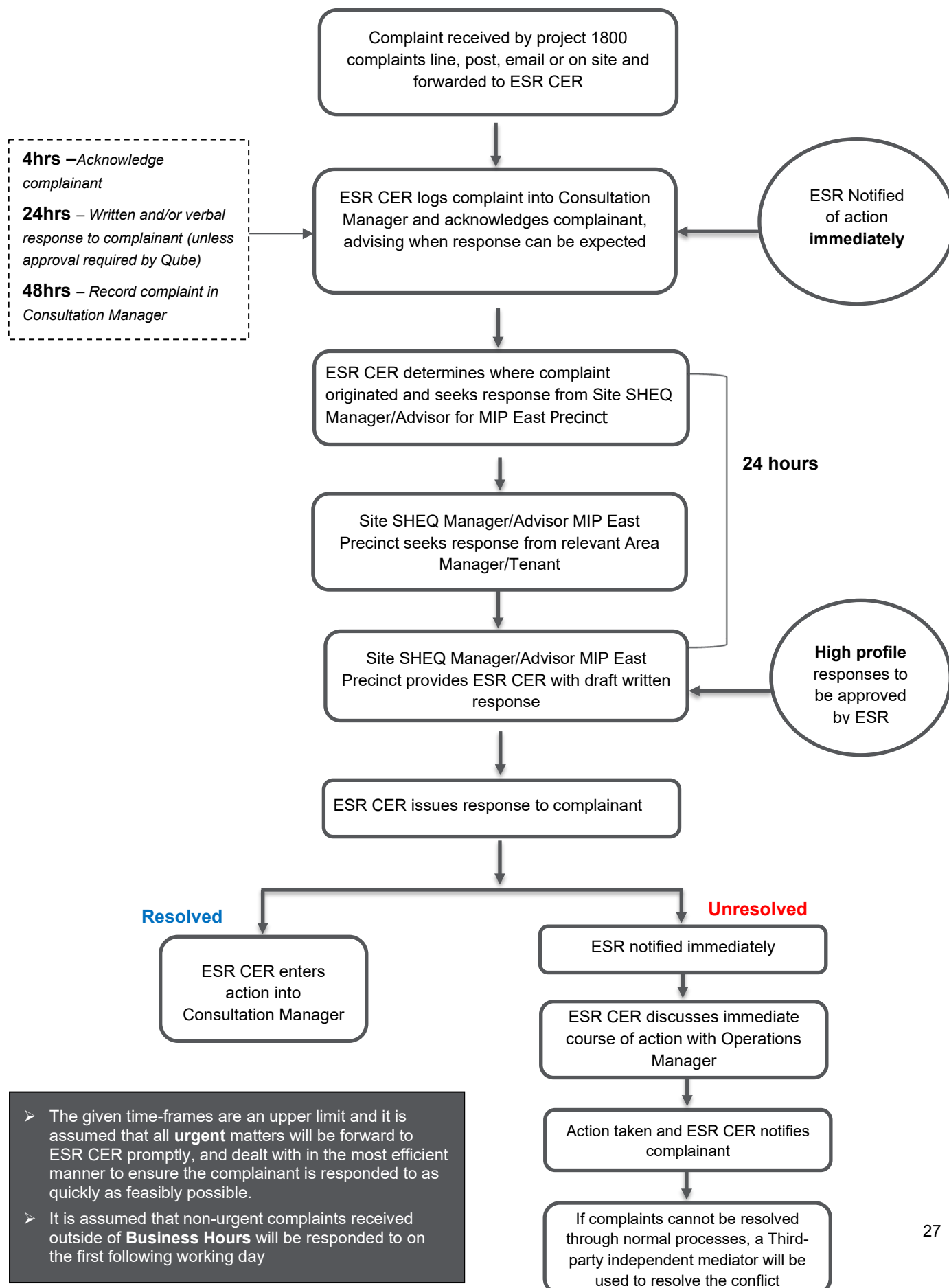
This information will be maintained to allow verification of compliance with the CCS response timeframes during independent audits.

4.5 Non-Compliance, Non-Conformances and Corrective Actions

All CCS non-compliances, non-conformances and resulting corrective actions are to be managed in accordance with Section 6.4 of the OEMP.

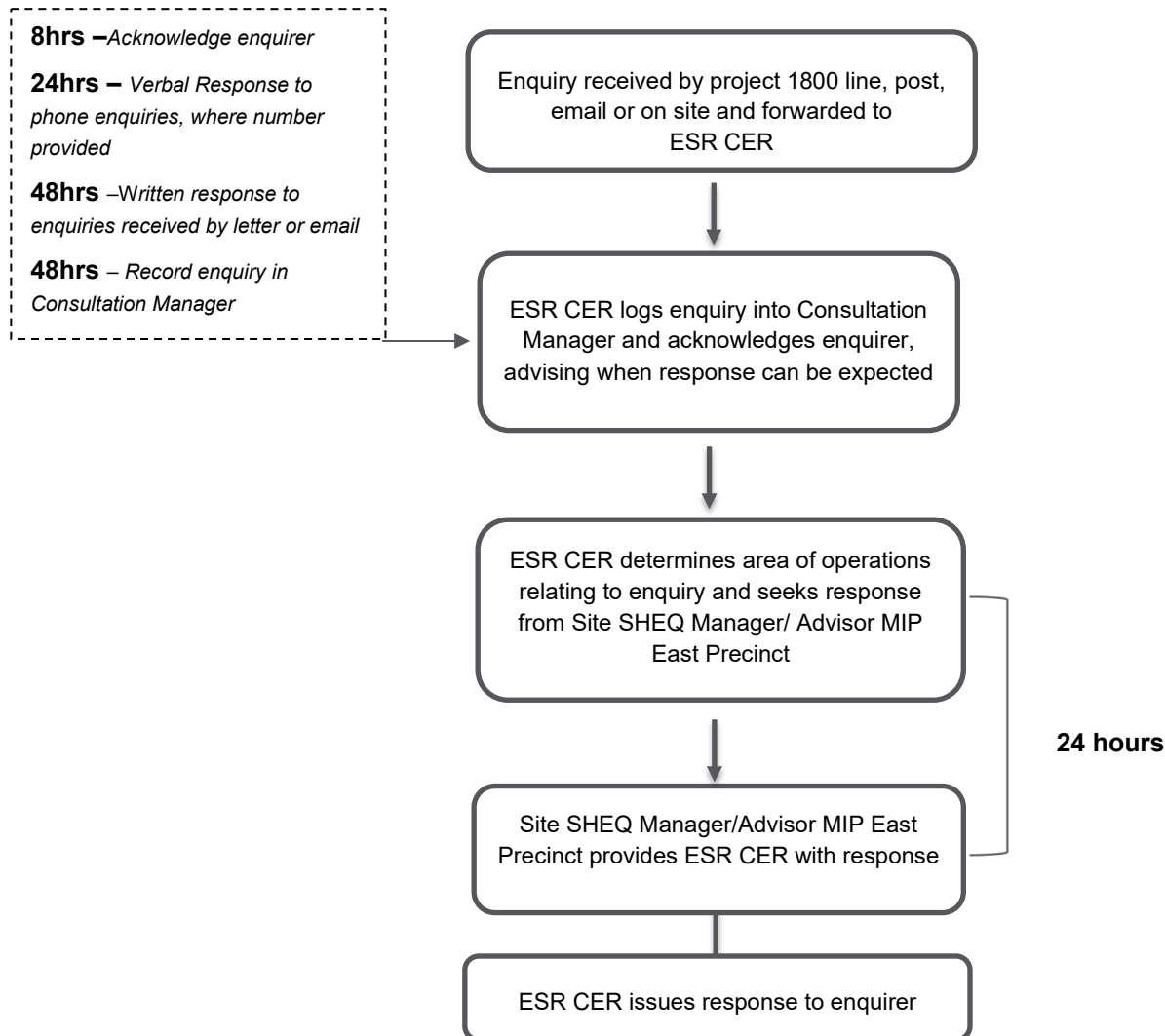
APPENDIX A COMPLAINTS HANDLING

The below is an extract from the CES



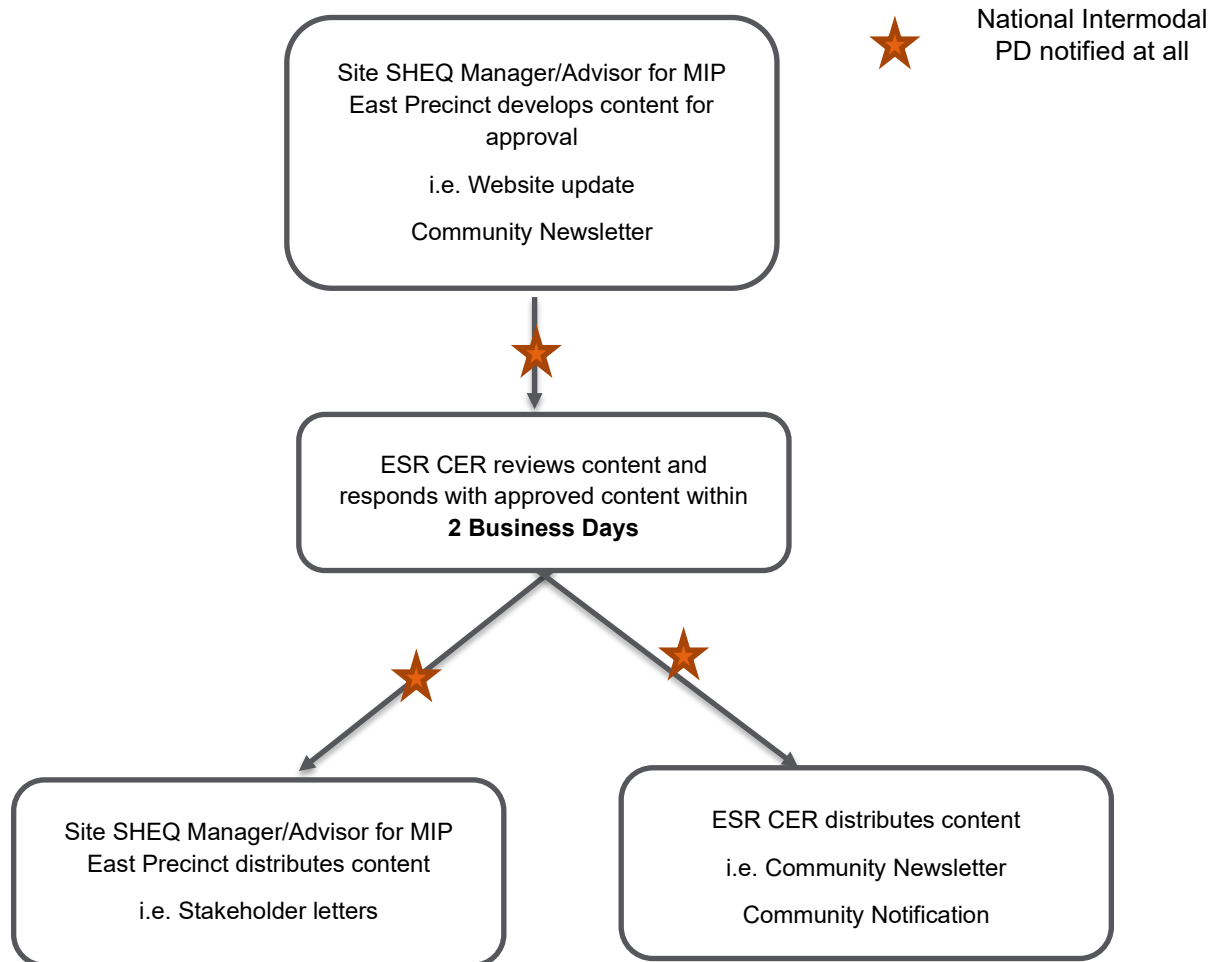
APPENDIX B ENQUIRIES HANDLING

The below is an extract from the CES.



- The given time-frames are an **upper limit** and it is assumed that all **urgent** matters will be forward to ESR CER promptly, and dealt with in the most efficient manner to ensure the enquirer is responded to as quickly as feasibly possible.
- It is assumed that **non-urgent** enquiries received outside of **Business Hours** will be responded to on the first following working day

APPENDIX C GENERAL CONTENT APPROVAL PROCESS



- The given time-frames are an upper limit and it is assumed that all **urgent** matters will be forward to ESR CER 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 matters received outside of **Business Hours** will be responded to on the first following working day