

Icon Oceania

Community Communication Strategy

Westgate: SSD-23480429

253-267 Aldington Road, Kemps Creek



November 2025

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Revisions

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Glossary

Acronym	Definition
Aspect	Aspect Environmental Pty Ltd
CCS	Community Communication Strategy
CEMP	Construction Environmental Management Plan
CoC	Condition(s) of consent
DA	Development Application
DCP	Development Control Plan
DPE	Department of Planning and Environment (now DPHI)
DPHI	Department of Planning, Housing and Infrastructure (then DPE)
EIS	Environmental Impact Statement
Icon Oceania	Icon Oceania Kemps Creek Pty Ltd
MRP	Mamre Road Precinct
NRAR	National Resource Access Regulator
Project, the	The 'Westgate' industrial estate for warehouse and distribution purposes at 253-267 Aldington Road, Kemps Creek
SEARs	Secretary's Environmental Assessment Requirements
SEPP	State Environmental Planning Policy
SSD	State significant development
TfNSW	Transport for NSW

1 Introduction

1.1 Background

This Community Communication Strategy (CCS) has been prepared by Aspect Environmental Pty Ltd (Aspect), on behalf of Icon Oceania Kemps Creek Pty Ltd (Icon Oceania) for the purposes of the development of the 'Westgate' industrial estate for warehouse and distribution purposes at 253-267 Aldington Road, Kemps Creek (the Project).

The Project is approved under the Significant state development (SSD) 23480429 Development Consent.

This CCS has been prepared with reference to:

- SSD-2348029 Development Consent and the included conditions of consent (CoC) dated 1 August 2025
- Environmental Impact Statement (EIS) (Urbis, 19 January 2024)
- Submissions Report (Urbis, 5 November 2024)
- Development Control Plan (DCP) Penrith, Penrith City Council, 2014
- Development Control Plan: Mamre Road Precinct (MRP) – Western Sydney Employment Area, NSW Department of Planning, Industry and Environment, November 2021
- State Environmental Planning Policy (SEPP) Western Sydney Aerotropolis 2020.

The CCS defines the community consultation strategy for construction of the Project.

1.2 Project Description

The Project comprises a state-of-the-art industrial warehouse and logistics estate. The key features of the project are summarised below:

- Site establishment:
 - Removal of farm dams
 - Remediation as required, see Remediation Action Plan (RAP) (Douglas Partners, February 2025)
 - Bulk earthworks (175,000m³ of fill) and retaining walls
- Staged construction and operation of an industrial estate:
 - Stage 1
 - i) Warehouse 1A: 7,189m² with 318m² office space
 - ii) Warehouse 1B: 7,060m² with 307m² office space
 - iii) Warehouse 1C: 6,480m² office space
 - Stage 2 (*subject to future approvals*)
 - i) Warehouse 2: 11,959m² with total 625m² office space
- Ancillary development including:

- Signage
- Undercroft car parking
 - i) Warehouse 1A: 32 spaces
 - ii) Warehouse 1B/1C: 61 spaces
 - iii) Warehouse 2: 56 spaces
- Landscaping, utility infrastructure and services connection
- Stormwater management including naturalised open channel drainage as well as below ground on-site detention of stormwater
- Construction of two new industrial roads. This includes an east-west road (Road 1) and north-south road (Road 2). These roads are proposed to be delivered with an interim and ultimate access design:
 - Interim road design: half-road design for Road 1 and interim cul-de-sac at the northern end of Road 2
 - Ultimate road design: full road design for Road 1 and connection to the lot to the north (removal of cul-de-sac) for Road 2. The ultimate road design will be delivered in co-ordination with the neighbouring landowners and will be dedicated to Council once the Aldington Road Intersections have been completed
- Subdivision of the site into two Torrens title allotments in addition to a road reserve lot for Road 1, Road 2 and area for the Aldington Road widening and intersection upgrade located on the site
- Dedication of land required for the widening of Aldington Road and the part of the Aldington Road Intersection upgrade which is located on the site.

1.3 CCS Purpose

This CCS provides an overview of how communications and engagement is to be undertaken between Icon Oceania and the community throughout the construction and development of the Project.

This strategy aims to:

- meet the reasonable needs and desires of the community for involvement, communication, and information
- detail communication and consultation activities to inform and update stakeholders, local residents and the broader community on the Project as it progresses
- comply with community engagement requirements specified in the Development Consent
- provide members of the community access to appropriate Project information
- identify processes and procedures required to fulfil the community involvement obligations of Icon Oceania
- assist all team members in their awareness of, and ability to, follow procedures and processes.

This CCS sets out an approach to communications and engagement between Icon Oceania and the community. Authorities including the NSW Department of Planning, Housing and Infrastructure (DPHI), Penrith City Council, WorkCover NSW and the NSW Environmental Protection Authority

have statutory obligations to investigate and perform necessary enforcement and complaints resolution. Engagement with these authorities is to be conducted in relation to compliance with the CoCs and the environmental and other relevant laws.

This CCS does not affect the rights or abilities of the community to raise matters of compliance, environmental management, safety, or other matters to the relevant agency or authority.

1.4 CCS Scope

As required under the Development Consent, this CCS provides mechanisms to facilitate communication between Icon Oceania, the community (including adjoining affected landowners and businesses, and others directly impacted by the Project) and stakeholders, during the design and construction of the Project and for a minimum of 12 months following the completion of construction.

The communications and engagement activities outlined within this CCS have been developed in compliance with the Development Consent, specifically CoC C3(g) which requires the inclusion of this plan within the CEMP as outlined in Table 1-1 below.

The Project's full Development Consent can be viewed on DPHI's Major Projects Planning Portal.

Table 1-1 Relevant CoCs and where the CCS addresses them

CoC	Community Communication Requirement	CCS Section
C3	As part of the CEMP required under condition C2 of this consent, the Applicant must include the following: (g) Community Consultation and Complaints Handling.	This Plan
C17	(viii) Contact details to enquire about the development or to make a complaint	Sections 4.1 and 4.2
C17	(ix) A complaints register, updated quarterly	Section 4.8 and Appendix A
A51	Prior to the commencement of construction of the development and until all components of the development are constructed and operational, the Applicant must participate in a working group with relevant consent holders in the MRP,	Table 5-1

1.5 Communications Objectives

The successful implementation of this CCS is to be continuously monitored, evaluated, and refreshed throughout the various delivery stages of this Project. Icon Oceania has identified the following communication objectives in Table 1-2:

Table 1-2 Communication objectives and key performance indicators

Objective	Key Performance Indicators
To help Icon Oceania become good neighbours committed to high quality outcomes and minimising disruption to neighbours wherever possible.	<ul style="list-style-type: none"> All disruptive works to neighbouring commercial operations and residents are planned and communicated with as much notice as possible Undertake early and ongoing engagement with neighbouring residents prior to construction works taking place.
To enable early identification of potential problems and on-the ground issues so the programme is not adversely affected.	<ul style="list-style-type: none"> Provide multiple avenues for stakeholders and the community to provide feedback throughout all stages of the Project Undertake early and ongoing engagement with neighbouring residents prior to construction works taking place

Objective	Key Performance Indicators
To provide a transparent and responsive engagement process that aligns with Icon Oceania's overarching commitments to community consultation.	<ul style="list-style-type: none"> • Maintain enquiries register of all communications. • Provide multiple avenues for stakeholders and the community to provide feedback throughout all stages of the Project • Maintain enquiries register of all communications • Maintain a 24-48-hour response rate time for general enquiries and 72-hour response rate time for more complex issues • Clear communications strategy, key messages and FAQs aimed at advocating on behalf of the Project • Complaints register uploaded on Project website and updated monthly.
To deliver high quality, consistent and integrated communications which support and complement the site's other engagement and communications.	<ul style="list-style-type: none"> • Communications to be coordinated strategically for all phases of the Project • Maintain enquiries register of all communications • Maintain a 24-48-hour response rate time for general enquiries and 72-hour response rate time for more complex issues • Complaints register uploaded on Project website and updated quarterly.

2 Key Issues for Construction

Whilst this Project will bring many benefits to the wider community and region, a number of impacts may result from the construction and operations of the logistics park, which Icon Oceania is committed to managing.

The following table provides a summary of high-level issues the Project may face during construction and proposed strategies to help reduce adverse impacts. Some of these construction issues were identified by the community and stakeholders during the public exhibition period.

This issues list is to be updated as the Project progresses and information about specific issues becomes available.

2.1 Project-Specific Issues

A series of site and Project-specific issues are detailed in Table 2-1 below, including potential impacts and mitigation measures.

Table 2-1 Project-specific issues and relevant communication management strategies

Issue	Potential Impacts	Communication Management Strategies
Trunk drainage	The trunk drainage design, particularly width and associated retaining walls will impact the layout and design of other elements across the site.	<ul style="list-style-type: none"> Consult with Sydney Water to get an approved design of the trunk drainage channel.
Aldington Road widening and intersection	Potential risk of misalignment between internal roads and Aldington Road intersections.	<ul style="list-style-type: none"> Collaboration with relevant stakeholders to align the internal roads with Aldington Road intersections.
Road 1 – Half Road (southern internal road)	The design of Road 1 could impact the southern neighbour and vehicular access to the warehouses.	<ul style="list-style-type: none"> Consultation will be conducted with the southern neighbour to avoid negative impacts Any access issues to the warehouses will be communicated to relevant stakeholders and measures to improve access will be investigated.
Connection to Edge Estate	The proposed future connection to the Edge Estate to the North could have impacts on the construction and operation of the Project.	<ul style="list-style-type: none"> Consultation will be engaged between all relevant stakeholders to clarify the proposed connection.
TransGrid easement	There is a potential to encroach on the Project exclusion space along the easement.	<ul style="list-style-type: none"> Consultation with TransGrid will be ongoing to prevent the encroachment of the Project and to maintain access to the easement.
Staging	The staging of the Project impacts the upgrades to Aldington Road.	<ul style="list-style-type: none"> The staging of the Project will be communicated with all relevant stakeholders including Transport for NSW (TfNSW).
Noise	Impact on surrounding sensitive receivers.	<ul style="list-style-type: none"> Informing sensitive receivers of the Project's development Coordination with sensitive receivers and those who have submitted noise complaints to organise attended noise monitoring.
Water and stormwater management	Impact on water quality and quantity of nearby water courses.	<ul style="list-style-type: none"> Trunk drainage channel to be co-ordinated with Sydney Water

Issue	Potential Impacts	Communication Management Strategies
		<ul style="list-style-type: none"> Communication with surrounding stakeholders such as the MRP that the Project will be constructed in accordance with approved water management designs.
Traffic modelling and assessment	Increases in heavy traffic during construction and operation could cause impacts on local surrounding roads which will have a cumulative effect on the whole MRP.	<ul style="list-style-type: none"> Co-ordination with surrounding landowners and TfNSW to design an efficient road network Communication with surrounding landowners and community groups, businesses and schools regarding road works and the proposed road upgrades Signage and variable messaging systems before and at road works.
Landscaping	Potential for inadequate plantings to be installed.	<ul style="list-style-type: none"> Approval with the relevant stakeholders will be sought prior to landscape implementation.
Fire safety	Emergency vehicle access.	<ul style="list-style-type: none"> Consultation with relevant emergency agencies and TfNSW will be conducted to provide adequate access for emergency services onto site.
Air quality	Dust from construction activities may affect nearby sensitive receivers.	<ul style="list-style-type: none"> The appropriate guidelines and dust mitigation measures will be followed in accordance with construction requirements as outlined in management plans If issues arise, one on one consultation will be provided to affected stakeholders The Project website, email and hotline will be available for the submission of community complaints.
Contamination	Unpremeditated contamination could affect stakeholders.	<ul style="list-style-type: none"> Affected stakeholders will be informed of the contamination management approach.
Wildlife hazard	The Western Sydney International Airport has certain requirements regarding wildlife that must be observed.	<ul style="list-style-type: none"> Consultation will be conducted with the Western Sydney International Airport regarding landscaping and waste management that could have the potential to attract wildlife.
Dam decommissioning	Dam decommissioning could affect water quality and biodiversity.	<ul style="list-style-type: none"> Approval of the dam decommissioning strategy will be sought from the relevant government authorities Involved staff will be trained on identifying and dealing with fauna management Surrounding landowners will be informed of the dam decommissioning process.
Erosion and sediment control	Erosion and sediment control could affect surrounding landowners.	<ul style="list-style-type: none"> Surrounding landowners will be consulted with, regarding the Project's erosion and sediment control plan TfNSW will also be consulted with, regarding the tracking of sediment onto public roads Avenues to submit complaints will remain open throughout construction.
Built form	Built form design impacts the progression and operation of the Project, and worker and tenant amenities. The built form can also impact surrounding stakeholders regarding visual impact.	<ul style="list-style-type: none"> Issues with the built form will be discussed with the relevant approval holding authorities Stakeholder complaints will be able to be submitted via communication lines with the Project.

3 Stakeholders

Stakeholders are individuals, groups of individuals or organisations that could influence or affect a project. Icon Oceania has identified stakeholders in line with the Secretary's Environmental Assessment Requirements (SEARs). Table 3-1 outlines the key stakeholders who were consulted, the aims of engagement and their known concerns.

Engagement has been undertaken with stakeholders to support the following phases of the Project:

- Consultation in line with original SEARs (issued 21 July 2021)
- Consultation in line with additional SEARs (issued March 2022).

Stakeholder groups are ranked on their known and/or perceived level of interest and influence on this Project with the following engagement aims:

1. **Inform** (low interest / low influence): To provide stakeholders with timely and accurate information on the activities and aspects of the Project that may be of interest to the stakeholders.
2. **Consult** (high interest / low influence): To seek a degree of feedback and information from these stakeholders. The information provided may be used to inform the decision-making process.
3. **Involve** (low interest / high influence): To work in consultation to manage aspects of the Project which are reliant on the successful approvals and permissions from these stakeholder groups. To also seek a degree of feedback that may be used in the decision-making process.
4. **Collaborate** (high interest / high influence): To partner with these stakeholders throughout the Project's life cycle, aiming for Project objectives, concerns and aspirations to be consistently understood and considered in the Project's decision-making processes.

The following list of stakeholders builds on information contained in the environmental assessment and the SSD Development Application (DA) submissions process.

It is recognised that stakeholders and level of interest may vary at different phases of the Project, and approaches are to be reviewed and updated as required.

Table 3-1 Stakeholder identification and known issues / concerns

Stakeholder Group	Engagement Aims	Objective	Stakeholder/s	Known Issues / Concerns
Early consultation in line with original SEARs (issued July 2021)				
Government Authorities	Involve	To work in consultation with this stakeholder to manage aspects of the Project that are reliant on their approval and permission.	Penrith City Council	<ul style="list-style-type: none"> • Maintenance of the trunk drainage channel is a matter for DPHI however compliance with the DCP is a Council matter • It must be demonstrated that two way movement on the internal road is possible • Stormwater drainage for the site must be in accordance with the MRP DCP • Must demonstrate that the Project proposal is consistent with the Flood Prone Land section of the MRP DCP • Request that a signalised intersection be provided at the intersection of the internal road and Aldington Road • Aldington Road and Abbotts Road need to be upgraded to support heavy traffic • Details of cut and fills, retaining walls and batters are to be provided and supported by a Geotechnical Report • Waste collection and storage must be addressed.
	Involve	To work in consultation with this stakeholder to manage aspects of the Project that are reliant on their approval and permission.	DPHI	<ul style="list-style-type: none"> • NRAR must be consulted regarding the riparian zone • Water management controls in the MRP DCP are being revised • Infrastructure upgrades need to be determined and outlined in each SSD development consent • Consultation is to be undertaken with TfNSW regarding Aldington Road intersection • The landowner to the south will need to be consulted regarding the internal road on the south boundary of site • Canopy cover in the MRP DCP.
	Consult	To seek feedback and information that may be used in the decision making process.	Environment, Energy and Science Group	<ul style="list-style-type: none"> • Describe background water quality.

Stakeholder Group	Engagement Aims	Objective	Stakeholder/s	Known Issues / Concerns
	Consult	To seek feedback and information that may be used in the decision making process.	Water Group (including Natural Resources Access Registrar (NRAR))	<ul style="list-style-type: none"> The watercourse is waterfront land as defined by the <i>Water Management Act 2000</i> A vegetated riparian zone must be established where needed NRAR would prefer the watercourse and vegetated riparian zone to be in public ownership.
	Consult	To seek feedback and information that may be used in the decision making process.	DPHI Infrastructure Partnerships and Agreements team	<ul style="list-style-type: none"> State contributions can be made under a State planning agreement An application to enter into a State planning agreement can be through the Department's portal.
	Consult	To seek feedback and information that may be used in the decision making process.	Department of Primary Industries	<ul style="list-style-type: none"> Expectation that the EIS will include a land use conflict risk assessment Recommends consultation with the owners and operators of the agricultural businesses to inform of potential impacts and mitigation measures.
	Consult	To seek feedback and information that may be used in the decision making process.	Western Sydney Planning Partnership	<ul style="list-style-type: none"> Consistency with Western Sydney Aerotropolis safeguards Wildlife management aligned with Western Sydney Airport requirements.
Service providers	Collaborate	To work with TfNSW to design the Aldington Road upgrades and provide sufficient heavy vehicle access.	TfNSW	<ul style="list-style-type: none"> The ongoing design of Aldington Road and associated intersections.
	Collaborate	To collaborate with Sydney Water to design and manage the trunk drainage channel for the lifetime of the Project.	Sydney Water	<ul style="list-style-type: none"> A feasibility case should be lodged with Sydney Water Waste reuse quantities should be included in the EIS Recommended to engage a Water Servicing Coordinator to facilitate the feasibility process Meet requirements outlined by Sydney Water.
	Consult	To seek feedback and information that may be used in the decision making process.	NSW Rural Fire Service	<ul style="list-style-type: none"> EIS to incorporate a bushfire report that addresses also the risk of dangerous goods.

Stakeholder Group	Engagement Aims	Objective	Stakeholder/s	Known Issues / Concerns
	Consult	To seek feedback and information that may be used in the decision making process.	Western Sydney Airport Corporation	<ul style="list-style-type: none"> • Regard the Western Sydney Aerotropolis Plan and the SEPP • Consider landscape species selection so as not to attract wildlife • Consider how waste will attract wildlife • Assess impact on Obstacle Limitation Surface • Consider compliance with indoor sound levels regarding airport operations.
	Consult	To seek feedback and information that may be used in the decision making process.	Endeavour Energy	<ul style="list-style-type: none"> • Address utilities as a key issue in the EIS.
	Collaborate	To collaborate with Sydney Water to design and manage the trunk drainage channel for the lifetime of the Project.	TransGrid	<ul style="list-style-type: none"> • Approved with notes such as following TransGrid's requirements and avoiding impacting on the operation of the easement.
Community	Inform	Inform the community about information relating to the Project.	Community and surrounding landowners and occupiers, including: <ul style="list-style-type: none"> • Residents located on Aldington Road and Mamre Road (between Bakers Lane and Abbots Road) • Catholic Health Care Emmaus Village • Emmaus Retirement Village 	<ul style="list-style-type: none"> • Requests about further details of the Project.
Additional consultation in accordance with additional SEARs (issued March 2022)				
Local Councils	Involve	To work in consultation with this stakeholder to manage aspects of the Project that are reliant on their approval and permission.	Penrith City Council	<ul style="list-style-type: none"> • That the proposed internal road construction is not supported • That Icon Oceania consult with Sydney Water about the stormwater channel • Changing design so that hardstand does not protrude building line • Relocate a proposed substation • Rear and side setbacks designs are inadequate.

Stakeholder Group	Engagement Aims	Objective	Stakeholder/s	Known Issues / Concerns
Government Authorities / Agencies	Involve	To work in consultation with this stakeholder to manage aspects of the Project that are reliant on their approval and permission.	Department of Planning and Environment (DPE) (now DPHI)	<ul style="list-style-type: none"> The Project meets the thresholds for a SSD Cumulative noise That Council are not supportive of the internal road That the southern neighbour has been consulted with Ason is to prepare traffic modelling with TfNSW.
	Collaborate	To collaborate with Sydney Water to design and manage the trunk drainage channel for the lifetime of the Project.	Sydney Water	<ul style="list-style-type: none"> Currently satisfied with the proposed trunk drainage channel.
	Collaborate	To work with TfNSW to design the Aldington Road upgrades and provide sufficient heavy vehicle access.	TfNSW	<ul style="list-style-type: none"> Issue with modelling regarding high traffic volumes on Bakers Lane Internal road has the potential to risk DPE (now DPHI) endorsement.
	Collaborate	To work with TransGrid throughout the construction and operation of the Project so that there is no impact on the access and operation of the transmission easement.	TransGrid	<ul style="list-style-type: none"> Truck parking extending into the exclusion zone of the easement would not be supported Access considerations to the easement are still required for future purposes TransGrid have been informed of the proposed trunk drainage channel and shown how it will not impact the proposed Stanchion locations.
	Consult	To seek feedback and information that may be used in the decision making process.	Environment, Energy and Science	<ul style="list-style-type: none"> Feedback regarding the Ecological Report prepared by EcoLogical Statement that National Resources Access Regulator (NRAR) need to be consulted. The MRP DCP regarding water management is under revision Stated the need for SSD DA to address the upgrade of Aldington Road Stated the need for consultation to be undertaken with TfNSW regarding the Aldington Road upgrade Consultation with the southern land owner Canopy cover in the MRP DCP.

Stakeholder Group	Engagement Aims	Objective	Stakeholder/s	Known Issues / Concerns
	Consult	To seek feedback and information that may be used in the decision making process.	NRAR	<ul style="list-style-type: none"> • Mapped watercourse is considered waterfront land by the <i>Water Management Act 2000</i> • A vegetated riparian zone must be established • NRAR would prefer the watercourse to be in public ownership.
Adjoining landowners	Consult	To seek feedback and information that may be used in the decision making process.	Land Owner Group East	<ul style="list-style-type: none"> • Aldington Road upgrade and delivery of intersection 2 works.
Community	Involve	To work in consultation to manage aspects of the Project that require approval from the stakeholder.	Southern neighbour	<ul style="list-style-type: none"> • Letters were sent to them regarding the construction of an internal road and a retaining wall on their side of the boundary.
	Consult	To seek feedback and information that may be used in the decision making process.	Aboriginal Knowledge Holders / Registered Aboriginal Parties	<ul style="list-style-type: none"> • There was personal cultural connection to the Project area • Assessment methodology for Aboriginal Heritage • Three RAP groups supported the proposed investigation methodology.

4 Communication Procedures and Protocols

4.1 Community Relations Team Contact Details

Table 4-1 provides the community relations team contact details for the Project.

Table 4-1 Community relations team contact details

Role	Contact Details
Communications and Community Liaison Representatives	Development Manager – mstewart@procomgroup.com.au

An emergency number for out of business hours calls and enquires is to be established once construction has commenced and is to be visible at the entry points to site.

The community is to be continually advised of the 1800 number and email address via the Project website and community information materials.

4.2 Project Website

Icon Oceania have established a Project website at <https://www.iconoceania.com.au/westgate.php> to provide an easily accessible location of up-to-date information for community, stakeholders, and the public.

The content on the website is to be updated as the Project progresses and referenced in all communications to provide local residents, stakeholders and the general public with a central repository of accurate, relevant information related to the Project throughout construction and into future operations.

The website will fulfil CoC C17(viii) and C17(ix) related to public access to information about complaints and enquiries submitted to the Project team.

The Icon Oceania team are responsible for the ongoing maintenance and administration required so that the content is timely and up to date, including quarterly updates to the complaints register.

4.3 Internal Communications

The effectiveness of this CCS relies on the inclusion and support of the wider Project team. Close relationships between the community relations team, design and construction teams are vital and will enable the community relations team to:

- keep up to date with construction progress and proposed activities
- be a part of the decision-making process about construction, especially where it impacts on community and stakeholders, in order to minimise these impacts
- identify potential issues and impacts and plan proactive community relations and communication activities

- prepare accurate information for the stakeholders
- provide advance notice to stakeholders/communities and plan one on one consultation
- develop clear two-way communication with all staff
- train and promote community relations principles – increase general awareness and gain support
- provide feedback to the team on the outcomes of this CCS and incorporate feedback into Project plans as appropriate.

Cross-disciplinary relationships are to be achieved through the participation of community relations personnel in both formal and informal Project team meetings, involving discussion of:

- upcoming construction activities
- current and/or potential community impacts and/or issues
- proposed management and mitigation of community impacts/issues
- any potential marketing opportunities which will allow the Project to be positively positioned.

4.4 Community Notifications

Project notifications are to be used to inform the community of current and upcoming works which have the potential to impact stakeholders and the community. The notifications are to be targeted to those impacted by the works and is to consist of letterbox notifications and email correspondence with known stakeholders.

Figure 4-1 indicates the recommended distribution area for letterbox notifications.



Legend




-  The site
-  Nearby landowners
-  Local schools

Figure 4-1 Letterbox notification distribution area

4.5 Site interface

Given the close proximity to residents, the Project may lend itself to a high level of public interface, should a contractor be approached onsite and questioned on Project specifics, they are to direct all public enquiries to the Project team. They are to be instructed not to provide a response and instructed to hand out Project information cards (containing 1800 number and email) to anyone who approaches.

All public interactions should be recorded and reported to the Project team.

4.6 Stakeholder and Community Feedback Protocol

The ongoing and consistent management of Project-related feedback throughout the planning and design, as well as the construction of the Project, is crucial to ensuring appropriate mitigation strategies are developed in response to issues identified and experienced. As such, the Project team is to document all stakeholder and community related feedback received directly, in a professional and timely manner.

Feedback is defined as any communication received from a stakeholder or community member which expresses support and/or dissatisfaction with any aspect of the Project and its delivery. As such, the proposed contact response timings for general enquiries are as follows:

- Same day acknowledgement of all stakeholder and community contact.
- Development of proposed response and issue within 48 hours by the Project team. This timeframe can be extended where complex information is required, provided an acknowledgment of the enquiry is sent, outlining the need to gather more information before a response can be sent.
- A 72-hour response target for complex enquiries (e.g. requires further consultation and planning with delivery team, request for meeting).
- All details will be captured and logged in the Stakeholder Contact Register, and all responses will be shared with the Project team.

Adherence to these response protocols fulfil requirement specified in CoC B34(h), related to Construction Noise and Vibration Management Plan which requires a complaints management system that would be implemented for the duration of the Project.

4.7 Issues Management and Dispute Resolution

Table 4-2 details issues management procedure that has been compiled so the process for revolving onsite issues and complaints received through the 1800 number and/or Project email address is consistent and allows feedback to be responded to in an appropriate and timely manner.

The procedure will assist in identifying issues that may escalate (from low to medium or medium to high) and offer mitigation measures.

Table 4-2 Issues management procedure

Category	Description	Action
High (issue requires immediate involvement of Icon Oceania)	<ul style="list-style-type: none"> • Involves significant public or media interest • Relates to onsite safety or security • Involves political and/or government agencies. 	<ul style="list-style-type: none"> • Immediate written and verbal notification of issue to Icon Oceania. • Icon Oceania to proactively deal with the issue and advise Project team on the response taken to resolve the issue • Register the issue in the Stakeholder Contact Register with full details.
Medium (issue cannot be immediately resolved)	<ul style="list-style-type: none"> • Involves an individual or group expressing negative sentiments towards Project and/or its activities with the threat of further action (i.e. escalation to Council) • The stakeholder or community member raising the issue is not satisfied with the response provided. 	<ul style="list-style-type: none"> • Immediate verbal and written notification to Icon Oceania • Icon Oceania to proactively deal with the issue within 2 working days • Register the issue in the Stakeholder Contact Register with full details of the issue as well as how it was resolved.
Low (issue can be responded to immediately)	<ul style="list-style-type: none"> • Involves an individual or group expressing negative sentiments towards Project and/or its activities • There is no threat of further action. 	<ul style="list-style-type: none"> • Immediate written notification to Icon Oceania • Icon Oceania to proactively deal with the issue and advise on the response taken to resolve the issue • Register the issue in the Stakeholder Contact Register with full details of the issue as well as how it was resolved.

4.8 Stakeholder Contact Register and Enquiries Management

Consistent management of Project-related feedback throughout the engagement process is crucial to ensuring appropriate mitigation strategies are developed in response to any challenges and/or issues faced.

All stakeholder enquiries are to be documented and tracked in an enquiries register in the form of a Microsoft Excel spreadsheet to be managed by Icon Oceania. A record is to be created for all stakeholders with whom contact is made.

This register is to provide an up-to-date, readily accessible central storage point for information and is to provide a detailed history of feedback for future reporting purposes. This register is to be used to manage, track, and maintain an activities and contacts register, capturing the relevant Project stakeholders, key personnel and contact details.

A copy of the register is to be made publicly available on the Project website and updated monthly to fulfil access to information requirements, as specified in CoC C17(viii) and (ix) related to complaints and access to information.

A copy of the Stakeholder Contact Register is included in Appendix A.

5 Communication Tools and Channels

Due to the varying levels of stakeholder interest in the Project, as well as the different levels of awareness, this Project requires a multi-channelled approach to communications in order to facilitate consistent and proactive engagement with all stakeholder groups.

A range of communication tools are to be used to inform and engage the community and other stakeholders about the Project as work proceeds. Table 5-1 below provides an overview of the tools to be used, frequency and timing, as well as the audience for each tool.

Table 5-1 Community communication tools

Tool	Frequency	Target Stakeholder Group	Purpose	Tool Specification
Mamre Road Precinct (MRP) Working Group	Periodically throughout the year as required. CoC A51 requires that prior to the commencement of construction of the development and until all components of the development are constructed and operational, ICON Oceania must participate in a working group with relevant consent holders in the MRP.	Relevant consent holders in the MRP.	<ul style="list-style-type: none"> To fulfil the requirements of CoC A51, the Working Group is designed to consult and coordinate construction works within the MRP to assist with managing and mitigating potential cumulative environmental impacts To discuss, formulate and implement measures or strategies to improve monitoring, coordination of the approved industrial developments in the MRP To review community concerns or complaints with respect to environmental management. 	<ul style="list-style-type: none"> Meetings online and in-person as required Meetings will review community concerns or complaints with respect to environmental management Working group meeting outcomes and actions to be recorded and circulated to regularly inform Council, TfNSW, Sydney Water and the Planning Secretary.
Stakeholder and resident briefings via video conference or in person	As required	As identified	<ul style="list-style-type: none"> Icon Oceania will hold briefings if required on specific issues as identified Provide an opportunity for key stakeholders and members of the community to be a part of the Project, find out information, ask questions and provide feedback Work with closely impacted residents to develop tailored strategies and mitigation measures for construction-related impacts such as noise and dust aggregation as the site is developed. 	<ul style="list-style-type: none"> All known stakeholder issues included and prioritised for resolution on an issues and risk register A high-level record of all meeting details, agendas, issues discussed, decisions or commitments should be maintained for inclusion in the documentation of the consultation process.

Tool	Frequency	Target Stakeholder Group	Purpose	Tool Specification
Project website	<p>As information becomes publicly available:</p> <ul style="list-style-type: none"> The website will be updated on a regular basis and reviewed at a minimum monthly to confirm information is still current and relevant Relevant information will be provided prior to preconstruction and throughout construction Will operate continuously until 12 months following the date of construction completion. 	All community members and stakeholders identified in this plan.	<ul style="list-style-type: none"> To create a centralised point of Project information for all stakeholders and the community members for Stage 1 and all subsequent Project stages The existing webpage will offer a separate landing page specifically targeted at providing information on the construction process. 	<ul style="list-style-type: none"> Icon Oceania to maintain website and provide updated material for the website which should contain: <ul style="list-style-type: none"> Information on the current Project timelines Contact details for enquires and complaints Information on key Project milestones Updated information and documentation as they are obtained or approved, per CoC C17: <ul style="list-style-type: none"> all current statutory approvals for the Project all approved strategies, plans and programs required under the CoCs of this consent regular reporting on the environmental performance of the Project in accordance with the reporting requirements in any plans or programs approved under the CoCs of this consent a comprehensive summary of the monitoring results of the Project, reported in accordance with the specifications in any CoCs of this consent, or any approved plans and programs a summary of the current stage and progress of the Project contact details to enquire about the Project or to make a complaint a complaints register, updated quarterly the Compliance Report of the Project any other matter required by the Planning Secretary.

Tool	Frequency	Target Stakeholder Group	Purpose	Tool Specification
Project hotline	To be maintained until 12 months post construction completion.	All community members and stakeholders identified in this plan.	<ul style="list-style-type: none"> To provide all stakeholders a direct point of contact for any enquiries and the management of complaints The Project information line will operate during hours that are consistent with the construction hours of the Project. 	<ul style="list-style-type: none"> The phone number will be included on all Project communication material All calls received will be recorded in the Community Contacts Register Details of the call will be included against caller names (if provided), including contact details and a description of the nature of the call Staff responsible for answering calls on the line will be properly trained on 'etiquette' for speaking with stakeholders.
Project email	To be maintained until 12 months post construction completion.	All community members and stakeholders identified in this plan.	<ul style="list-style-type: none"> Email contact details will be established where appropriate and email notifications will be used to inform those directly affected by any changes that may impact on individual properties, residents and businesses, such as traffic disruptions, construction of temporary detours and work required outside normal working hours. 	<ul style="list-style-type: none"> All email enquiries will be responded to within 5 business days and email complaints received will be acknowledged by the next business day All email correspondence will be recorded in the Community Contacts Register All complaints received will be acknowledged by the next business day If an email complaint is received out-of-hours it will be acknowledged during the next business day.
Letterbox notifications	As required but will occur five business days prior to the proposed activity described.	Refer to notification map Figure 4-1.	<ul style="list-style-type: none"> To inform those directly affected by any changes that may impact on individual properties, residents and businesses. 	<ul style="list-style-type: none"> Double sided letters in black and white or colour with detail about what is happening and/or changes, in plain English, supported by maps and drawings as required.
Media announcements and PR	As required, media releases containing information about relevant milestones including start of construction, road openings and initiatives that build the good reputation of the Project.	Media	<ul style="list-style-type: none"> Icon Oceania will manage all media relations for the Project. 	<ul style="list-style-type: none"> Media releases may only be issued by Icon Oceania.

Tool	Frequency	Target Stakeholder Group	Purpose	Tool Specification
Stakeholder Contact Register	From commencement of construction until 12 months post-completion.	Community	<ul style="list-style-type: none">• A register to record all community contact, including register of community who has interacted with the Project until 12-month post construction completion.	<ul style="list-style-type: none">• To include names, dates of interaction, issues raised, details of how Project team responded.

Appendix A Stakeholder Contact Register

