

McConnell Dowell - OHL Joint Venture

CLIENT: ROADS AND MARITIME SERVICES

PROJECT: PACIFIC HIGHWAY UPGRADE -
KUNDABUNG TO KEMPSEY

LOCATION: NSW

PROJECT NO.: 2602

Quality Management System

COMMUNITY COMMUNICATION STRATEGY

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1.0 PURPOSE OF THIS DOCUMENT

The Community Communication Strategy provides an overview of community and stakeholder engagement procedures and activities developed in line with the requirements of Roads and Maritime QA Specification G36 to support the construction of the Kundabung to Kempsey Pacific Highway upgrade, hereafter referred to as 'the project' or 'K2K'. This document outlines:

- Identification of stakeholders to be consulted
- Communication protocols (including interface protocols, contractor external communication protocols and media protocols), mechanisms and procedures for the distribution of information and the receipt of feedback
- The overall communication strategy for the project including roles and responsibilities of communications personnel
- Communication and engagement objectives
- Communication activities and tools
- Site staff training of community relations through inductions and toolbox talks
- A detailed community engagement plan, including activities and timelines
- Complaints management system
- Internal report requirements.

The Community Communication Strategy complies with the requirements of the NSW State Government and Roads and Maritime Services guidelines, policies and reference documents in relation to community relations. The strategy has been prepared in accordance with the desired outcomes detailed in *RTA Community Involvement and Communications Draft Resource Manual for Staff, June 2008* and reflects Roads and Maritime's commitment to understand and respond transparently to community issues and concerns and to provide feedback to the project team.

It is acknowledged that the Community Communication Strategy will evolve over the construction phase and flexibility will be necessary to identify and be responsive to emerging interests and issues.

The Community Communication Strategy is a working document and should be read in conjunction with the Construction Environmental Management Plan for the project.

2.0 GUIDING PRINCIPLES

The project team's approach to community and stakeholder engagement will be guided by the following principles:

- Be inclusive. Ensure stakeholders have access to information about the construction works program and upcoming construction activities
- Be proactive. Inform and engage stakeholders early in the process, ensure they remain fully informed and demonstrate that stakeholder issues have been considered and addressed in a transparent process
- Be responsive. Respond to all stakeholder contact in a timely manner and manage a transparent issues resolution process
- Be sensitive. Make every effort to carry out works with minimal impact on the local community
- Honour all obligations and commitments made by the project team.

3.0 ENGAGEMENT OBJECTIVES

Providing timely, accurate and current information will be essential to managing community and stakeholder expectations and building understanding of the project and its benefits. This will include providing timely information about the works program, proposed mitigation measures to minimise potential impacts and responses to concerns raised by the community and stakeholders.

The communication objectives are to:

- Support the delivery of the project with minimum disruption and impacts to the local community and environment
- Inform communities about construction activities and how to provide feedback including raising issues and/or making a complaint about construction of the project
- Provide two-way communication channels to enable proactive and responsive engagement to resolve issues and complaints raised by the community and stakeholders
- Address community concerns and complaints promptly and transparently
- Facilitate a positive reputation outcome for McConnell Dowell-OHL JV and Roads and Maritime that builds on existing relationships and results in constructive working relationships with the community and stakeholders
- Comply with the conditions of approval.

4.0 PROJECT BACKGROUND

In December 2006, the Oxley Highway to Kempsey Pacific Highway upgrade project was declared by the then Minister for Planning to be a project to which Part 3A of the *Environmental Planning and Assessment Act 1979* (EP&A Act) applies. The order was amended by the then Minister for Planning on 3 December 2012 and gazetted on 10 December 2012. An Environmental Assessment was prepared and placed on public exhibition for 30 days between September and October 2010. Following consideration of submissions made during the exhibition period, a submissions report, including changes to the proposal following consideration of submissions, was submitted to the then Minister for Planning seeking approval. Approval of the Oxley Highway to Kempsey Pacific Highway upgrade project was granted on 8 February 2012, subject to a number of Conditions of Approval (CoA).

Furthermore, the Oxley Highway to Kempsey Pacific Highway upgrade project was referred to the (then) Commonwealth Department of Sustainability, Environment, Water, Population and Communities (SEWPaC). On 21 September 2012, DSEWPC determined that the Oxley Highway to Kempsey project was a controlled action under section 75 and 87 of the *Environmental Protection and Biodiversity Conservation Act 1999* (EPBC Act). The Oxley Highway to Kempsey project was approved by the Department of the Environment (DoE, formerly SEWPaC) under section 130(1) and 133 of the EPBC Act on 24 January 2014.

The Oxley Highway to Kempsey Pacific Highway upgrade project is being delivered in two main sections – from the Oxley Highway to Kundabung and from Kundabung to Kempsey.

McConnell Dowell-OHL Joint Venture (hereafter referred to as ‘the JV’) has been engaged by Roads and Maritime to construct the Kundabung to Kempsey stage of the project.

4.1 SCOPE OF WORKS

Figure 4.1 provides an overview of the overall Oxley Highway to Kempsey upgrade, with the K2K project highlighted in yellow.

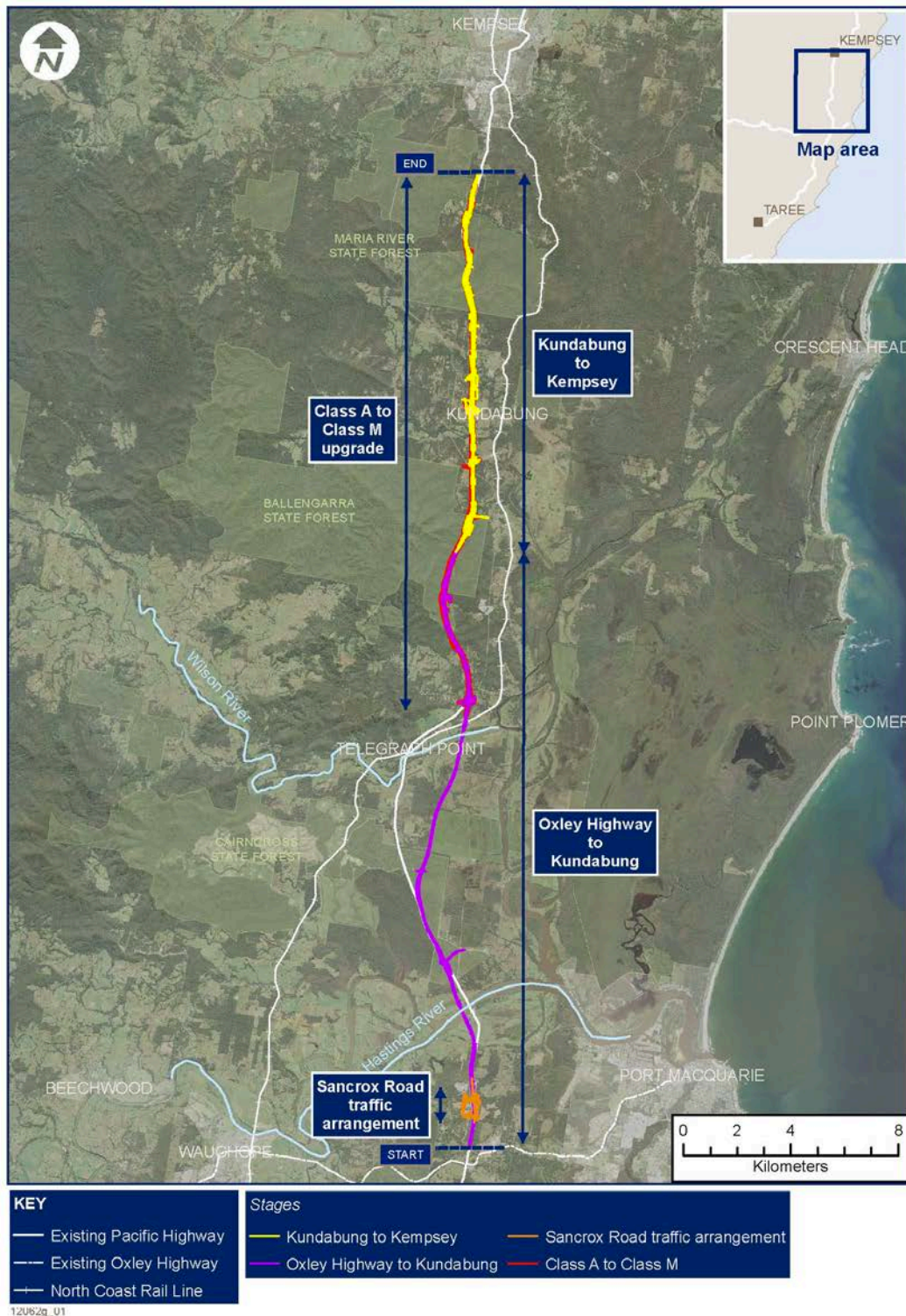


Figure 4.1 Overview of Oxley Highway to Kempsey upgrade (the K2K project is highlighted in yellow)

The project involves building about 13.7 kilometres of two lane dual carriageway on the Pacific Highway, plus six kilometres of local roads, including all associated earthworks.

Once complete the new alignment of the Pacific Highway will include a four-lane dual carriageway (two lanes in each direction) and the existing Pacific Highway from chainage 33000 to 36500 will be left as a secondary distribution road.

The works also involve the construction of the twin bridges over Smith Creek (Pacific Highway - Chainage 28200), the twin bridges over Pipers Creek (Pacific Highway - Chainage 30650), the bridge on Kundabung Road (Over Pacific Highway - Chainage 29250) and the northbound bridge over Stumpy Creek (Pacific Highway - Chainage 37720).

5.0 KEY MESSAGES

- The project will result in the following benefits:
 - Reduced travel times between Kempsey and Port Macquarie through improved travel efficiency
 - Improved highway safety and local roads (improvements due to intersections etc.)
 - Improved air quality by reducing grades and improving pavement surfaces
 - Reduced greenhouse gas emissions and fuel consumption when compared to the existing highway arrangement
 - Supporting regional and local economic development
- Generating local employment opportunities
- The project team is committed to minimising construction impacts. We will implement appropriate mitigation measures and consultation and communication about the project
- The Construction Environmental Management Plan will be implemented to manage and mitigate potential impacts on the environment and the local community during construction
- The project team values community and stakeholder feedback and is committed to providing timely and responsive engagement
- This project is part of the 105 kilometre highway upgrade between Port Macquarie and Coffs Harbour
- This project is being delivered in two sections – from the Oxley Highway to Kundabung (23 kilometres) and from Kundabung to Kempsey (14 kilometres), with early works at the Sancrox interchange.

6.0 CONSTRUCTION ACTIVITIES – KEY MILESTONES

Construction of the project is anticipated to start in September 2014 with road opening scheduled for mid-August 2016, subject to weather. The following key project milestones have been identified, at this stage, as opportunities to hold community events. The list is preliminary and will be developed as the project progresses:

- Mobilisation and site set-up / construction start – August / September 2014
- Switching traffic from existing Pacific Highway onto new southbound carriageway – November 2015

- Construction completion and road open to traffic – July 2016.

Potential impacts on stakeholders and the community from construction activities will be reviewed following completion of the Construction Environmental Management Plan with further consultation identified in **Chapter 10**.

7.0 COMMUNICATION STRATEGY

A part-time Community Relations Manager and a full-time Community Relations Officer will be appointed with the responsibility for managing community and stakeholder consultation. The Community Relations Manager and Community Relations Officer will represent the JV and Roads and Maritime as the outward facing contacts for all community engagement, with responsibility for:

- The day-to-day management, delivery and reporting on the Community Communication Strategy
- Coordinating all community and stakeholder activities and contacts
- Ensuring the community and stakeholders have a consistent point of contact
- Ensuring the community and stakeholders are notified in advance of construction activities, traffic and access impacts and key project milestones
- Ensuring project messaging is consistent across all forms of media
- Preparing project updates, public notifications, media releases, advertisements and website updates
- Organising and preparing project materials for public displays and community information sessions
- Ensuring all communications material is submitted in line with Roads and Maritime’s review and approval requirements
- Ensuring site personnel are inducted in community relations protocols
- Proactively identifying and managing emerging issues
- Ensuring complaints and issues are delegated appropriately, followed up and resolved
- Notifying Roads and Maritime of enquiries / complaints received and actions undertaken
- Proactively managing the reputation of the project, the JV and Roads and Maritime.

The Community Relations Officer will be site based to maximise their exposure to the community and to ensure they are fully embedded within the construction team.

The Community Relations Manager will provide the central point of contact for the project team for all community and stakeholder engagement and will report directly to the JV.

7.1 COMMUNICATIONS TEAM CONTACT DETAILS

Name	Role	Email	Telephone
Kerri Hale	Community Relations Manager	Kerri.Hale@aecom.com	0412 577 184
Cassandra Allan	Community Relations Officer	CAllan@ohlaustralia.com	0409 186 960

The Community Relations Manager will be full-time from May to August 2014 and part-time from September 2014 to completion of the project. The Community Relations Officer will be full-time from August 2014 to project completion.

8.0 STAKEHOLDER AND ISSUE IDENTIFICATION

Community consultation carried out during the planning phase of the project has informed the identification of stakeholders and their key issues and interests. The project team will continue to maintain existing stakeholder relationships while developing communication material and activities to cater for the various stakeholder groups.

Table 8.1 outlines the key stakeholder groups and will be updated as appropriate during the construction of the project.

Table 8.1: Key stakeholders and issue identification

Consultation level	Potential issues	Relationship owners
Directly impacted and nearby property owners and residents		
Inform / engage	<ul style="list-style-type: none"> • Timeframe of construction and project milestones • Timely notification of any property access requirements • Timeframe of property adjustments and property acquisition process • Timeframe and timely notification of any nearby works and potential impacts on residents and proposed mitigation measures • Changes to access during construction • Safety of work sites and area surrounding construction activities • Traffic management changes / issues during construction • Construction of upgrade and associated infrastructure. General construction impacts: <ul style="list-style-type: none"> - Construction traffic - Construction noise, vibration, dust and fumes, disruptions etc and mitigation measures - Construction site location - Material storage • Potential interfaces and disruption to services (such as water and electricity) • Visual amenity • Out of hours works • Project contact and complaints procedure. 	Community Relations Manager / Officer McConnell Dowell-OHL JV Roads and Maritime Services
Local community		
Inform / engage	<ul style="list-style-type: none"> • Timeframe of construction and project milestones • Timeframe and timely notification of any nearby works, potential impacts and proposed mitigation measures • Safety of work sites and area surrounding construction activities • Traffic management changes / issues during construction • Changes to access to local community 	Community Relations Manager / Officer McConnell Dowell-OHL JV Roads and Maritime Services

Consultation level	Potential issues	Relationship owners
	facilities during construction activities <ul style="list-style-type: none"> • Construction of upgrade and associated infrastructure. General construction impacts: <ul style="list-style-type: none"> - Construction traffic - Construction noise, vibration, dust and fumes, disruptions etc and mitigation measures - Construction site location - Material storage • Potential interfaces and disruption to services (such as water and electricity) • Visual amenity • Out of hours works • Project contact and complaints procedure • Employment opportunities. 	
Local business owners		
Inform / engage: Local businesses including: Amarena Boarding Kennels and Cattery A&D Hambly Silver Perch Farm and Native Fish Hatchers Fish farms located on Mingaletta Road and Rodeo Drive Hines Refrigerated Transport Kundabung General Store, Post Office, BP Service Station Kundabung Horse Centre and Rodeo Kempsey and District Chamber of Commerce	<ul style="list-style-type: none"> • Timeframe of construction and project milestones • Timeframe and timely notification of any nearby works and potential impacts on business and proposed mitigation measures • Access and signage changes during construction and proposed alternatives • Safety of work sites and area surrounding construction activities • Traffic management changes / issues during construction • General construction impacts: <ul style="list-style-type: none"> - Construction traffic - Construction noise, dust and fumes, disruption etc and mitigation measures - Construction site location - Material storage • Potential interfaces and disruptions to services (such as water and electricity) • Potential disruption to normal business functions • Visual amenity • Project contact and complaints procedure. 	Community Relations Manager / Officer McConnell Dowell-OHL JV Roads and Maritime Services
Emergency service providers		
Inform / consult: State Emergency Services Police Ambulance Rural Fire Brigade	<ul style="list-style-type: none"> • Timeframe of construction, project milestones and contact information • Vehicular access or changed road conditions • Potential for increase traffic and congestion • Potential hazards and risks • Project contact. 	Community Relations Manager / Officer McConnell Dowell-OHL JV Roads and Maritime Services

Consultation level	Potential issues	Relationship owners
Elected representatives		
Inform: Hon Luke Hartsuyker MP (Federal Member for Cowper) Dr David Gillespie MP (Federal Member for Lyne) Hon Andrew Stoner MP (State Member for Oxley) Leslie Williams MP (State Member for Port Macquarie)	<ul style="list-style-type: none"> • Timeframe of construction and key project milestones • Addressing community issues • Project details, benefits and timeframe for construction. 	Roads and Maritime Services
Local government		
Inform / engage: Kempsey Shire Council Port Macquarie Hastings Council	<ul style="list-style-type: none"> • Timely notification of potential impacts to council owned assets, services and local roads • Timely notification of the proposal to undertake Out of Hours Works • Addressing community issues • Timeframe of construction and project milestones • Access and signage changes during construction • Safety of work sites and area surrounding construction activities • Traffic management changes / issues during construction • General construction impacts: <ul style="list-style-type: none"> - Construction traffic - Construction noise, dust and fumes, disruption etc and mitigation measures - Construction site location - Material storage • Potential interfaces and disruptions to local services (such as water and electricity) • Changes in visual amenity. 	Roads and Maritime Services *General Manager, Mayor and elected officials. Community Relations Manager / Officer McConnell Dowell-OHL JV *Council officers
Road users		
Inform: Tourists NRMA Australian Trucking Association NSW NSW Farmers	<ul style="list-style-type: none"> • Timeframe of construction and project milestones • Traffic management changes / issues during construction • Timely notification of alternative cycling routes / traffic diversions • Construction traffic impacts • Clear signage if traffic diversions are required 	Community Relations Manager / Officer McConnell Dowell-OHL JV Roads and Maritime Services

Consultation level	Potential issues	Relationship owners
Association Inform / engage Local bus companies Local haulage and trucking companies Local bicycle user groups / clubs	<ul style="list-style-type: none"> • Potential for increased traffic and travel times • Potential hazards and risks • Changes in visual amenity and driving experience. 	
Schools and recreational facilities		
Inform / engage: Kundabung Railway Station Kempsey Sporting Car Club	<ul style="list-style-type: none"> • Timeframe of construction and project milestones • Traffic management changes / issues during construction • Timely notification of traffic diversions • Potential for increase traffic and travel times • Safety of work sites and area surrounding construction activities • General construction impacts: <ul style="list-style-type: none"> - Construction traffic - Construction noise, dust and fumes, disruption etc and mitigation measures - Construction site location - Material storage • Potential disruption to organised events. 	Community Relations Manager / Officer McConnell Dowell-OHL JV Roads and Maritime Services
Environmental		
Inform / engage: Forestry Corporation NSW Kempsey Rural Lands Protection Board Koala Preservation Society NSW	<ul style="list-style-type: none"> • Timely notification on any potential impact to Forestry owned assets • Timeframe of construction and project milestones, including clearing of native vegetation and revegetation / landscaping • Timeframe of construction and project activities in and near forests and creeks • Potential impacts on local fauna eg work near bat boxes, koala habitat etc • Visual amenity. 	Community Relations Manager / Officer McConnell Dowell-OHL JV Roads and Maritime Services
Aboriginal community		
Inform / engage Birpai Local Aboriginal Land Council Kempsey Local Aboriginal Land Council Dunghutti Elders Council	<ul style="list-style-type: none"> • Timeframe of construction and project milestones, including clearing and excavation works • Impact and salvage of Aboriginal heritage items during construction • Employment opportunities. 	Roads and Maritime Services McConnell Dowell-OHL JV

A suite of consultation tools as highlighted in **Chapter 9** and the communication plan as highlighted in **Chapter 10** will be used to inform key stakeholders and the wider community of upcoming construction activities and proposed mitigation measures.

9.0 OVERVIEW OF CONSULTATION TOOLS

The consultation tools outlined below will provide opportunities for two-way communication between the project team, stakeholders and the community.

Table 9.1 provides a list of consultation tools, how these tools will be used and the stakeholder groups involved.

Table 9.1: Overview of consultation tools

Consultation tool	Engagement aim	Stakeholder group
Community contact database (Consultation Manager) and complaints handling procedure	Information collection and recording	All stakeholder groups
Correspondence / contact with residents, businesses and key stakeholders	Information collection, exchange and distribution	All stakeholder groups
Project updates (including community updates, letters to the householder, leaflets and email notifications)	Information distribution	All stakeholder groups
Mail-outs (addressed and unaddressed)	Information distribution	All stakeholder groups
Media releases	Information distribution	All stakeholder groups
Project targeted stakeholder letters	Information distribution	Directly impacted and nearby property owners and residents, local community / business owners, emergency service providers, local government and other key stakeholder groups
Project website updates	Information distribution	All stakeholder groups
1800 project information line	Information collection, exchange and distribution	All stakeholder groups
Project email	Information collection, exchange and distribution	All stakeholder groups
Project community site office display area	Information collection, exchange and distribution	All stakeholder groups
Advertisements in local newspapers	Information distribution	All stakeholder groups

Consultation tool	Engagement aim	Stakeholder group
Feedback forms	Information collection	All stakeholder groups
Variable message sign (VMS)	Information distribution	Road users, local residents and local businesses
Community information sessions	Information exchange and distribution. Identification of community issues.	All stakeholder groups
One-on-one meetings	Information distribution and establish / maintain successful relationship with community and affected stakeholders	Directly impacted and nearby property owners and residents, local community and business owners, emergency service providers, local government and key stakeholder groups, as required.

9.1 PROJECT DISPLAY MATERIAL

Project display material will be available:

- At the community site office. This display material will be updated monthly, as applicable, and when key milestones are reached
- On the project website
- At community information sessions and public displays.

Display material will include:

- Access information for temporary and permanent works, including pedestrian / cyclist access and temporary traffic arrangements
- Details of proposed urban and landscape treatments and designs, including concepts, cross section treatments and perspective views and details
- Details of significant structures or structures of interest to the community
- Details of construction and operational water quality treatment
- Information on noise treatments, including artist impressions and plans showing locations, details and finishes
- Information on recent and upcoming community involvement activities, including photographs of site tours and school visits
- Information on measures to protect environmental and cultural features
- Contact details for obtaining more information and complaints process
- Other items of interest as identified by Roads and Maritime's representative.

Community information sessions will be held, as outlined in the communication plan in **Chapter 10**.

The need for public displays will be assessed throughout project construction. The assessment will review public information needs and the status of any issues at key milestones. The project will use static and staffed displays in locations such as local council offices, Kempsey Library and Kundabung General Store.

9.2 VISUAL RECORDS

Visual material plays an important role in communicating effectively with community and stakeholders.

The project team will take and provide Roads and Maritime with photographs of the progress of the project. The photographs will be of professional quality (minimum 300 dpi) suitable for use in publications, project communications and promotions of a broader nature and for enlargement to use in display materials. Photographs will be taken to record project progress at key milestones.

9.3 CONTACTS MANAGEMENT

The project will use Consultation Manager to manage the receipt and response to community and stakeholder contact including enquiries and complaints. This allows for:

- Transparent tracking of appropriate responses to each enquiry and complaint received
- Establishment and maintenance of a complaints register from the start of construction until the date of final completion. Refer to Chapter 12 for further details on the complaints management system
- Reporting on the receipt and responses to complaints and enquiries received in the monthly progress report.

Consultation Manager will be used to generate reports and statistics on the project team's daily contact with community members and stakeholders. It provides a practical tool for recording contact with the objective of minimising risk and maximising transparency and accountability.

Consultation Manager will be used to:

- Establish and maintain a register of all electronic, written and verbal contact for the project
- Monitor response to contact within an agreed timeframe of receipt
- Produce a status report for the monthly progress report
- Provide a record of correspondence received by the project team or Road's and Maritime and the response
- Track emerging issues.

9.4 MATERIALS APPROVAL

Table 9.2: Materials approval timeframes

Item	Notification	Timing	Roads and Maritime receipt of draft	Publication / receipt by residents
Display material requiring graphic design input	Community information sessions, public displays and project site office community display area	Available for community information sessions and public displays	Eight weeks prior to print and display	Community information sessions, public displays and project site office community display area
Project display material	Project community site office display area	Monthly and at key project milestones	Four weeks prior to print and display	Project site office community display area
Print media advertisements	Upcoming community	Six monthly intervals and at	21 business days prior to	One week in advance of

Item	Notification	Timing	Roads and Maritime receipt of draft	Publication / receipt by residents
– community information sessions	information session	key project milestones from commencement of construction until construction completion	proposed advertisement date	community information session
Print media advertisements – 3 month work forecast	Proposed works for next three months Locations of works Hours of operation Enquiry and complaints contact details	Three monthly intervals from commencement of construction until construction completion	10 business days prior to advertisement date	Regular three monthly schedule
Traffic alerts	Detours Traffic disruptions or controls Changes to pedestrian or cyclist arrangements	In advance of proposed works	10 business days prior to advertisement date	Minimum five days prior
Print and broadcast advertisements – work outside normal hours	Work outside normal hours – noise, vibration and lighting impacts Location of works Type of work Duration of works and hours involved	In advance of proposed works	10 business days prior to advertisement date	Minimum seven days prior
Print and broadcast advertisements – construction activity	Significant traffic management changes, detours, traffic disruptions and work outside normal working hours	In advance of proposed works	15 business days prior to advertisement date	Minimum seven days prior
Leaflets	Construction update for nearby and affected property owners and businesses	In advance of proposed works	10 business days prior to print and distribution	Five business days prior to activity
Community update / letter to the householder	Project status Construction progress Upcoming	Key project milestones and / or six monthly intervals	Eight weeks prior to print and distribution	Regular six monthly schedule

Item	Notification	Timing	Roads and Maritime receipt of draft	Publication / receipt by residents
	construction phases Environmental management Community involvement achievements Details of displays and locations Project contact details Enquiry and complaints procedure			
Website	Project information How to provide feedback Responding to common enquiries	Monthly updates	Five business days prior to upload	Regular monthly updates

10.0 COMMUNICATION PLAN AND TIMELINE

Table 10.1 presents the construction communication plan to guide stakeholder and community engagement during the construction of the project. This plan is a live document and will be amended and refined to reflect community need and the dynamic nature of construction.

Table 10.1: Construction communication plan

Activity	Rationale	Task / details	Responsibility	Timeframe
Pre-construction and site establishment (May 2014 – September 2014)				
Develop Community Communication Strategy	Based on construction activities, impacts to residents, key stakeholders, businesses and the wider community, construction timeline and includes identification of potential community concerns and issues.	Developed in line with project conditions of approval and Roads and Maritime QA Specification G36. Draft and final document to include: <ul style="list-style-type: none"> • Key stakeholders to be consulted • Key tasks and activities • Procedures and mechanisms for information distribution, community correspondence and feedback collection • Complaints handling procedure • Methods of reporting back to the project team. 	Community Relations Manager McConnell Dowell-OHL JV	June 2014
Monitor 1800 project information line and set up email and postal address for project enquiries and complaints	Continues open line of communication between the project team and the community. Identifies and tracks emerging issues and stakeholder contact, including complaints.	Develop Stakeholder Telephone Contact Form. Draft standard email acknowledgement and responses. Update Consultation Manager to document all correspondence received to ensure a clear record of all stakeholder and community contact.	Community Relations Manager Community Relations Officer	Ongoing to construction completion

Activity	Rationale	Task / details	Responsibility	Timeframe
		1800 number to be monitored pre-construction during business hours and whenever construction work is taking place on site. Email to be monitored during business hours.		
Feedback form	Mechanism for community to provide feedback on how they wish to be consulted during construction.	Prepare feedback form which requests the following information: <ul style="list-style-type: none"> How the community would like to be consulted during construction? Whether stakeholder would like to register to receive regular updates on the project. Copy of feedback form to be included with letter to the householder distribution and available at community events and displays.	Roads and Maritime Services	June / July 2014
Property access agreement – property owner calls	Call property owners / tenants to request access to undertake pre-construction activities such as dust monitoring.	Draft telephone script for each activity and register of property access conditions of entry. Record all telephone calls and register of access conditions in Consultation Manager.	Community Relations Manager Community Relations Officer	June to September 2014
Update project website	Provides details on the pre-construction community information session and provides details on the construction program / upcoming activities and contact information.	Update the website to include the following: <ul style="list-style-type: none"> Notification of the community information session Notification of construction program and upcoming activities Project team contact details Details on the complaints management process. 	Community Relations Officer to draft with input from project team and Community Relations Manager Roads and Maritime to review and approve	July 2014

Activity	Rationale	Task / details	Responsibility	Timeframe
Community update / letter to the householder and advertisement	Provides details on the pre-construction community information session, introduces the JV and provides contact details for the project.	<p>Draft community update / letter to the householder and advertisement to include:</p> <ul style="list-style-type: none"> Details of community information session, venue and date Notification McConnell Dowell-OHL JV have been appointed to undertake the works Contact details for the project team. <p>Advertisement to be placed in local and regional newspapers.</p>	<p>Community Relations Officer to draft with input from project team and Community Relations Manager</p> <p>Roads and Maritime to review and approve</p>	July 2014
Community information session – proposed venue Kundabung Hall	Introduce the JV project team to the community and stakeholders, provide latest project information including the proposed construction program and key milestones / activities and ways of communication with the project team. Opportunity to receive feedback from the community on how they would like to be consulted.	<p>Details of the community information session will be:</p> <ul style="list-style-type: none"> Advertised in local and regional newspapers and on the project website Distributed to local residents through a letter to the householder Sent to registered stakeholders via an email notification Invitations will be sent to Kempsey Shire Council and Port Macquarie Hastings Council via Roads and Maritime. <p>Prepare display material including display panels, presentation material, feedback form and a stakeholder register.</p> <p>Facilitate and attend information sessions.</p>	<p>Community Relations Officer</p> <p>Community Relations Manager</p> <p>McConnell Dowell-OHL JV</p> <p>Roads and Maritime to review and approve</p>	26 August 2014
Establish complaints register	Allows for reporting on complaints received, steps taken towards resolution and key issues raised	<p>Develop complaints register to record all interaction with stakeholders including:</p> <ul style="list-style-type: none"> Date and time 	Community Relations Officer with input from the Community	Prior to construction commencing in

Activity	Rationale	Task / details	Responsibility	Timeframe
	during construction.	<ul style="list-style-type: none"> Form of contact (telephone, email, on-site etc) Any personal details provided Nature of the issue / complaint Agreed resolution Action taken Whether resolution was reached. 	Relations Manager	September 2014
Establish project site office community display area	Establishment of a display area where community members can view the latest project information and have one-on-one discussions with the project team.	<p>The display centre will be located on the main construction compound with:</p> <ul style="list-style-type: none"> Safe access off the highway and visitors parking Access for mobility impaired people Clear signage Community contact register Computer and printer access to the project website to provide the community with access to electronic and printed information Potable drinking water and toilet facilities. <p>The display centre will be open Monday to Friday from 9am to 5pm (excluding public holidays).</p> <p>Project display material will be updated monthly and/or when key project milestones are reached. See Section 9.1 for details of display material to be developed.</p>	McConnell Dowell-OHL JV / Community Relations Officer Display material to be reviewed and approved by Roads and Maritime	Prior to construction commencing in September 2014
Key stakeholder consultation and one-on-one meetings	Continue to foster open and transparent communications and maintain positive relationships. Outline construction timelines and	Meetings will be held with the following key stakeholders as required: <ul style="list-style-type: none"> Directly impacted and nearby property owners 	Community Relations Officer / Manager with support from the project team	Meetings to occur, on request, prior to construction

Activity	Rationale	Task / details	Responsibility	Timeframe
	<p>potential traffic impacts. Provide stakeholders with the opportunity to voice any concerns or issues and provide feedback and input into the construction process.</p>	<ul style="list-style-type: none"> • Local bus operators • Local taxi services • Local delivery services • Emergency service providers • Chamber of commerce • Local businesses • Kempsey Shire Council • Port Macquarie Hastings Council <p>Meetings to provide information on construction start date, potential traffic and access impacts and mitigation measures to be employed, timeframe for construction and project contact information.</p> <p>Meeting details and notes to be recorded in Consultation Manager.</p>		<p>commencement in September 2014 until construction completion</p>
<p>Advertisement / letter of notification of construction start</p>	<p>Provide open and transparent communication about the construction of the project. Provide key stakeholders and the community with mechanisms for receiving project information and for providing feedback, including complaints and enquiry procedure.</p>	<p>Draft and distribute letter to local residents and businesses within the project area, Kempsey Shire Council, Port Macquarie Hastings Council, emergency service providers, State and Federal elected representatives and registered stakeholders by email notification.</p> <p>Draft advertisement for placement in local and regional newspapers.</p> <p>Letter and advertisement to include:</p> <ul style="list-style-type: none"> • Notification of construction start • Key construction activities to be undertaken within the first four months • Complaints and enquiry procedure • Project contact information. 	<p>Community Relations Officer to draft with input from project team and Community Relations Manager and the project team</p> <p>Roads and Maritime to review and approve</p>	<p>Four weeks prior to construction commencing in September 2014</p>

Activity	Rationale	Task / details	Responsibility	Timeframe
Construction (September 2014 to July 2016)				
Email alerts	Email alerts to be send at key project milestones and to notify the community of upcoming construction activities / traffic notifications. Maintain open lines of communications with parties who have registered to receive regular updates from the project team.	Draft email alerts to include, as applicable: <ul style="list-style-type: none"> • Key project milestones achieved • Upcoming construction activities, highlighting potential high impact works eg blasting • What to expect • Changes in traffic conditions • Out of hours works • Project contact details. 	Community Relations Officer to draft with technical input from the project team and review by Community Relations Manager Roads and Maritime to review and approve	At key project milestones and 5 days prior to construction activities / traffic alterations
Project notifications / advertisements	Formal notification of upcoming construction activities, typically including timeline, out of hours work and traffic management issues such as changes to access and temporary road / lane closures. The updates will be designed to be distributed every three months to reduce stakeholder and community fatigue from notification saturation.	Maximum two sided letter to the householder to include, as applicable: <ul style="list-style-type: none"> • General project update and key milestones achieved • Environmental management issues and successes • Potential high impact works eg blasting • Traffic changes and vehicle movements • Urban design and landscaping developments • Out of hours work • List of activities to be undertaken within the upcoming three months • List of potential plant and equipment to be used • Acknowledgement of any previous issues and explanation of mitigation measures to be implemented • Location where works will be undertaken during the next three months 	Community Relations Officer to draft with technical input from the project team and review by Community Relations Manager Roads and Maritime to review and approve	Minimum every three months from construction commencement. Prior to any change to traffic arrangements and works outside normal hours.

Activity	Rationale	Task / details	Responsibility	Timeframe
		<ul style="list-style-type: none"> Project contact details <p>Project notifications will be distributed to local residences and businesses within the project area, Kempsey Shire Council, Port Macquarie Hastings Council, emergency service providers, State and Federal elected representatives and registered stakeholders, and uploaded on the project website.</p> <p>Project notification advertisements will be placed in local and regional newspapers.</p>		
Update project website	Provide up-to-date information on the project, including upcoming construction activities, traffic notifications and planned community events. Platform for community members to register to receive regular updates on the project.	<p>Update the website to include the following:</p> <ul style="list-style-type: none"> Notification of the upcoming community information session and/or events Notification of construction program and upcoming activities for the following month Identification of potential high impact works, including blasting Traffic notifications How these works may impact the community Photographs of construction activities and construction progress. 	<p>Community Relations Officer to draft with technical input from the project team and review by Community Relations Manager</p> <p>Roads and Maritime to review and approve</p>	Monthly from construction commencement
Targeted letter box drops	In keeping with a 'no surprises' approach to consultation provide nearby and potentially affected residents and businesses with information and updates on construction activities.	<p>Distribute information leaflets to nearby residents, stakeholders registered to receive updates and all other community members as assessed as being potentially affected by the works.</p> <p>Draft black and white information leaflets.</p>	<p>Community Relations Officer to draft with technical input from the project team and review by Community Relations Manager</p> <p>Roads and Maritime</p>	As required

Activity	Rationale	Task / details	Responsibility	Timeframe
			to review and approve	
Community updates / letters to the householder	<p>Formal notification of key construction milestones, project achievements and upcoming community information sessions.</p> <p>Suggested publication dates, to be agreed with Roads and Maritime:</p> <p>February / March 2015 – formal notification of key construction milestones, project achievements and notification of upcoming community information session</p> <p>October / November 2015 – key construction milestone: traffic switch from existing Pacific Highway to new southbound carriageway</p> <p>May / June 2016 – formal notification of key construction milestones including progress for road opening to traffic, project achievement and upcoming community information session.</p>	<p>Draft and distribute community updates / letters to the householder to all residents and businesses within the project area.</p> <p>A4 community update to include detailed information regarding:</p> <ul style="list-style-type: none"> • Key construction milestones • Project achievements • Upcoming construction activities • Environmental management initiatives • Milestones achieved to date • Upcoming community information sessions. <p>Community updates / letters to the householder will be available on the project website, at the site consultation display area, at local venues eg Kundabung General Store, local council offices and Kempsey Library, and at project community events.</p>	<p>Community Relations Officer to draft with technical input from the project team and review by Community Relations Manager</p> <p>Roads and Maritime to review and approve</p>	Every six months and at key project milestones
Community information sessions – proposed venue Kundabung Hall	<p>Provide information on the project to the local community, receive feedback and answer questions. Opportunity for the local community to have one-on-one discussions with key project team members.</p> <p>Suggested dates, to be agreed with Roads and Maritime:</p>	<p>Details of the community information sessions will be advertised in local and regional newspapers and on the project website, distributed to local residents through a letter to the householder and sent to registered stakeholders via an email notification. Invitations will be sent to Kempsey Shire Council and Port Macquarie Hastings Council.</p>	<p>Community Relations Officer</p> <p>Community Relations Manager</p> <p>McConnell Dowell-OHL JV</p> <p>Roads and Maritime</p>	Every six months and at key project milestones

Activity	Rationale	Task / details	Responsibility	Timeframe
	<p>March / April 2015 – general update on project progress and upcoming construction activities</p> <p>November 2015 – key construction milestone: traffic switch from existing Pacific Highway to new southbound carriageway</p> <p>June / July 2016 – general update including progress for road opening to traffic.</p>	<p>Prepare display material including display panels, presentation material, feedback form and a stakeholder register.</p> <p>Facilitate and attend information sessions.</p>	to review and approve	
Project static displays at local venues eg Kundabung General Store, local council offices and Kempsey Library	Provide the local community with information on significant events for the project without the need to visit the project site display area or one of the community events.	<p>Draft display material highlighting upcoming project activities, access information including cyclist diversions and temporary traffic arrangements, measures to protect the environment, information on upcoming community events and project team contact details.</p> <p>Reply paid feedback forms and project team contact details to be provided at the displays.</p>	<p>Community Relations Officer to draft with technical input from the project team and review by Community Relations Manager</p> <p>Roads and Maritime to review and approve</p>	When key project milestones are reached or when activities of interest to the community are planned
One-on-one meetings with property and business owners	<p>Maintain relationships built on trust, by engaging with impacted property and business owners on a first priority basis and providing them with details of potential construction impacts.</p> <p>-Opportunity for local residents and businesses to meet with the project team and discuss their specific issues and requirements in person.</p>	<p>Arrange and attend one-on-one meetings.</p> <p>Record all meetings in Consultation Manager and draft and distribute meeting notes.</p>	As applicable and depending on meeting attendees	As required

Activity	Rationale	Task / details	Responsibility	Timeframe
Site demobilisation / construction completion (July 2016 to August 2016)				
Community update / letter to the householder	Formal notification of key construction milestone – road opening to traffic and completion of construction activities	<p>Draft and distribute community update / letter to the householder to all residents and businesses within the project area.</p> <p>Two page A4 community update / letter to the householder to include information on:</p> <ul style="list-style-type: none"> • Notification of construction completion • Milestones achieved • Landscaping works undertaken. <p>Community update will be available on the project website, at the site consultation display area, at local venues eg Kundabung General Store, local council offices and Kempsey Library.</p>	<p>Community Relations Officer to draft with technical input from the project team and review by Community Relations Manager</p> <p>Roads and Maritime to review and approve</p>	August 2016
Email alert	Provide notification of construction completion and road opening to all registered stakeholders	<p>Draft email alert to notify of construction completion.</p> <p>Distribute to all stakeholders registered to receive updates.</p>	<p>Community Relations Officer to draft with review by Community Relations Manager</p> <p>Roads and Maritime to review and approve</p>	August 2016
Advertisement	Provides notification of construction completion and road opening to the wider community	Draft and place advertisement in local and regional newspapers.	<p>Community Relations Officer to draft with review by Community Relations Manager</p> <p>Roads and Maritime to review and approve</p>	August 2016

11.0 COMMUNICATION PROTOCOLS AND PROCEDURES

The on-site Community Relations Officer will be responsible for the day to day delivery of the Community Communication Strategy under the management of the Community Relations Manager.

11.1 RESPONDING TO COMMUNITY REPRESENTATIONS

The contact details for the community to make enquiries about the project are:

- Telephone: 1800 154 724 (toll free information line)
- Postal: McConnell Dowell-OHL JV, Level 7, Tower B, 799 Pacific Highway, Chatswood NSW 2067
- Email: k2k.info@macdow.com.au

The project information line will be staffed during business hours for pre-construction and whenever there are works being conducted on-site, during both standard construction hours and out of hours works. Calls received outside of working hours, including public holidays will have the ability to leave a recorded message. Calls will be returned during the next working day.

The project email will be staffed during business hours. All emails will receive an automated acknowledgement of receipt. Emails will be provided to the Community Relations Officer for investigation and detailed response within ten working days.

All telephone, mail or email contacts will be passed onto the Community Relations Manager for information. All contacts will be recorded in the Consultation Manager database.

11.2 CONSTRUCTION

Weekly on-site consultation coordination meetings will be held with the Community Relations Officer and the project team to discuss current landowner discussions, emerging issues, upcoming construction activities, complaint resolution, project development, out of hours works, changes in access, changes in traffic conditions and timeframes for high noise generating works. This will allow the co-ordination of community notifications.

A summary of all community contact (letters, phone calls, emails, face-to face meetings) will be discussed to formulate appropriate and consistent messages and preventative actions for future contact.

The Community Relations Manager will be kept up-to-date on all issues discussed at these meetings.

11.3 NOTIFICATION OF OUT OF HOURS WORK OR NEW / CHANGED CONSTRUCTION ACTIVITIES

The Community Relations Officer will be responsible, under the management of the Community Relations Manager, for the preparation and distribution of all out of hours work and construction activities notifications, as advised by the project team. These notifications will be delivered to all potentially impacted stakeholders a minimum of five working days prior to commencement and will advise the nature of the work, why it is necessary, indicate the expected duration and any changes to property access or traffic arrangements.

11.4 COMMUNITY RELATIONS INDUCTIONS AND TOOLBOX TALKS

Community engagement will be a component of the on-site induction for all construction personnel. This induction component will include:

- Reference to the Community Communication Strategy and an overview of this document
- Identification and location of stakeholders, residents and businesses in close proximity to the site / construction works
- Code of conduct for addressing the community
- Media protocol
- Contact details for the Community Relations Officer, Community Relations Manager or on-site personnel with authority to address / respond to the community
- Specific community relations issues and requirements at each worksite, which will include project and community relations objectives
- Local environment, social and heritage issues, as applicable
- Key stakeholder and community issues and obligations
- Community relations protocols for working on site including:
 - Handling community enquiries and complaints
 - Noise
 - Parking and site access
 - Visual appearance of the site – construction will be undertaken in a manner that minimises, as far as practicable, visual impacts resulting from construction sites, including lighting
 - Hours of work
 - Notification of changes to planned work
 - Approaches by journalists and media representatives.

The Community Relations Manager will assist in the development of on-site inductions and any on-site toolbox talks required throughout the construction program.

11.5 EXTERNAL COMMUNICATION PROTOCOLS

Project team members approached by stakeholders and / or members of the community during the execution of their work will be expected to respond in a polite and professional manner and refer all enquiries to the on-site Community Relations Officer. The Community Relations Officer will ensure that all community enquiries / complaints are reported to the Community Relations Manager, the JV and Roads and Maritime.

11.6 MEDIA PROTOCOL

The Community Relations Manager will provide timely notification to Roads and Maritime of any approach by the media (including industry magazines), political representatives (including Federal, State or Local Government) or their staff. All media releases and any media / government briefings will be the responsibility of Roads and Maritime. No information is to be released to the media (including internal publications), political representatives or their staff without prior authorisation from Roads and Maritime.

The media protocol will be included as part of the project team induction process.

11.6.1 Media events

Roads and Maritime will manage all official media events and will be responsible for coordinating community, media and political participation in such events, in consultation with the project team. The project team will cooperate with Roads and Maritime in the running of media events and will

provide the site logistics associated with these events. Events will be planned in consultation with relevant site members.

11.7 SITE TOURS

Site tours will be subject to approval by Roads and Maritime. Visits will be subject to coordination with the JV. The project team will give reasonable access to visitors at reasonable times.

For visits arranged by Roads and Maritime, visitors must at all times be accompanied by representatives of Roads and Maritime or other persons authorised in writing by Roads and Maritime's representative. All visitors will be required to complete a site induction and will be provided with protective clothing as required. Site visits will be planned in consultation with relevant site members.

12.0 COMPLAINTS MANAGEMENT SYSTEM

A complaints management system has been developed for the project to address and respond to complaints made by the community. The complaints management system has been developed in accordance with AS 4269 Complaints Handling.

12.1 PURPOSE

The purpose of the complaints management system is to:

- Define the process of recording complaints
- Outline the communication process for addressing and resolving complaints
- Outline the process for the management and action for resolution of a complaint
- Outline the required process in the case of escalation of a complaint into a dispute.

12.2 SCOPE

The complaints management system applies to communications directed to Roads and Maritime, the Project Environmental Representative, the JV and sub-contractors for the duration of construction activities on the project.

12.3 CONTACT DETAILS

The contact details for the community to lodge complaints about the project are:

- Telephone: 1800 154 724 (toll free information line)
- Postal: McConnell Dowell-OHL JV, Level 7, Tower B, 799 Pacific Highway, Chatswood NSW 2067
- Email: k2k.info@macdow.com.au

The project information line will be staffed whenever there are works being conducted on-site, during both standard construction hours and out of hours works. A follow-up verbal response on what action is proposed will be provided to the complainant within two hours during night works and 24 hours at other times.

Calls received outside of hours when work is being conducted on site, will have the ability to leave a recorded message. Calls will be returned the next working day.

Details of all complaints will be passed onto the Community Relations Manager for information and further action if required. All contacts will be recorded on a complaints register which will be developed by the Community Relations Officer.

12.4 COMMUNITY COMPLAINTS PROCEDURE

The general procedure to be followed for community complaints and enquiries is provided in **Figure 12.1**.

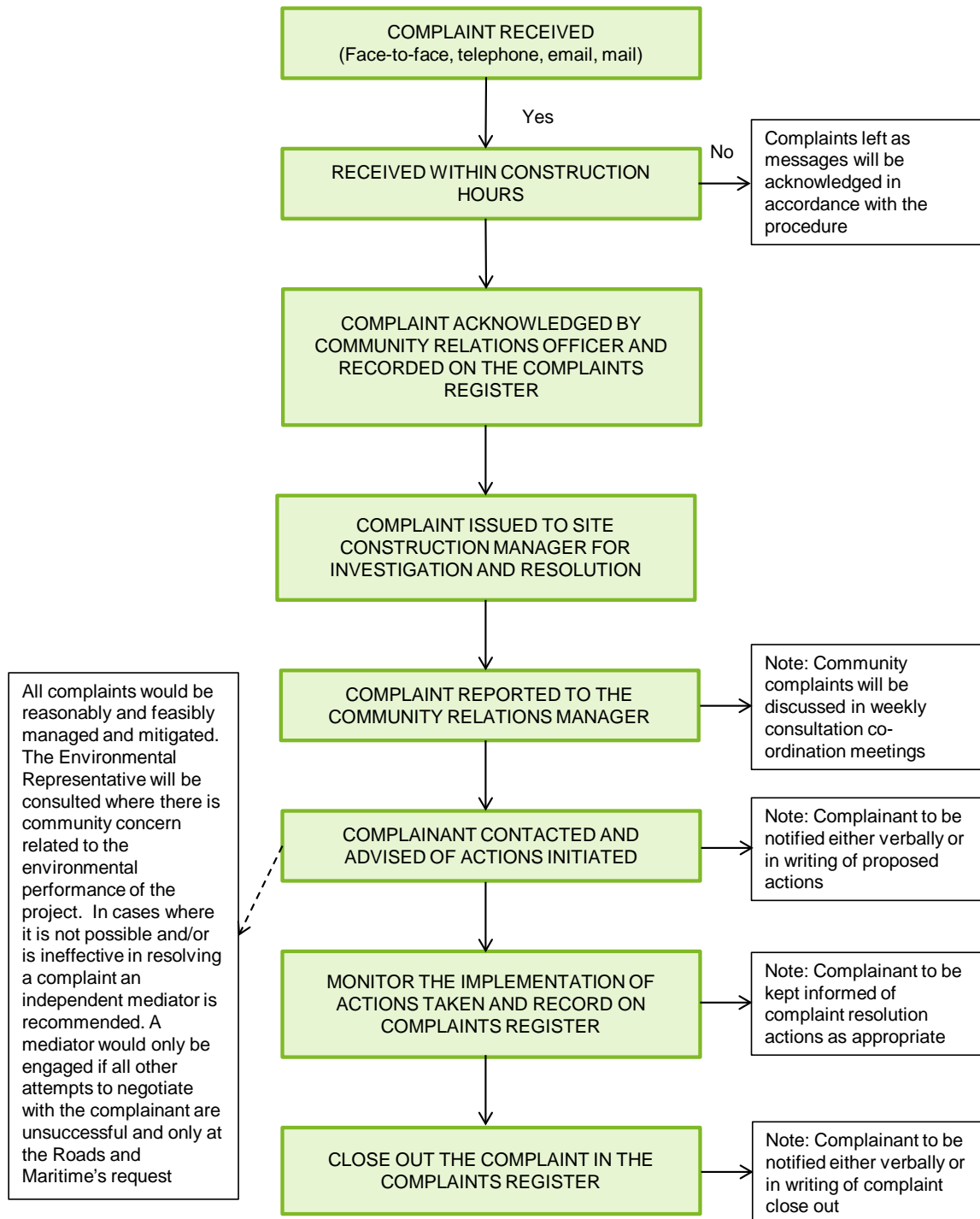


Figure 12.1: Community complaints and enquiries procedure

All community complaints will be acknowledged immediately if made in person and within eight working hours if a voicemail message is left. Early resolution to any complaints will be sought, a response provided and every effort made to resolve the complaint. When a complaint cannot be responded to immediately, a follow-up verbal response on what action is proposed will be provided within 24 hours of a complaint being received. A written response will be provided to the complainant within 10 business days of the complaint if it cannot be resolved by the initial or follow-up verbal response.

All community complaints and enquiries will be reported to the Community Relations Manager, the JV and Roads and Maritime. Community complaints in relation to the environmental performance of the project will be discussed with the Environmental Representative where resolution is required.

1. Complaint received

All complaints received directly via an on-site approach are to be reported verbally to the Community Relations Officer within two hours of receipt and include details of how the complaint has or will be resolved.

2. Complaint is lodged on the complaints register

3. Community Relations Officer initiates investigation of complaint

All complaints related to construction works will be directed to the relevant site manager for investigation and action.

4. Complaint is addressed and any action taken is recorded in the complaints register

Any actions arising that cannot be managed immediately or within a maximum of 10 working days will become an outstanding action in the register and escalated to the Community Relations Manager.

5. Complainant will be notified verbally and/or in writing of the action carried out

In cases where it is not possible to resolve a complaint, an independent mediator is recommended. A mediator would only be engaged if all other attempts to negotiate with the complainant are unsuccessful and only at Roads and Maritime's request.

12.5 COMPLAINTS ESCALATION

If the JV and RMS are unable to resolve the complaints related to the environmental performance of the project the independent Project Environmental Representative will be consulted in order to resolve the issue. In cases where this is not possible or this proves to be ineffective an independent mediator will be engaged.

An independent mediator is recommended if:

- Complaints are unable to be resolved, despite all reasonable and feasible solutions being implemented
- The project receives ongoing complaints of the same nature.

An independent mediator would only be engaged if all other attempts to negotiate with the complainant are unsuccessful and only at Roads and Maritime's request. If engaged a meeting will be convened between the complainant and the independent mediator. The independent mediator will be determined at the time and agreed with Roads and Maritime.

12.6 COMPLAINTS REGISTER

All complaints will be recorded on a complaints register. The information captured will include:

- Date and time of contact
- Means by which contact was made (telephone, mail, email, meeting, on-site)
- Any personal details of the individual who made the complaint, or if no details are provided, a note to that effect
- The nature of the complaint

- Any action taken in relation to the complaint, including any follow-up contact with the individual who provided the information or complaint (if no action was taken the reason(s) why no action was taken)
- Details of whether resolution was reached
- Details of whether mediation was required
- Any monitoring to confirm that the complaint has been satisfactorily resolved.

13.0 REPORTING

A monthly community liaison report will be generated by the Community Relations Manager and will include:

- A summary of community complaints and community enquiries recorded in Consultation Manager
- Status of response to all representations (written, electronic and verbal)
- Information on issues raised by stakeholders and the community
- Upcoming construction activities and community notifications and events
- Upcoming community events and display / notification material for approval
- Record of personnel training and community involvement inductions.

These reports will be used to identify current and emerging issues which can then be proactively managed to minimise potential risk to the project.

A community relations update will also be included in internal project reports including the monthly project management report and a summary of the complaints received will be provided to the Environmental Review Group.