

# **CONSTRUCTION COMMUNITY LIAISON MANAGEMENT PLAN**

## **SANCROX TRAFFIC ARRANGEMENT**

**[MAY 2014]**

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## ACRONYMS AND ABBREVIATIONS

CEMP	Construction <i>Environmental</i> Management Plan
CCLMP	Construction Community Liaison Management Plan (this document)
CoA	Conditions of Approval
DP&E	(NSW) Department of Planning and Environment
EA	Environmental Assessment
EMS	Environmental Management System
EPA	Environmental Protection Agency
EP&A Act	Environmental Planning and Assessment Act 1979 (NSW)
EPBC Act	Environmental Protection and Biodiversity Conservation Act 1999 (Commonwealth)
ER	Environmental Representative
ESR	FAA Environmental Site Representative
EWMS	Environmental Work Method Statement
FAA	Ferrovial Agroman Australia
km	Kilometres
m	Metres
NSW	New South Wales
OEH	NSW Office of Environment and Heritage
PM	FAA Project Manager
Principal	Roads and Maritime
The Project	The Sancrox Traffic Arrangement

# 1. INTRODUCTION

## 1.1 CONTEXT

This CCLMP has been prepared to address the requirements of the Minister's Conditions of Approval (CoA), the Roads and Maritime's Statement of Commitments (SoC), the mitigation measures listed in the Oxley Highway to Kempsey Environmental Assessment (EA), section 4.8 of Roads and Maritime G36 specification and all applicable legislation.

## 1.2 BACKGROUND

The construction of the Project is an important issue for affected landowners, local communities living and working in the vicinity of the Project works and road users affected by the construction activities.

Extensive consultation for the Project commenced during the route selection phase of the Project and continued during the environmental assessment of the concept design. The primary objective of this early consultation was to keep stakeholders well informed and involved during each stage of Project development.

The *Oxley Highway to Kempsey – Upgrading the Pacific Highway – Environmental Assessment by RTA 2010* (EA), which includes the Sancrox Traffic Arrangement, outlines the consultation process that has been undertaken with stakeholders, community groups and landholders prior to construction commencing. Consultation arrangements have included:

- Community Liaison Group meetings
- Ecological focus group meetings
- Aboriginal focus group meetings
- Meetings with Local and State organisations and authorities
- Individual landowners meetings
- Newsletters
- Household letters
- Advertisements
- Flyers
- Surveys
- Public display
- A toll free 1800 project information line [180154724]
- Emails
- Management of a contact and issues database
- Roads and Maritime project website
- Postal correspondence

Consultation will continue throughout the construction phase of the Project as defined in this Plan.

## 1.3 ENVIRONMENTAL MANAGEMENT SYSTEMS OVERVIEW

The Environmental Management System (EMS) established for the Project is described in the FAA *Construction Environmental Management Plan* (CEMP). The CEMP follows the principles of ISO 14001:2004 and the specifications found in the Roads and Maritime Specification G36 – Environmental Protection (Management System).

This CCLMP is part of the environmental management framework for the Project, as described in the CEMP. Management measures identified in this Plan will be incorporated into site and/or activity specific procedures and instructions including, as applicable, Environmental Work Method Statements (EWMS).

Relevant procedures, instructions and EWMSs will be developed and signed off by FAA prior to work commencing. Construction personnel will be required to undertake works in accordance with the identified mitigation and management measures.

Used together, the CEMP, plans, procedures and EWMSs clearly identify required environmental management actions for reference by Ferrovia Agroman Australia (FAA) personnel, subcontractors and others working on the site.

## **1.4 PLAN AMENDMENTS**

The FAA ESR will implement, maintain, review and revise this CCLMP in consultation with the FAA Project Manager and the Q&E Manager. This plan shall be submitted to Roads and Maritime & the ER for review prior to submission to DP&E for approval, subsequent amendments shall be submitted to Roads and Maritime and the ER for approval - where necessary further approval from DP&E shall be sought prior to circulation.

Each new revision to the document will be distributed to all registered copyholders with an instruction that the superseded copy be destroyed. The revision number is included in the header of each page. When amendments occur, the entire document will be reissued with the revision number updated accordingly.

The Plan is a 'live document' to be revised as the project develops. Reviews will be carried out every 3 months as a minimum requirement. The Plan will be promptly revised when community liaison procedures are found to be not fully effective.

## 2. PURPOSE AND APPROACH

### 2.1 PURPOSE AND SCOPE

The purpose of this Plan is to describe how FAA will manage community liaison and consultation throughout the construction phase of the Sancrox Traffic Arrangement Project to ensure there is a high level of participation, awareness and resolution of issues.

The CCLMP provides:

- Strategies for liaison, consultation and issue resolution
- Communication tools and techniques to implement these strategies
- Details of controls to ensure specific community obligations are met and the processes by which activities will be evaluated

### 2.2 APPROACH

FAA regards proactive and ongoing community involvement as an integral component to the success of a Project. The Project Management Team has adopted a strategy for effective two-way communication based on the following principles:

- Provide accurate and timely information to the community as the Project proceeds
- Consult stakeholders and the community at appropriate times to provide input to the project
- Obtain feedback from the community on issues and specific components of the Sancrox Traffic Arrangement Project as work proceeds
- Work with the community and stakeholders to ensure their issues and concerns are understood, considered and resolved promptly
- Provide information on construction and traffic related activities so that community disruptions are managed effectively
- Publicise information on how and where to provide feedback and raise concerns
- Make the complaints handling process easily accessible to all complainants. This includes readily accessible information about the process, flexibility in the methods of making complaints and special arrangements and/or support for complainants with specific needs (including interpreters)

A range of consultation and communication tools will be used, as appropriate, to inform the community and other stakeholders and receive feedback. These include, but are not limited to:

- Stakeholder and community information sessions
- Information dissemination through letterbox notifications
- Publications including newsletters and advertisements
- Discussions with individuals and small groups
- Traffic, transport and emergency management stakeholder groups and communication



- Public events such as displays and media events
- Roads and Maritime Website

## 2.3 TARGETS

The following targets have been established for the management of community involvement and communication during the Project:

- Complaints received during standard working hours will be responded to within 24 hours.
- All complaints received during night works will be responded to by phone/email within 2 hours if the complaint is happy to be contacted within the 2 hours, or otherwise the following business day during business hours.
- Within 1 working day of receiving a complaint about any environmental issue, FAA will submit a written report to the Environmental Representative detailing the complaint and the action taken to remedy the problem. A final report with proposed measures to prevent reoccurrence will be submitted to the Environmental Representative within 5 working days
- All Principal Notification lead times detailed in Table 7-7 will be met
- All advertising and notification schedule timeframes detailed in Table 7-8 will be met

Targets will be measured in line with the requirements of Section 9.2 '*Monitoring*' of this Plan

## 3. RELEVANT LEGAL AND OTHER REQUIREMENTS

### 3.1 LEGISLATION

Legislation relevant to community liaison includes:

- *Privacy and Personal Information Protection Act 1998 (NSW)*

### 3.2 OTHER REFERECES AND GUIDELINES

The main guidelines, specifications and policy documents relevant to this Plan include:

- Roads and Maritime Specification G36 – Environmental Protection (Management System)
- NSW (Government) Guidelines for Advertising
- Roads and Maritime Visual Identity Guidelines
- AS 4269 “Complaint handling”.
- NSW Minister for Planning – Conditions of Approval (refer Table 3-2 below for specific requirements)

**Table 3.2 Minister’s Conditions of Approval (CoA)**

CoA Reference	Requirement	Strategy
<b>Complaints and Enquiries Procedure</b>		
<b>B26.</b>	<p>Prior to the commencement of construction, the Proponent shall ensure that the following are available for community complaints and enquires during the construction period:</p> <ol style="list-style-type: none"> <li>A telephone number on which complaints and enquires about construction and operation activities may be registered;</li> <li>A postal address to which written complaints and enquires may be sent; and</li> <li>An email address to which electronic complaints and enquires may be transmitted.</li> </ol> <p>The telephone number, the postal address and the email address shall be published in a newspaper circulating in the local area prior to the commencement of construction and prior to the commencement of project operation. The above details shall also be provided on the website (or dedicated pages) required by this approval.</p>	Refer to section 7 of this CCLMP
<b>B27.</b>	<p>The Proponent shall prepare and implement a Construction Complaints Management System consistent with AS4269 Complaints Handling prior to the commencement of construction and prior to the commencement of project operation. The above details shall also be provided on the website (or dedicated pages) required by this approval.</p>	Refer to Section 7 of this CCLMP
<b>Community Involvement</b>		

CoA Reference	Requirement	Strategy
<b>B28.</b>	The Proponent shall prepare and implement a <b>Community Communication Strategy</b> for the project. This Strategy shall be designed to provide mechanisms to facilitate communication between the Proponent, the Contractor, the Environmental Representative, the relevant Council and the local community (broader and local stakeholders) on the construction and environmental management of the project. The strategy shall include, but not necessarily be limited to:	This CCLMP is designed to meet the requirements of the <i>Community Communication Strategy</i>
a)	Identification of stakeholders to be consulted as part of the Strategy, including affected and adjoining landowners	Refer section 5.1 and Appendix A and Appendix B of this CCLMP
b)	Procedures and mechanisms for the regular distribution of information to stakeholders on the progress of the project and matters associated with environmental management	Refer section 7 of this CCLMP
c)	Procedures and mechanisms through which stakeholders can discuss or provide feedback to the Proponent and/or Environmental Representative in relation to the environmental management and delivery of the project	Refer section 7 of this CCLMP
d)	Procedures and mechanisms through which the Proponent can respond to any enquires or feedback from stakeholders in relation to the environmental management and delivery of the project	Refer section 7 of this CCLMP
e)	Procedures and mechanisms that would be implemented to resolve any issues/disputes that may arise between parties on the matters relating to environmental management and the delivery of the project. This may include the use of an appropriately qualified and experienced independent mediator.	Refer section 7 of this CCLMP
	The Proponent shall maintain and implement the Strategy throughout construction of the project. The Strategy shall be approved by the Director General prior to the commencement of construction, or as otherwise agreed by the Director General.	Roads and Maritime will coordinate the approval of this CCLMP by the Director General

## 4. OBJECTIVES & STRATEGY

The objectives and strategies for community involvement and participation during the Project are shown in table 4-1 below. Actions to mitigate or minimise the impact of the construction work on these stakeholders is also described in the table.

**Table 4-1 Community liaison objectives and strategies**

Objective	Strategy
To ensure the community is well informed during the construction of the Project	<ul style="list-style-type: none"> <li>• Provide the community and other stakeholders with contact points for the various construction matters</li> <li>• Clarify and establish clear lines of responsibility within the Project team for the various communication activities</li> <li>• Provide regular, accurate and timely information to the community and key stakeholders on a, 'no surprises', basis using the range of communication tools described in this CCLMP</li> <li>• Provide transparent information regarding the Sancrox Traffic Arrangement Project</li> <li>• Regularly review this approach based on Roads and Maritime and community feedback</li> </ul>
To build and sustain the community/stakeholder understanding of the construction process	<ul style="list-style-type: none"> <li>• The ESR will represent the stakeholder/community at Project team meetings to establish a close interface with the environment, construction and traffic management issues</li> <li>• Establish external communication processes to enable and encourage community participation with the construction process</li> <li>• Educate the community to better understand the construction activities and to enable them to provide local, informed knowledge and input</li> <li>• Be proactive and well-informed leading to open, transparent and two-way communication with the community</li> <li>• Highlight we are 'always available'</li> <li>• Provide regular accurate and timely information using simple, non-technical language. Ensure 'no surprises'. Provide updated information and 'keep in touch' when an issue remains open</li> <li>• Use a 'single point of contact' approach to targeted and personal consultation</li> </ul>
To minimise the potential for issues to escalate into areas such as the media or politics	<ul style="list-style-type: none"> <li>• Identify stakeholders, adjoining or directly affected landholders/residents and ensure that are informed in advance about the Project phases, upcoming changes to traffic arrangements, planned construction works and potential impacts.</li> <li>• Establish a complaints management system to provide timely and accurate responses to issues raised by the community</li> <li>• Highlight we are 'always available'</li> <li>• Deliver on promises/commitments or where new information generates a change to a promise/commitment, explain the reason for the change and invite comments from affected individuals or group</li> <li>• Be proactive and well-informed leading to open, transparent and two-way communication with the community, particularly in relation to incidents and complaints</li> </ul>
To effectively manage any issues which emerge during the life of the Project	<ul style="list-style-type: none"> <li>• Work as a team to develop strategies to mitigate construction impacts as they arise</li> <li>• Provide accurate information to affected communities and stakeholders in a timely manner and provide ongoing support while managing an issue</li> <li>• Track history of issues ascertaining the best options required for actioning and resolving</li> </ul>
To establish and maintain an integrated communication link within the Project team	<ul style="list-style-type: none"> <li>• Maintain an understanding of the current and planned timetable for construction activities so communication can be delivered in a timely and</li> </ul>

Objective	Strategy
	<p>effective manner.</p> <ul style="list-style-type: none"> <li>• Provide input into construction progress meetings to:               <ul style="list-style-type: none"> <li>- Advise on stakeholder/community issues</li> <li>- Assist in identifying potential impacts of construction activities</li> <li>- Ensure the team demonstrates the values and implements this Plan's commitments</li> </ul> </li> <li>• Staff induction to include training about community issues and responsibilities</li> <li>• The Project Manager (PM) to meet regularly with Project team to discuss upcoming construction work and related community liaison activities, review responses to community complaints and identify any outstanding community issues</li> </ul>
<p>To provide a framework for achieving outstanding community outcomes for the Project</p>	<p>Provide a framework for achieving outstanding community outcomes for the Project by successfully delivering on the above strategies for:</p> <ul style="list-style-type: none"> <li>• Informing the community</li> <li>• Managing Project-related issues effectively and efficiently</li> <li>• Adopting the commitments in this Plan and communicating effectively within the Project team</li> </ul>

## 5. TARGET STAKEHOLDERS

### 5.1. IDENTIFICATION OF POTENTIALLY AFFECTED STAKEHOLDERS

A risk assessment will be conducted by FAA to identify the stakeholders and community groups who will be proactively targeted during the community involvement. As a minimum, stakeholders will include:

1. Directly affected, adjacent and nearby property owners (refer Appendix B of this Plan)
2. Indirectly affected businesses and residents.
3. Road users
4. Public transport operators
5. Community organisations and interest groups: local environmental/heritage/interest groups, service providers, schools and educational institutions.
6. Business organisations and interest groups: Chambers of Commerce and Industry, Tourism companies, Bus and coach companies).
7. Project Environment Review Group
8. Local Parliamentary Representatives (Federal and State)
9. Port Macquarie Hasting Council.
10. Local media
11. Government agencies/entities
  - a. NSW Office of Environment and Heritage (OEH)
  - b. NSW Department of Planning and Environment (DP&E)
  - c. Forestry Corporation NSW
  - d. Port Macquarie-Hastings Council
  - e. Department of Primary Industries
  - f. EPA
12. Utilities/services providers
13. Emergency services: State Emergency Service, Fire, Police and Ambulance NSW, NSW Rural Fire Service, Koala Hospital and Fauna.

Stakeholders will vary at different stages of the Project. Some of the stakeholders will maintain an interest throughout all stages of the delivery of the Project while others will only have an interest at specific times.

### 5.2. STAKEHOLDER REGISTER

A *Stakeholder Register* has been established for the Project, listing the name, contact number, type of stakeholder and a summary of interactions between FAA and the stakeholder. The FAA ESR is responsible for maintaining the stakeholder Register. See Appendix A of this Plan for the template register.

## 6. RESPONSIBILITIES

### 6.1. PROJECT MANAGER (PM)

The Project Manager's duties for community liaison and consultation include:

- Building positive relationships through proactive liaison with landowners, residents, the community and stakeholders
- Being available for contact by stakeholders, property owners, local residents and community representatives at all reasonable times to answer any questions and to address any concerns in relation to the Project
- Providing information on planned traffic arrangements, including any temporary traffic switches, being sought by users of adjacent road network
- Providing information on planned construction operations sought by affected and concerned landowners, residents and businesses
- Managing community involvement responsibilities in accordance with this Plan and legislative requirements
- Liaising with Roads and Maritime on all community relations matters
- Establishing and managing Project protocols and systems for stakeholder and community management
- Providing leadership and direction for team members
- Being available to attend community meetings or other activities as arranged or requested by Roads and Maritime.
- Ensuring the CCLMP is established, approved, implemented, reviewed and complied with
- Overseeing the issues management process and investigation and resolution of issues
- Consulting with the Environmental Review Group as requested
- Ensuring all personnel working on the Project are provided adequate instruction and training on the requirements of this Plan
- Approving all publications and notifications prior to distribution

### 6.2. ENVIRONMENTAL SITE REPRESENTATIVE (ESR)

The ESR is a FAA employee with the following community liaison and consultation duties:

- Overseeing implementation of this Plan and legislative requirements
- Assisting with the establishment and maintenance of the Project protocols and systems for community relations
- Building positive relationships by proactively liaising with residents, the community and stakeholders
- Assisting the Project Manager with the management and administration of community meetings, public displays and the preparation of community information
- Coordinating the reporting, investigation and resolution of issues
- Liaising with Roads and Maritime on all community relations matters
- Responding to the 24-hour community information line, and managing calls in accordance with this Plan

- Responding to emails received from the community in accordance with this Plan
- Acting as a contact point for the community and stakeholders on Project information
- Notifying relevant stakeholders and local community of upcoming works and impacts or potential impacts such as changed traffic conditions, construction traffic movements, noise, vibration and lighting
- Preparing and distributing communication material such as leaflets and flyers to letterboxes, construction update advertisements, local operational information advertisements, community notice board information, Project brochures, website information, display material, fact sheets
- Consulting with the Environmental Review Group as requested
- Preparing a 3-monthly report for the Environmental Review Group
- Coordinating the quarterly review and update of this Plan

### **6.3. PROJECT QUALITY & ENVIRONMENT MANAGER (Q&E MANAGER)**

- Overseeing the implementation and effectiveness of the CCLMP
- Reviewing and approving the CCLMP and subsequent amendments

### **6.4. ENVIRONMENTAL REPRESENTATIVE (ER)**

The ER is responsible for the following community liaison and consultation duties:

- Being the principal point of advice in relation to all questions and complaints concerning the environmental performance of the project.
- Monitoring the implementation of all environmental management plans and monitoring programs required by the project conditions of approval
- Monitoring the outcome of all environmental management plans and advise the principal upon the achievement of all Project environmental outcomes.
- Ensuring that external environmental auditing is undertaken in accordance with all relevant project EWMS(s).
- Considering and advising the principal on matters specified in the Project Conditions of Approval, and all other licences and approvals related to the environmental performance and impacts of the Project.
- The authority and independence to require reasonable steps be taken to avoid or minimise unintended or adverse environmental impacts, and failing the effectiveness of such steps, to direct that relevant actions be ceased immediately should an adverse impact on the environment be likely to occur.

### **6.5. ROADS AND MARITIME**

Roads and Maritime are responsible for:

- Managing and arranging all official media events
- Coordinating community, media and political participation in such events
- Establishing the Project Environmental Review Group (ERG)
- Establishing and maintaining the Project Website

### **6.6. PROJECT ENVIRONMENTAL REVIEW GROUP (ERG)**

A Project Environmental Review Group (ERG) will be established by Roads and Maritime prior to construction work starting. The ERG is responsible for ensuring prompt and effective consultation and



resolution of Government Agency, Council, Principal and Ferrovial environmental issues. The ERG will comprise of the following core members as required:

- Environmental Representative (ER)
- FAA ESR
- Principal Representative (Roads and Maritime)
- NSW Office of Environment and Heritage (OEH)
- NSW Department of Primary Industries (Fisheries)
- Port Macquarie – Hastings Council Representative(s)
- NSW Department of Primary Industries (Fishing and Aquaculture)
- EPA
- NSW Department of Planning & Environment

## **6.7. ALL WORKERS**

All personnel working on site are responsible for complying with the requirements of this Plan as instructed in the Site Induction. This includes referring any community enquiries or complaints, and media enquiries to the ESR or Project Manager.

## 7. COMMUNITY CONSULTATION SYSTEMS AND PROCEDURES

### 7.1. *Community Information Line*

The freecall community information line will be operational prior to construction commencing, and for a period of at least three months after the Date of Construction Completion. The number will be widely disseminated in the community and included in all public information such as the Roads and Maritime website, advertisements, letterbox notifications, fact sheets and at signage at the site.

**1800 154 724**

### 7.2. *Project Email Contact and email address*

Stakeholders may email enquiries and complaints using the Ferrovial Sancrox email:

**Sancrox@au-ferrovial.com**

Emails will be checked regularly throughout the standard operating hours and responded to in accordance with the timeframes defined in section 7.5 of this Plan.

The email address shown above will be widely disseminated in the community and included in public information such as the Roads and Maritime website, advertisements, letterbox notifications, fact sheets and on signage at the site.

Sancrox Traffic Arrangement Project Site Compound  
Sancrox Road Pacific Highway  
Wauchope  
NSW 2446 Australia

### 7.3. *Project Website*

Road and Maritime Services will establish and manage the Project website which will operate continuously until the date of construction completion.

Ferrovial will provide information for the website, including:

- Information on the current status of the project
- A copy of relevant environmental documents including the Minister's Condition of Approval
- A copy of each plan or other document required by Roads and Maritime G36, Roads and Maritime G38 and the Minister's Condition of Approval
- Contact details for registering complaints and enquiries
- Activities scheduled under Table 7-8 of this Plan.

Newspaper advertisement four weeks prior to commencement of any construction work in at least one of the local newspapers, i.e. Port News or Port Macquarie Express.

#### **7.4. Register of Community Enquiries and Complaints**

A *Complaints and Enquiries Register* has been established for the Project to track the recording, investigation and handling of all community enquiries and issues raised from the time of contract award. This register will be operational prior to construction commencing, and for a period of at least three months after the date of construction completion.

All enquiries and complaints received by FAA will be added to the Register and responded to in accordance with this Plan. The following information is to be captured in the Register:

- Date and time of complaint/enquiry
- The method by which the complaint was made (telephone, letter, meeting, etc.)
- Name, address, contact telephone number of complainant/enquirer (if no such details were provided, a note to that effect)
- Details of complaints/enquiry
- Action taken in response including follow up with the complainant/enquirer
- Reference to any monitoring to confirm that the complaint has been satisfactorily resolved
- If no action was taken, the reasons why no action was taken

In case of complaints from professional stakeholders, such complaints will be reported in advance to the Environmental Representative and then in he considers adequate shall be addressed according to section 7 of this Construction Community Liaison Management Plan.

Refer to Appendix C of this Plan for a sample template.

Information contained in the *Complaints and Enquiries Register* is used to inform the monthly progress report as detailed in section 9.1 of this Plan.

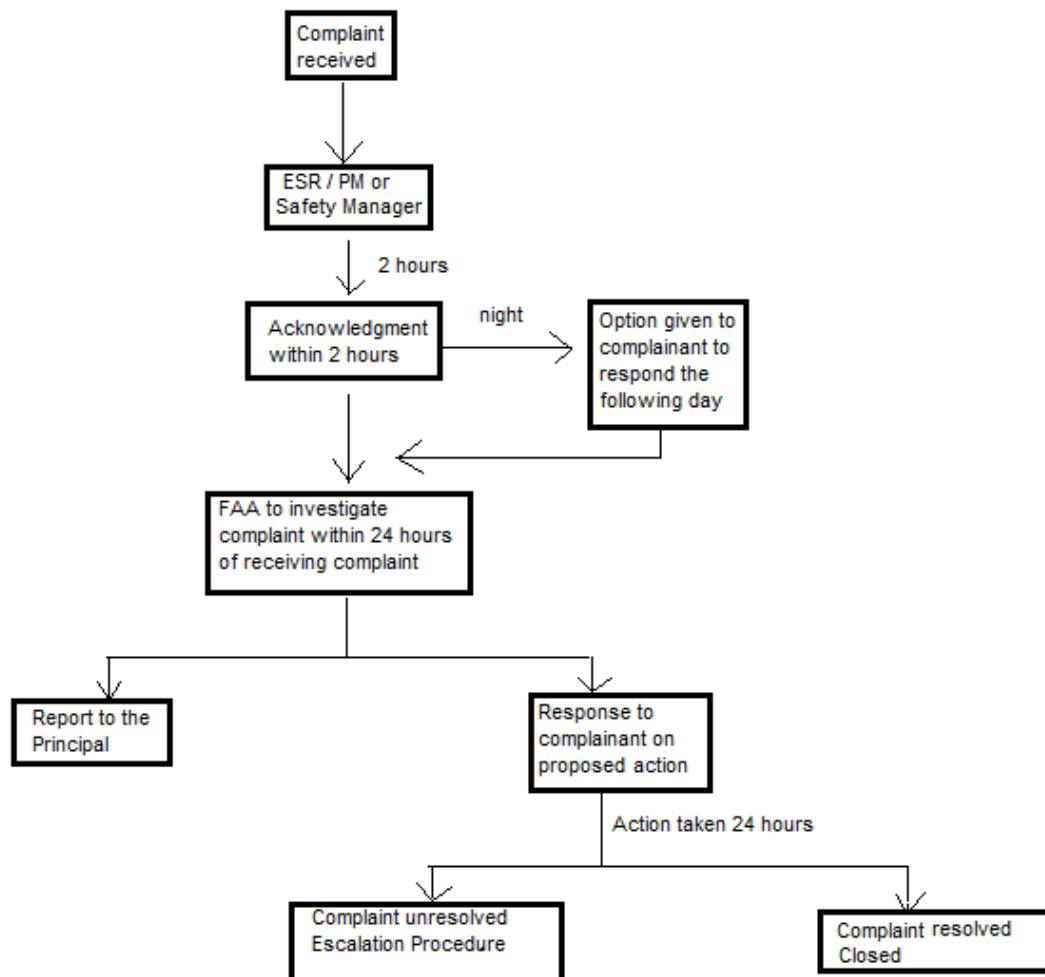
#### **7.5. Responding to Community Enquiries and Complaints**

All enquiries and complaints received by FAA will be responded to using the following principles:

- All complaints received will be directed to the ESR, the FAA Project Manager or FAA Safety Manager.
- Receipt of each complaint will be acknowledged to the complainant within two hours of receipt
- For complaints made during night works (ie 6pm to 7am), response is to be made within 2 hours during night-time works if the complainant is happy to be contacted within the 2 hours, or otherwise the following business day during business hours.
- For complaints received during standard working hours (ie 7am to 6pm), and when such complaints cannot be addressed within two hours, a follow-up verbal response on what action is proposed is to be made to the complainant/enquirer within 24 hours

- The decision or action taken regarding the complaint will be communicated to the complainant as soon as the decision or action is taken
- Complainants will be treated courteously and kept informed of the progress of their complaint through the complaints handling process
- Each complaint will be addressed in an equitable, objective and unbiased manner through the complaints handling process as defined in this CCLMP
- Personally identifiable information concerning the complainant should be available where needed, but only for the purposes of addressing the complaint within FAA and should be actively protected from disclosure, unless the complainant expressly consents to its disclosure
- Every reasonable effort will be made to investigate all the relevant circumstances and information surrounding a complaint
- The findings from the ensuing investigation is to determine the appropriate mitigation measures and relevant follow up required to be implemented
- The relevant team member managing the contact is to evaluate the mitigation measures, in conjunction with Project personnel, to determine the level of success in dealing with the issue.

The procedure for managing community queries and complaints is illustrated in the following flowchart:



### Complaints Escalation Procedure

Complaints should be escalated when:

- Can't be resolved within agreed timeframe,
- It is related to an activity that generates three complaints within a 24 hour-period.
- Any construction site receives three different complaints within a 24 hour-period.
- Could result in media or ministerial interest or community protest,
- Where the complainant and Ferrovia are unable to come to a satisfactory agreement, even with the assistance of an independent mediator as qualified consultant (lawyer, engineer, etc.) (Refer to Section 7.6).

If the ESR/PM is unable to resolve the complaint, it would be escalated to the following representatives:

Type of complaint	Escalation process
Environment (including noise and vibration)	Referred to PM or ESR. If not resolved refer to ER
Health and safety	Refer to Safety Manager. If not resolved, refer to Project Manager.
Consultation/Communications	Refer to ESR If not resolved advise Project Manager
Construction issue	Refer to Project Manager. If not resolved, refer to Project Director
Other	Referred to Project Director. If not resolved, refer to Roads and Maritime Representative.

### **7.6. Conflict Resolution**

The conflict resolution process as defined in this section of the CCLMP will be applied where the complainant and Ferrovia are unable to come to a satisfactory agreement even with the assistance of an independent mediator such as qualified consultant (lawyer, engineer, etc.). This process aims to achieve conciliation and the prompt resolution of issues with fairness, care and understanding.

The process as defined in Table 7-6 below is to be undertaken in progression unless the nature of the issue or the wishes of one or more parties involved determine otherwise. Each stage aims at resolution. Progress to a further stage only occurs if resolution is not achieved and one or more of the parties wishes to proceed.

**Table 7-6 Conflict resolution stages**

Stage	Responsibility
Recording and reporting of complaint	ESR

Stage	Responsibility
Identification and investigation of cause of complaint	ESR, Safety Manager, PM
Development and implementation of mitigation measures	ESR, Safety Manager, PM
Communication of mitigation measures to complainant	ESR
If complainant is not satisfied with response, complaint is elevated for further consideration of mitigation measures to the Project Director	Project Director
Development and implementation of additional mitigation measures	PM, ESR, Safety Manager
Recording and reporting of complaint	ESR
If complainant is still not satisfied with the response, Roads and Maritime is to be contacted to provide advice and mediate to an acceptable solution. (Refer to section 7.5 "Complaints Escalation Procedure")	PM

In this final situation, ER shall be consulted in responding to the community concerning the environmental performance of the Project where the resolution of points of conflict between the Proponent and community is required

### 7.7. Notification of Construction Activities to Roads and Maritime

FAA will notify Roads and Maritime in writing of construction activities within the lead times defined in Table 7-7 below.

**Table 7-7 Principal notification lead times**

Construction Activities	Lead Times
Work at night (any time between 8pm and 6am)	At least 2 weeks in advance
Work on weekends (including public holidays)	At least 2 weeks in advance
Major changes to configuration of road traffic	At least 4 weeks in advance
Impacts on pedestrians and/or bicycles	At least 3 weeks in advance
Commencement, rescheduling or completion of key construction activities	At least 4 weeks in advance
Commencement or rescheduling of property adjustment work	At least 4 weeks in advance
Alteration to property access arrangements	At least 1 weeks in advance
Other activities not identified above which may impact on the community stakeholders	At least 3 weeks in advance
Urgent changes to Contract Program	As early as possible, preferably at least 7 working days in advance
Any form of community protest on site	Immediately
Completion of work	At least 8 weeks in advance followed by weekly updates on progress

### 7.8. Publicising details of Construction Work

FAA will inform the local community, public transport operators, businesses and other relevant stakeholders about the works in accordance with the schedule detailed in Table 7-8 below by means such as:

- Newsletters
- Leaflets
- Newspaper advertisements
- Community noticeboards

All publications and notifications will be approved by the Project Manager prior to distribution.

**Table 7-8 Advertising and notification schedule (extracted from Section 4.8, F36)**

Action by	When
<b>Advertisement in local papers outlining the works proposed for the next four months, the areas in which these works are proposed, the construction hours, the 24-hour complaints telephone number and website address</b>	At least 4 weeks prior to commencement of construction and every significant change to construction staging
<b>Advertisement in local papers outlining the intended changes stating why they are necessary, indicating their locations, the 24 hour complaints telephone number and website address.</b> <b>Distribute leaflets to local residential and commercial properties (1km radius around site footprint plus Port Macquarie-Hasting Council).</b> <b>Newspaper advertisements and leaflets will include diagrams showing traffic lane configurations and clearly identify intended changes</b>	At least 5 days prior to any change to traffic and to pedestrian or bicyclist arrangements that may result in travel disruptions, increased travel time or distances, etc.
<b>Contact the local community potentially affected by the proposed out-of-</b>	At least 5 days prior to any works

Action by	When
<b>hours noise/vibration/light impacts (residents, businesses, etc.) and inform them by letter of the intended work, the location and type of work, the day(s) and day(s) of work and the hours involved</b>	outside normal hours
<b>Advertise in relevant local newspaper the nature of the works proposed for the forthcoming three month period, the areas in which these works are proposed to occur, the hours of operation and a contact telephone number.</b>	At three monthly intervals

Additionally, and unless otherwise provided for in Table 7-8 above, Ferrovia is to notify local residents business proprietors and community groups by phone or face to face when required about new or changed construction activities which will affect access to their properties / premises or otherwise significantly disrupt residents' and other community stakeholders' use of their premises. Such notification must be made at least five (5) working days before commencing work affecting residents and must advise the nature of the work, why it is necessary, indicate the expected duration plus any changes to arrangements for traffic or property access. The name and contact telephone number of the ESR who can respond to resident / stakeholder concerns will also be provided to the residents / stakeholders.

All publications, community notices and advertisements are to comply with the *NSW (Government) Guidelines for Advertising and Roads and Maritime' Visual Identity Guidelines*, both of which are available from the Roads and Maritime's website.

For community notices and advertisements, the approved Roads and Maritime's logo must appear at the top of the page and FAA's logo at the bottom alongside the contact details. All publications are to include names, phone numbers, email, postal return addresses, and Project website details.

FAA is to recognise and identify Roads and Maritime' role in any promotional material or award submissions that is developed in relation to this Project. If FAA produces a professional video, then video objectives, format and content is to be agreed with Roads and Maritime. All proposed video content is to be approved by Roads and Maritime prior to commencing the video production.

### **7.9. Responding to the Media or Political Representative**

No statement is to be made or information provided by FAA or workers on site in relation to the Sancrox Traffic Arrangement Project to any media or political representative or their staff. If contact is made by the media in relation to the Project, Roads and Maritime is to be immediately notified of the name, phone number and media outlet of the journalist.

Roads and Maritime will manage and arrange all official media events and will be responsible for coordinating community, media and political participation in such events. These arrangements will be undertaken in consultation with FAA. FAA will cooperate with Roads and Maritime in the running of these events and provide the site logistics associated with these events.

### **7.10. Risk Assessment**

FAA will conduct risk assessments to identify stakeholders that may be impacted by construction works and identify measures to mitigate or minimise such impacts. Risk Assessments will be performed in accordance with the FAA Risk Management process as defined in the Project WHS Plan.



## 8. COMMUNITY AWARENESS TRAINING

Various forums are available for conveying community liaison awareness information and instruction, and receiving feedback from workers. These include Site Inductions which are mandatory for all workers and visitors to the site, Daily Pre-start meetings and Toolbox talks.

The following community liaison information is covered as a minimum in the Site Induction:

- Outline of community involvement obligations
- Freecall community contact telephone line
- Community enquiry and complaints handling process
- Interface with the public and media
- Issues management process

Detailed information on Project training and awareness can be found in Section 5 of the CEMP.

## **9. REPORTING, MONITORING AND CONTINUAL IMPROVEMENT**

### **9.1 REPORTING**

#### **Daily Report to the Environmental Representative**

FAA ESR will submit a daily report to the Environmental Representative by 1pm each day that provides details of all complaints received between 12 pm on that day and 12 pm the previous day of work. The report will include:

- Unique identifying number of each complaint
- All details recorded in the Register as defined in Section 7.4 of this Plan
- The date and time of the event or incident that is the subject of the complaint

#### **Complaint Resolution Report to the Environmental Representative**

A report with proposed measures to prevent reoccurrence of each complaint is to be submitted to the Environmental Representative within 5 working days of the complaint being received.

#### **Monthly Compliance Report**

A monthly compliance report, as detailed in Section 8 of the CEMP, will be prepared and provided to the Roads and Maritime. This is to include the following community liaison related information:

- A summary of customer feedback from all sources
- Details of community liaison activities performed
- Details of community liaison activities proposed for the following month
- Status of response to all enquiries/complaints including receipt and response to issues
- Advice as to whether complaint resolution was reached with or without remediation
- Details of the complaints and enquiries from previous month that were not previously responded to or not resolved
- The average and minimum times taken to respond to complaints and enquiries
- Any other information considered relevant

#### **Monthly Construction Consultation Report**

A monthly *Construction Consultation Report* will be submitted to Roads and Maritime at the end of each calendar month detailing the community liaison activities performed during the month and the activities

proposed for the following month. This may be combined with the Monthly Compliance Report if agreed to by the Roads and Maritime.

### **Environmental Review Group (ERG) Report**

FAA will prepare a report for the ERG at least every 3 months. This report is to include the following community liaison related information:

- Current and upcoming issues
- Community concerns

## **9.2. MONITORING AND CONTINUAL IMPROVEMENT**

Evaluation of the performance and effectiveness of this Plan will be undertaken on a quarterly basis throughout the period of implementation. The evaluation will be undertaken by the FAA Project Manager, Project Q&E Manager and the ESR. Members of the Project team and Roads and Maritime may be consulted during this evaluation.

The evaluation will include auditing this Plan against the targets outlined in Section 2.3 of the Plan, and the adequacy of this Plan in achieving the intent of the Roads and Maritime Specification G36, and compliance to all other elements defined in this plan.

The review and document control processes for this Plan are described in the CEMP.

Communication feedback will be evaluated monthly as part of the monthly compliance reporting process in order to assess and adjust communication methods if required.

## APPENDIX A – STAKEHOLDER REGISTER

Name	Address/Contact	Type of Stakeholder	Details of communications between stakeholder and Ferrovial	Project Contact Point

## APPENDIX B - POTENTIALLY AFFECTED PROPERTIES

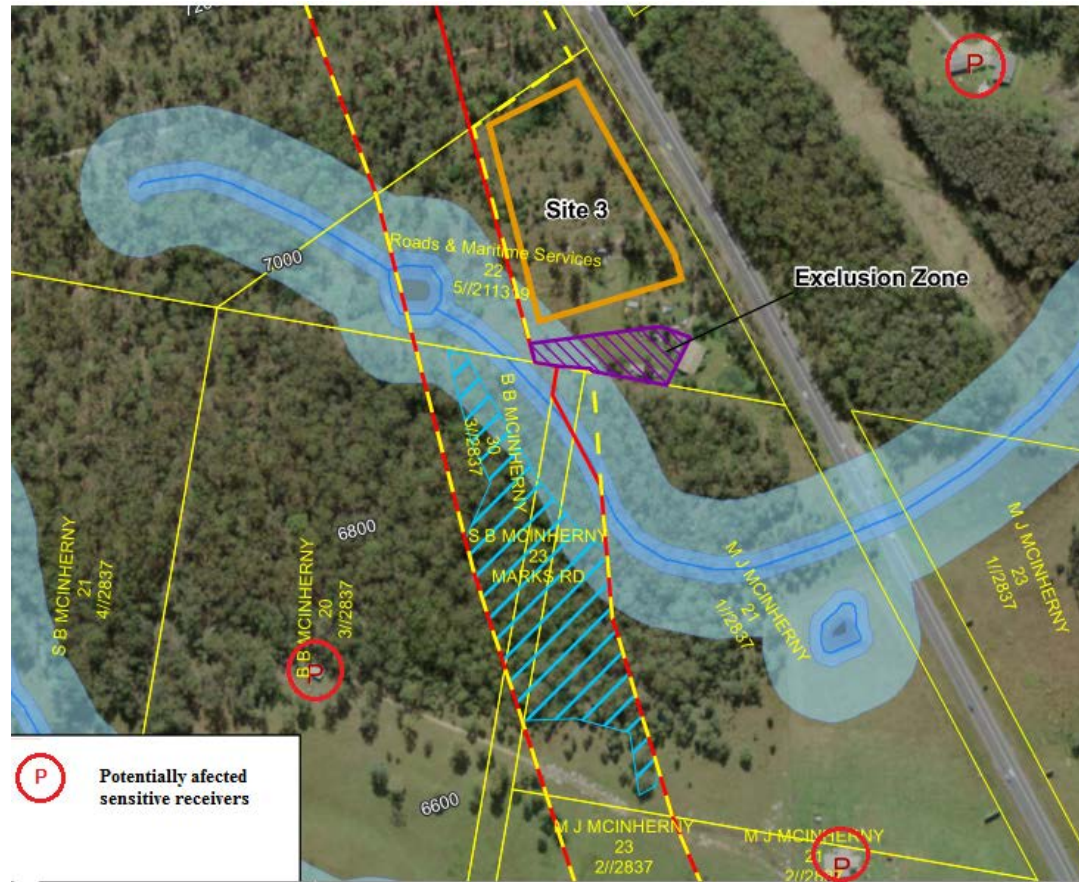


Figure 1 - Potentially affected residential properties show with a red circle

Note: There are at least three residential premises in the vicinity of Stockpile site 3. Those premises are located more than 200 m away from Stockpile site 3.

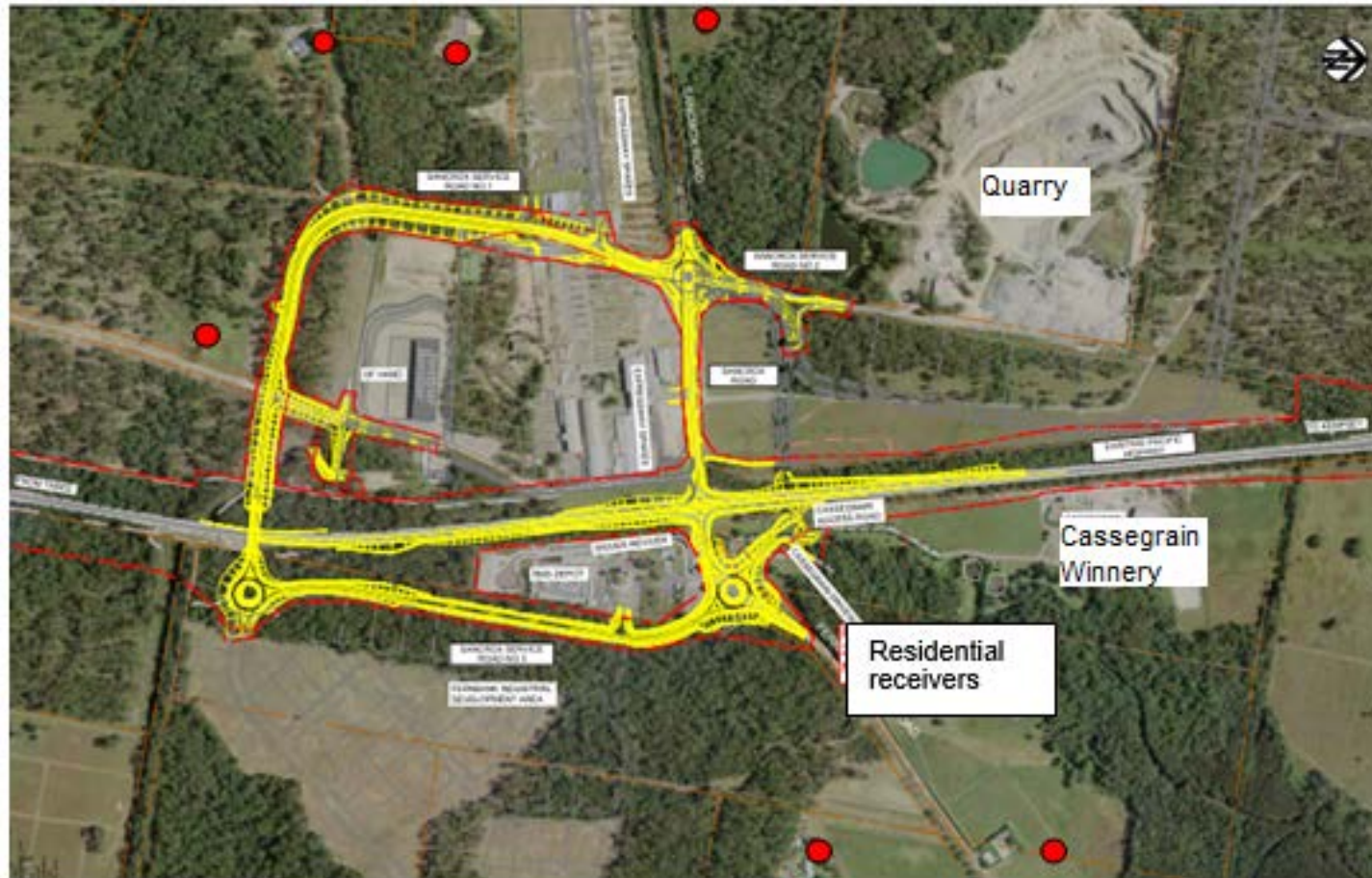
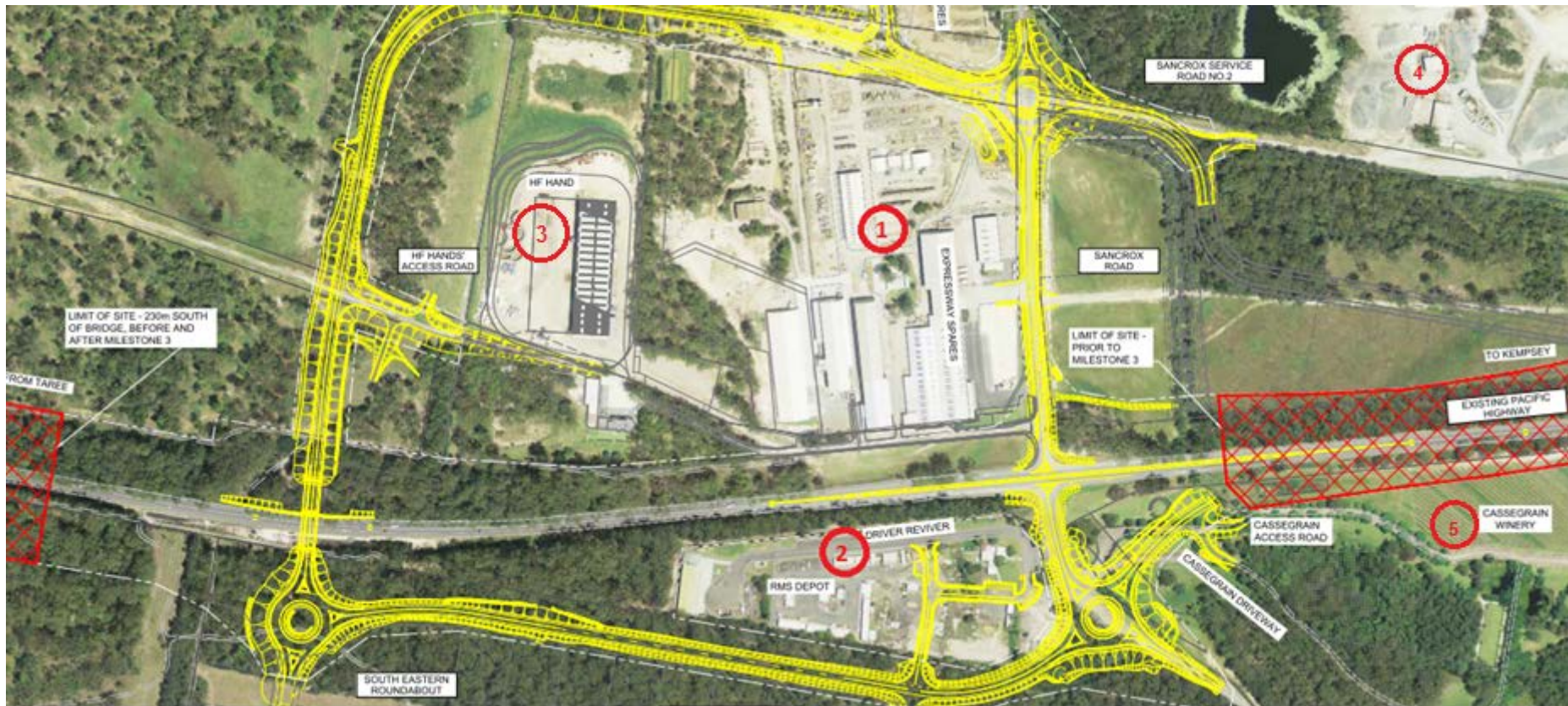


Figure 2 - Potentially affected residential sensitive receivers in the vicinity of the Project area are shown with a red circle



**Figure 3 - Potentially affected industrial/commercial properties shown with a red circle**

Note: There is an Industrial State in close proximity to the project area. It includes Roads and Maritime Depot (2), Driver Reviver (2), HF (3), Expressway Spares (1) and the Quarry (4). The Cassegrain Winery (5) is located in the vicinity of the Project area. It includes a restaurant, extensive grounds and a garden with a picnic area.

Expressway Spares are major suppliers to all facets of the Earthmoving Industry including mining, general contracting and the rural sector. HF Hand Constructors are Leaders in providing services and products for the Steel Fabrication and Construction Industry. The new purpose HF built facility at Sancrox - Port Macquarie NSW has been designed to facilitate major fabrication projects into the future for HF Hand Constructors. The Facility includes a single Undercover Fabrication Workshop of 4200 sqm with overhead crane and an integrated projects office.

