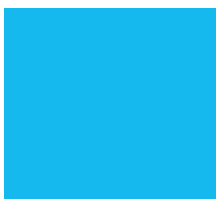
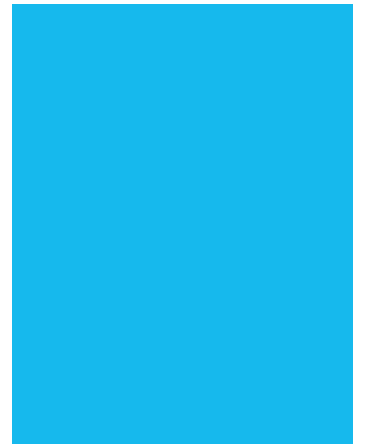


# Community Involvement Plan

Pacific Highway Upgrade - Oxley Highway to Kundabung



<b>Client:</b>	Roads and Maritime Services
<b>RMS Contract:</b>	12.2537.2643
<b>LL Project No.:</b>	N0006
<b>Doc No/Ref:</b>	OH2K-MP-CO-0001
<b>Revision No:</b>	Rev 4



## Document Control

Title:	Community Involvement Plan		Document No/Ref: OH2K-MP-CO-0001	
<b>General Description:</b>	Community Involvement Plan			
<b>Document Path:</b>				
<b>Disciplines</b>	n/a			
	Name	Position	Date	Signed/Approved
<b>Originator(s)</b>	Justine Voigt	Community Relations Manager	5 May 2014	
<b>Review</b>				
<b>Approval</b>				

## Document Revisions

Rev No	Date	Issue/Description	Approved
1	5 May 2014	Prepared for Construction	
2	21 July 2014	Review to include ER, PV and Roads and Maritime comments	
3	29 August 2014	Review to include DP&E comments	
4	25 May 2015	Annual review	

**COPYRIGHT:** The concepts and information contained in this document are the property of Lend Lease Engineering Pty Ltd. This document may not be reproduced or disclosed in any manner whatsoever, in whole or in part, without the prior written consent of Lend Lease Engineering Pty Ltd.

**LIMITATION:** This report has been prepared on behalf of and for the exclusive use of Lend Lease Engineering Pty Ltd. Lend Lease accepts no liability or responsibility whatsoever for or in respect of any use of or reliance upon this document by any third party.

## Contents

1.	Introduction .....	5
1.1	Project Description.....	5
1.2	Abbreviations .....	6
2.	Compliance with Minister’s Approval .....	7
2.1	Media Publications.....	8
3.	Objectives & Strategy for Community Liaison.....	8
3.1	Objectives & Strategy for Community Liaison.....	8
4.	Personnel & Resources .....	12
4.1	Community Relations Manager.....	12
4.2	Community Relations Officer .....	12
4.3	Community Contacts Database .....	13
4.4	Staff Training .....	13
5.	Community Communication Strategy.....	14
5.1	Preliminary Communication Program .....	14
5.2	Communication Tools .....	15
6.	Stakeholder Impacts .....	26
6.1	Community Stakeholders Affected by Construction.....	27
6.2	External & Internal Communication Protocols & Procedures.....	28
7.	Complaints & Enquiries Management.....	30
7.1	Classification of Complaints.....	30
7.2	Responsibilities.....	31
7.3	Receiving Complaints .....	31
7.4	Responding to Complaints.....	31
7.5	Referring Complaints .....	32
7.6	Environmental Representative Involvement .....	32
8.	Notification of Construction Activities .....	33
8.1	Approval timeframes.....	33
9.	Crisis Communication .....	35
9.1	Project-specific Crisis Communication Plan .....	35

*This page has been intentionally left blank*

## 1. Introduction

This Community Involvement Plan (CIP) provides the framework which will enable Lend Lease to successfully manage stakeholder and community relations throughout the design and construction of the Pacific Highway Upgrade between Oxley Highway and Kundabung.

This plan addresses the requirements identified in:

- Minister’s Conditions of Approval, B20, B25, B26 and B28.
- Schedule 1 of the Design and Construct Project Deed (IC-DC-C91-1), Oxley Highway to Kundabung signed on 17 March 2014 by Roads and Maritime Services and Lend Lease Engineering Pty Ltd, specifically Section 3.11 Community relations, Section 3.15 Complaints and notifications, and Section 3.16 Media publications; and
- Scope of Works and Technical Criteria, Section 8 Community Involvement Obligations, Pacific Highway upgrade – Oxley Highway to Kungabung

This plan forms an integral component of the Project Management Plan. It recognises and is consistent with project plans including those produced for the management of the environment, design, construction, work health and safety and traffic management.

### 1.1 Project Description

Roads and Maritime Services is continuing to upgrade the Pacific Highway to dual carriageway between the Oxley Highway and Kempsey. This upgrade will provide about 37 kilometres of four lane, divided road from north of the Oxley Highway interchange to the south of Kempsey. The project is jointly funded by the Australian and NSW governments.

The project is being delivered in two sections – from the Oxley Highway to Kundabung and from Kundabung to Kempsey, with early works at the Sancrox interchange.

In March 2014, Lend Lease signed the contract to design and construct the 23.5 kilometre section of the Pacific Highway between the Oxley Highway and Barries Creek, near Kundabung.

This includes:

- 14 km new deviation through Hastings and Wilsons River Flood Plains;
- 9.5 km along existing highway alignment;
- An interchange at Blackman’s Point Road;
- Half interchange at Haydons Wharf Road;
- Traffic arrangement at Yarrabee Road;
- Three sets of twin highway over-creek bridges;
- Bridge over Hastings River;
- Bridge over Wilsons River;
- Flood plain structures on Wilsons and Hasting River flood plains;
- Twin bridges over North Coast Railway;
- One local road over bridge.

It will deliver benefits which:

- Improve highway safety;
- Reduce travel times and improve travel efficiency;
- Improve air quality;
- Reduce noise impact;
- Reduce greenhouse gas emissions and fuel consumption;
- Improve local access.

## 1.2 Abbreviations

The following abbreviations have been utilised within this document.

Table 1 – Abbreviations

Abbreviation	Glossary
AS/NZS	Australian and New Zealand Standard
CCS	Community Communication Strategy
CHMP	Construction Heritage Management Plan
CIP	Community Involvement Plan
DotE	Department of the Environment (NSW)
DPI	Department of Primary Industries (Fisheries, NSW)
DSEWPAC	Department of Sustainability, Environment, Water, Population and Communities (Cth)
EA	Environmental Assessment
EEC	Endangered Ecological Community
ER	Environmental Representative
ISO	International Organisation for Standards
MCoA	Ministers Conditions of Approval
NVMP	Noise and Vibration Management Plan
OEH	Office of Environment and Heritage (NSW)
OH2Ku	Oxley Highway to Kundabung - Pacific Highway Upgrade
SoC	Statement of Commitments
SWTC	Scope of Works and Technical Requirements
WMS	Work Method Statement

## 2. Compliance with Minister's Approval

This CIP has been developed to meet the conditions of the Planning and Infrastructure Minister's Approval (MCoA), specifically condition B27 (Complaints Procedures) and B28 (Community Involvement). It also makes reference to sections which require stakeholder consultation (B21) or the provision of public information (B26). For ease of reference the following table details the Conditions of Approval and where they are referenced in this plan.

Table 4 – Ministers Conditions of Approval

Document Reference	Community Involvement Obligations	CIP Reference
MCoA B20	<p><b>Urban Design and Landscaping</b></p> <p>Prior to the commencement of construction (unless otherwise agreed to by the Director General), the Proponent shall prepare and implement an Urban Design and Landscape Plan for the project. The plan shall be prepared in consultation with the relevant Council and shall present an integrated urban design for the project. The plan shall include, but not necessarily be limited to:</p> <ul style="list-style-type: none"> <li>a) principle goal of achieving the urban design objectives outlined in Section 13.4 of Volume 1 of the Environmental Assessment,</li> <li>b) sections and perspective sketches,</li> <li>c) locations along the project corridor directly or indirectly impacted by the construction of the project (e.g. temporary ancillary facilities, access tracks, watercourse crossings, etc.) which are proposed to be actively rehabilitated, regenerated and/ or revegetated to promote biodiversity outcomes, visual integration. Details of species to be replanted/ revegetated shall be provided, including their appropriateness to the area and considering existing vegetation and habitat for threatened species;</li> <li>d) location of existing vegetation and proposed landscaping, including use of indigenous and endemic species where possible. The plan shall assess the visual screening effects of existing vegetation and the proposed landscaping at residences and businesses, which have been identified as likely to experience high visual impact as a result of the project. Where high residual impacts are identified to remain, the plan shall in consultation with affected receptors, identify opportunities for providing at-receptor landscaping to further screen views of the project. Where agreed to with the landowner, these measures shall be implemented during the construction of the project.</li> <li>e) strategies for progressive landscaping incorporating other environmental controls such as erosion and sedimentation controls, drainage, noise mitigation,</li> <li>f) location and design treatments for built elements including retaining walls, cuttings, bridges, and noise barriers,</li> <li>g) location and design treatments for any associated footpaths and cyclist elements; and other features such as seating, lighting (in accordance with AS 4282-1997 Control of the Obtrusive Effect of Outdoor Lighting), fencing, and signs,</li> <li>h) evidence of consultation with the community on the proposed urban design and landscape measures prior to its finalisation; and</li> <li>i) monitoring and maintenance procedures for the built elements and landscaping (including weed control) including responsibilities, timing and duration and contingencies where landscaping measures fail.</li> </ul> <p>The Plan shall be submitted for the approval of the Director General prior to commencement of construction of the project. The Plan may be submitted in stages to suit the staged construction program of the project.</p>	Chapter 3, Table 2
MCoA B25	<p><b>Provision of Electronic Information</b></p> <p>Prior to the commencement of construction, the Proponent shall establish and maintain a new website, or dedicated pages within an existing website, for the provision of electronic information associated with the project. The Proponent shall, subject to confidentiality, publish and maintain up-to-date information on the website or dedicated pages including, but not necessarily limited to:</p> <ul style="list-style-type: none"> <li>a) information on the current implementation status of the project,</li> <li>b) a copy of the documents referred to under condition A1 of this approval, and any documentation supporting modifications to this approval that may be granted from time to time,</li> <li>c) a copy of this approval and any future modification to this approval,</li> <li>d) a copy of each relevant environmental approval, licence or permit required and obtained in relation to the project,</li> <li>e) a copy of each current strategy, plan, program or other document required under this approval,</li> <li>f) the outcomes of compliance tracking in accordance with the requirements of Condition; and</li> </ul>	Chapter 3 and Chapter 5

	g) the outcomes of compliance tracking in accordance with the requirements of Condition.	
MCoA B26	<p><b>Complaints and Enquiries Procedure</b></p> <p>Prior to the commencement of construction, the Proponent shall ensure that the following are available for community complaints and enquiries during the construction period:</p> <ul style="list-style-type: none"> <li>a) a telephone number on which complaints and enquiries about construction and operation activities may be registered,</li> <li>b) a postal address to which written complaints and enquiries may be sent; and</li> <li>c) an email address to which electronic complaints and enquiries may be transmitted.</li> </ul> <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> <p>The Proponent must prepare and implement a Construction Complaints Management System consistent with AS 4269 Complaints Handling prior to the commencement of construction activities and must maintain the System for the duration of construction activities. Information on all complaints received, including the means by which they were addressed and whether resolution was reached and whether mediation was required or used must be maintained by the Proponent and included in a complaints register. The information contained within the System must be made available to the Director General on request.</p>	Chapter 7
MCoA B28	<p><b>Community Involvement</b></p> <p>The Proponent shall prepare and implement a Community Communication Strategy 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:</p> <ul style="list-style-type: none"> <li>a) identification of stakeholders to be consulted as part of the Strategy, including affected and adjoining landowners,</li> <li>b) procedures and mechanisms for the regular distribution of information to stakeholders on the progress of the project and matters associated with environmental management,</li> <li>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,</li> <li>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; and</li> <li>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.</li> </ul> <p>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.</p>	This CIP

## 2.1 Media Publications

In compliance with the Project Deed, section 3.16, Lend Lease will not release any information about the project to the media. Any approaches by the media, including industry magazines will immediately reported to Roads and Maritime.

Lend Lease recognises that Roads and Maritime has discretion to approve or withhold approval of the releasing any information about its involvement in the project.

Dealing with the media will be included in all site inductions to ensure all personnel on the project abide to this requirement.

## 3. Objectives & Strategy for Community Liaison

### 3.1 Objectives & Strategy for Community Liaison

Lend Lease recognises that community involvement is an important element in the effective delivery of all of its projects.



The objectives and general strategies for community involvement and participation during the project have been developed in consideration of obligations detailed in the Scope of Works and Technical Criteria (SWTC), Section 8. For ease of reference, the objectives listed in the following table include a reference to the SWTC.

Table 2 – Community Liaison Objectives & Strategies

Objective	Strategy	Tools
<p>1. Effective communications between Roads and Maritime, Lend Lease, Project Verifier (PV ) and Environmental Representative (ER)</p> <p><i>SWTC reference 8.1 (b) (x)</i></p>	<ul style="list-style-type: none"> <li>– Implement CIP and commit to its delivery.</li> </ul>	<p>Lend Lease commits to delivering this strategy and using the same communication tools e.g.</p> <ul style="list-style-type: none"> <li>– Toll-free information line</li> <li>– Staff training</li> <li>– Induction</li> <li>– Stakeholder Meetings</li> <li>– Website</li> <li>– Audit of Complaints Management System</li> </ul>
<p>2. Build acceptance and support for the project</p> <p><i>SWTC reference 8.5</i></p>	<ul style="list-style-type: none"> <li>– Generate positive positioning of the project within the community.</li> <li>– Gain acceptance by key stakeholder groups.</li> <li>– Meet milestones.</li> </ul>	<ul style="list-style-type: none"> <li>– Community updates</li> <li>– Project website</li> <li>– Letterbox notifications/project updates</li> <li>– Stakeholder meetings/briefings</li> <li>– Community information sessions</li> <li>– Positive media events</li> <li>– Displays in council offices, display centre at main compound and at relevant community events</li> <li>– Complaints Management System</li> </ul>
<p>3. Ensure the community is well informed at all stages of the project</p> <p><i>SWTC reference 8.5</i></p>	<ul style="list-style-type: none"> <li>– Provide regular, accurate and timely information about activities that may affect the community.</li> <li>– Ensure the project team and subcontractors understand and abide by the community enquiry and complaint management procedures included in induction training.</li> <li>– Advertise the ways in which the community can obtain information about the project.</li> <li>– Coordination between Lend Lease and Roads and Maritime.</li> </ul>	<ul style="list-style-type: none"> <li>– Construction updates and advertisements</li> <li>– Specific construction impact groups, as needed</li> <li>– Community updates</li> <li>– Project updates</li> <li>– Letterbox notification</li> <li>– Community information sessions</li> <li>– Stakeholder meetings and stakeholder group briefings</li> <li>– Site tours and inspections</li> <li>– Website</li> <li>– Signage</li> <li>– Induction training package</li> <li>– Community contact database</li> <li>– CIP</li> </ul>
<p>4. Ensure community input into the proposed urban design and landscape measures prior to its finalisation.</p> <p><i>MCoAB21 reference h</i></p>	<ul style="list-style-type: none"> <li>– Engage with directly impacted residents.</li> <li>– Provide opportunity for residents to view and comment on UDLPs during exhibition period</li> </ul>	<ul style="list-style-type: none"> <li>– Public exhibition period</li> <li>– Plans available on project website, council buildings and project office</li> <li>– Direct engagement (one-on-one) with directly impacted residents</li> <li>– Feedback forms</li> </ul>
<p>5. Ensure businesses in the area are well informed about all stages of the construction program, they are informed about changes to access and their needs are considered.</p> <p><i>SWTC reference 8.3</i></p>	<ul style="list-style-type: none"> <li>– Establish business consultation issues groups, where needed, for specific issues, which will advise Roads and Maritime and Lend Lease about impacts on businesses.</li> </ul>	<ul style="list-style-type: none"> <li>– Establish Business Issue Groups as required</li> <li>– Briefings to Chambers of Commerce, established business groups and Port Macquarie-Hasting Council as required</li> </ul>
<p>6. Ensure that government and other key stakeholders, including emergency services are kept informed.</p> <p><i>SWTC reference 8.1 (b) (iv)</i></p>	<ul style="list-style-type: none"> <li>– Develop an effective communication link with emergency services</li> <li>– Develop a close relationship with key government agencies including councils</li> <li>– Develop a close relationship with adjacent contractors</li> </ul>	<ul style="list-style-type: none"> <li>– Maintain comprehensive contact list of stakeholders, including emergency services</li> <li>– Establish an agreed communication channel with Port Macquarie Hasting Council</li> <li>– Maintain regular contact through the monthly project Environmental Representative Group (ERG)</li> </ul>

Objective	Strategy	Tools
<p>7. Consult with the community about construction elements where it impacts individuals</p> <p><i>SWTC reference 8.3 (h)</i></p>	<ul style="list-style-type: none"> <li>- Work with directly affected residents to ensure they have the opportunity to provide timely and meaningful input to selected construction decisions (e.g. property access adjustments, noise mitigation)</li> </ul>	<ul style="list-style-type: none"> <li>- Community information sessions</li> <li>- Stakeholder meetings</li> <li>- Community updates /letterbox notifications</li> <li>- Specific construction impacts groups (where needed)</li> <li>- Notes of discussions on website</li> </ul>
<p>8. Build and sustain community/ stakeholder understanding and support of the design and construction process</p> <p><i>SWTC reference 8.1 (c)</i></p>	<ul style="list-style-type: none"> <li>- Provide access to regular, timely and clear information about design and construction (issues, timetables, etc.)</li> <li>- Listen and respond to any issues raised by the community including all reasonable requests</li> <li>- Explain technical terms in plain English</li> <li>- Develop and maintain record keeping requirements using a community contact database and adhering to the enquiry and complaint management procedures</li> </ul>	<ul style="list-style-type: none"> <li>- Advertisements</li> <li>- Community updates</li> <li>- Project updates</li> <li>- Letterbox notification</li> <li>- Website</li> <li>- Community information sessions</li> <li>- Complaints management system</li> <li>- Community Contact Database</li> <li>- Stakeholder briefings</li> </ul>
<p>9. Early identification of issues and possible impacts and implementation of controls to minimise disruption and reduce complaints</p> <p><i>SWTC reference 8.1 (c) (f)</i></p>	<ul style="list-style-type: none"> <li>- Liaise closely and regularly with various sections of the project team – e.g. design, environment, construction to identify potential impacts on the community</li> <li>- Identify issues and ensure relevant stakeholders are informed in advance about planned works and potential impacts</li> <li>- Listen to and ensure all enquiries and complaints are responded to and thoroughly investigated in a timely manner</li> <li>- Coordinate and audit complaints management system.</li> <li>- Deliver on promises when made and explain reasons and negotiate if circumstances change</li> </ul>	<ul style="list-style-type: none"> <li>- Attendance at regular, relevant project team meetings</li> <li>- Toll-free information line (1800 154 724)</li> <li>- Complaints Management System</li> <li>- Community displays and open days</li> <li>- Website</li> <li>- Targeted small group meetings</li> </ul>
<p>10. Effectively manage any issues which emerge during the life of the project</p> <p><i>SWTC reference 8.1 (c) (f)</i></p>	<ul style="list-style-type: none"> <li>- Respond to all complaints within the timeframe as specified by AS-ISO-10002-2006 (supersedes AS4269 referenced in MCoAs)</li> <li>- Thoroughly investigate and close out complaints</li> <li>- Maintain a register of all complaints and enquiries</li> <li>- Provide accurate information in a timely manner and maintain contact with stakeholders and community when investigating issues</li> <li>- Prepare for emerging issues</li> <li>- Evaluate the root cause of complaints to reduce or prevent recurrence of disturbance to the community</li> <li>- Monitor and audit Community Contact Database to identify any emerging community issues</li> </ul>	<ul style="list-style-type: none"> <li>- Documented complaints management system</li> <li>- Community contact database</li> <li>- One-on-one meetings</li> <li>- Letterbox notification</li> <li>- Issues analysis</li> <li>- Review communication tools/plan</li> <li>- Audit complaints management system</li> </ul>
<p>11. Keep all project team members updated on community issues</p> <p><i>SWTC reference 8.11</i></p>	<ul style="list-style-type: none"> <li>- Provide regular, timely and accurate project updates on community issues to the Lend Lease team</li> <li>- Ensure team members are aware of community issues and obligations</li> <li>- Meet regularly with project teams</li> </ul>	<ul style="list-style-type: none"> <li>- Internal meetings</li> <li>- Inductions</li> <li>- Tool box, as required</li> <li>- Community updates</li> <li>- Project updates</li> <li>- Letterbox notification</li> </ul>

Objective	Strategy	Tools
<p>12. Maintain a consistent approach for the duration of the project and enhance Roads and Maritime's reputation</p> <p><i>SWTC reference 8.5</i></p>	<ul style="list-style-type: none"> <li>- Provide a consistent point of contact for community members seeking information, or with concerns, about the project</li> <li>- Promote a seamless project to the community</li> <li>- Ensure project team are aware of and comply with complaint management procedures</li> </ul>	<ul style="list-style-type: none"> <li>- Internal update meetings</li> <li>- Community Information Sessions</li> <li>- Toll-free information line (1800 154 724)</li> <li>- Induction training</li> <li>- Complaints Management System</li> </ul>
<p>13. Consult with the community on any design development that differs from that of the design in the environmental documents.</p> <p><i>SWTC reference 8.5.5</i></p>	<ul style="list-style-type: none"> <li>- Keep up to date with design changes and provide the community with updated information</li> </ul>	<ul style="list-style-type: none"> <li>- Staffed community displays</li> <li>- Community update</li> <li>- Website update</li> <li>- Display material</li> <li>- Toll-free community information line (1800 154 724)</li> </ul>

## 4. Personnel & Resources

### 4.1 Community Relations Manager

Lend Lease has appointed Justine Voigt as the Community Relations Manager (CR Mgr) for the project (as per SWTC, Section 8.2.1). The Community Relations Manager will be based at the main site office, which includes the display centre, and will be available until two months after the Date of Construction Completion. This position reports to the Project Director.

The Community Relations Manager duties will be those associated with liaison and consultation for the project including availability 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, in particular:

- information on planned traffic arrangements, including any temporary traffic switches, being sought by users of the Pacific Highway (between Oxley Highway and Kundabung) and adjacent road network;
- information on planned construction operations sought by affected and concerned landowners, residents and businesses;
- current landowner discussions with Lend Lease staff.

Other responsibilities may include:

- management of the community involvement responsibilities in accordance with the Community Communication Strategy and legislative requirements;
- liaison with the project team and Roads and Maritime on all community relations matters;
- establishment and management of project protocols and systems for stakeholder and community management;
- leadership and direction for other team members;
- building positive relationships through proactive liaison with landowners, residents, the community and stakeholders and adjacent contractors;
- availability to attend community meetings or other activities as arranged or requested by Roads and Maritime;
- establishment of an issues management system and management of the investigation and resolution of issues.

### 4.2 Community Relations Officer

Lend Lease has appointed Joel Annett as the Community Co-ordinator (CCo) for the project. The CCo will be based, until the Date of Construction Completion, at the main site compound which will include the display centre. The CCo role and responsibilities will be:

- assisting the Community Relations Manager with the tasks and activities required to implement the CIP and legislative requirements;
- assisting with the establishment and maintenance of project protocols and systems for community relations;
- building positive relationships by proactively liaising with residents, the community and stakeholders;
- assisting the Community Relations Manager with the management and administration of community meetings, public displays and the preparation of community information;
- assisting with the management, investigation and resolution of issues;
- liaison with the Roads and Maritime on all community relations matters;
- responding to the freecall community information line (1800 154 724),
- assisting with the preparation and distribution of communication material such as community information fact sheets, advertisements, website information, letterbox notifications, and display material;
- assisting with the management of booking and coordination of site tours;
- acting as a contact point for project information;
- management of the permanent public display centre, including the content and its update, preparation of display materials, customer feedback facility, as well as temporary public displays where agreed with Roads and Maritime;
- notification to relevant stakeholders and local community of works;

- preparation and management of communication material such as leaflets and flyers to letterboxes, construction update advertisements, local operational information advertisements, community notice board information, project brochures, website information and display material.

### 4.3 Community Contacts Database

Lend Lease will continue to update and maintain the community contacts database developed by Roads and Maritime during the project planning stage (*SWTC reference 8.2.2*). Registers will be available at the temporary and permanent display centres, all public display areas to allow community members to have their details recorded or updated on the database for on-going contact.

All landowners adjacent to the project work and key stakeholders will be included on the database.

This database will be used to record all representations received from the community.

### 4.4 Staff Training

As ambassadors for the project all Lend Lease personnel and sub-contractors working on the project are required to undertake compulsory induction training, which includes community awareness (*SWTC reference 8.11*). Key elements of the induction training include:

- An outline of community involvement obligations;
- Details of the freecall community contact telephone line;
- How to handle community inquiries and /or complaints;
- How to manage interface with the public and media.

Records of induction participation will be included in monthly project reports.

## 5. Community Communication Strategy

### 5.1 Preliminary Communication Program

The following outlines the broad phases for the design and construction of the Pacific Highway Upgrade – Oxley Highway to Kundabung and how the community will be kept involved during each phase, as required in *SWTC Section 8.1 (b)*

#### 5.1.1 The Design Development Stage (March 2014 – August 2014)

A key focus of this phase is to ensure key community issues have been identified and considered at a stage where changes may be incorporated within the requirements of the SWTC and without adversely impacting on the project objectives. This will include:

- Confirming protocols for information exchange, arranging approvals and day-to-day coordination with Roads and Maritime;
- Establishing and promoting project contact information;
- Establishing a contact list and communication pathways for all community stakeholders including Port Macquarie Hastings Council, utility providers, emergency services, local bus operators, local taxi services, chambers of commerce, local businesses, local residents and all sensitive receivers;
- Developing the community involvement induction package to ensure all staff and workers are informed of their community involvement obligations;
- Informing the community of design and site establishment activities;
- Preparing for dilapidation surveys;
- Identifying potential business impacts and vulnerable structures;
- Identifying and responding to issues raised during this time.

#### 5.1.2 The Construction Stage (August 2014 – mid 2017)

A key focus of this phase is to keep stakeholders and the community informed. This includes effectively communicating with businesses, residents, land owners, road users and other stakeholders to ensure they are aware of and understand traffic management arrangements and key construction activities and progress.

The communication tools that will be implemented during this stage are detailed in Chapter 3, *Table 3 Communication Tools*.

#### 5.1.3 The Project Opening Phase (Mid 2017)

Community involvement will continue during this phase with Community Relations staff available until eight weeks after the Date of Construction Completion. Lend Lease will work with Roads and Maritime to promote key achievements of the project and maximise awareness of the new highway.

## 5.2 Communication Tools

A range of communication tools will be used to inform and engage the community and other stakeholder about the project as work proceeds. All of the tools used throughout the duration of the project will comply with the requirements of the NSW State Government and Roads and Maritime guidelines and policies including:

- Privacy and Personal Information Protection Act 1998 (NSW);
- NSW (Government) Advertising Guidelines;
- RMS Community Involvement and Communications Draft Resource Manual for Staff, June 2008;
- RMS Visual Identity Guidelines;
- RMS Editorial Style Guide (February 2013); and
- RMS Social Media Policy (March 2012).

Table 3 – Communication Tools

Tool	Description	Audience	Frequency/Timing	Tool specifications
Toll Free Information Line  <i>SWTC reference 8.1 (m)</i>	A toll free information has been set up and will be the main point of contact between the community and the project team. The number is <b>1800 154 724</b> . Three contractors will be working in the same area and sharing this 1800 number, therefore a selection option will be offered to callers. Lend Lease will be contacted by pressing '1'.	All community members and stakeholders identified in this plan	Ongoing and to be maintained for the period from eight weeks after the date of the deed until eight weeks after the Date of Construction Completion	<ul style="list-style-type: none"> <li>▪ The phone number will be included on all project communication material</li> <li>▪ All calls received will be recorded in the Community Contacts Database</li> <li>▪ Details of the call will be included against caller names (if provided), including contact details and a description of the nature of the call</li> <li>▪ Staff responsible for answering calls on the line will be briefed on 'etiquette' for speaking with stakeholders</li> </ul>
Advertisements (community information sessions)  <i>SWTC reference 8.5.3</i>	Advertisements with details of upcoming community information sessions will be placed in local and regional newspapers, on the project website, via media release and on the radio, as appropriate.	<ul style="list-style-type: none"> <li>▪ Local community</li> <li>▪ Directly affected residents and businesses</li> <li>▪ Road users</li> </ul>	At least seven days before each information session	<ul style="list-style-type: none"> <li>▪ The advertisement must contain information on the location and timing of the information session</li> <li>▪ The type of information that will be available</li> <li>▪ Include toll-free number 1800 154 724 on advertisement</li> </ul>
Advertisements (construction activity)  <i>SWTC reference 8.5.3</i>	Advertisements in local newspapers and/or local radio featuring details of changes to traffic conditions and out of hours work during construction.	<ul style="list-style-type: none"> <li>▪ Local community</li> <li>▪ Directly affected residents and businesses</li> <li>▪ Road users</li> </ul>	As required and at least 7 days before any detour, disruption or changes commence	<ul style="list-style-type: none"> <li>▪ Lend Lease must provide draft advertisements for all significant traffic management changes, detours, traffic disruptions and work outside the working hours contained in the Environmental Documents</li> <li>▪ Roads and Maritime will place all advertisements, including radio</li> <li>▪ Advertisements must contain contact details for the project including toll-free number, email address and postal address.</li> </ul>

Tool	Description	Audience	Frequency/Timing	Tool specifications
Community Contacts Database  <i>SWTC reference 8.2.2</i>	Consultation Manager	<ul style="list-style-type: none"> <li>- Project team</li> <li>- Roads and Maritime</li> </ul>	Ongoing for duration of the project	<ul style="list-style-type: none"> <li>▪ Correspondence details will be entered into the database within 24 business hours of receipt</li> <li>▪ Actions resulting from the correspondence will be recorded in this system and an 'Outstanding Actions Report' used to track and ensure actions are responded to within committed timeframes</li> <li>▪ Registers will be provided at the display centre, any staffed or public display locations to enable the community to be included on the database</li> <li>▪ All landowners adjacent to the project works and key stakeholders will be included on the database</li> <li>▪ The database will be regularly updated from the registers at the display centres, staffed or public display locations as well as representations received from the community</li> </ul>
Community display material  <i>SWTC reference 8.4.1 (e)</i>	Publically available material required for community displays	Wider community	Ongoing for duration of the project	<ul style="list-style-type: none"> <li>▪ The graphic design component for larger or semi-permanent community display material will be organised by Roads and Maritime based on approved text and images provided by Lend Lease</li> <li>▪ Roads and Maritime will co-ordinate format layout and production of these materials</li> <li>▪ Community updates and display panels must contain contact details, including 24-hour and business hours contact details, for Lend Lease and Roads and Maritime, including names, phone numbers, return addresses and any other requirements of Roads and Maritime Representative</li> <li>▪ The community display material will include up-to-date photographs, diagrams, samples and other suitable material. All material will be clearly explained and of suitable size and quality to enable the public to inform themselves about the project.</li> <li>▪ The minimum material will include information about the project generally, but not be limited to:               <ul style="list-style-type: none"> <li>- Maps indicating the designs of road interchange and key features of the project</li> <li>- Design details including concepts, cross section treatments, perspective views and details</li> <li>- Bridges and structures</li> <li>- Communication information and involvement opportunities</li> </ul> </li> </ul>



Tool	Description	Audience	Frequency/Timing	Tool specifications
<p>Community Information Session</p> <p><i>SWTC reference 8.4.2</i></p>	<p>Community information sessions that will provide a forum to obtain updated information about the project. Representatives from the project team will be available to speak with individuals</p> <p>Locations may include but are not limited to:</p> <ul style="list-style-type: none"> <li>- Lend Lease main site compound</li> <li>- Port Macquarie-Hastings Council</li> <li>- Telegraph Point Town Hall</li> </ul>	<ul style="list-style-type: none"> <li>▪ Local community</li> <li>▪ Residents and businesses</li> <li>▪ Representatives from Port Macquarie-Hastings Council and Roads and Maritime</li> </ul>	<p>Community Information sessions may be held every six (6) months for the period from 12 weeks after the date of the deed until 8 weeks after the Date of Construction Completion.</p>	<ul style="list-style-type: none"> <li>▪ The location of this information session must be central and appropriate to the communities that may be impacted by Lend Lease’s work and be identified in the Community Involvement Plan</li> <li>▪ The community information sessions will be signposted and clearly visible, accessible to the community and provide access for mobility impaired people; be no less than 36 square metres in area with a minimum least dimension of 6 metres; provide seating for all attendees who have registered and a visitor’s book (which visitors must be encouraged to sign); include a community contacts database register; and provide access to toilet facilities located in or immediately adjacent to the information session location</li> <li>▪ The community information sessions must enable Roads and Maritime and Lend Lease to provide information and to receive feedback and answer questions from the local community</li> <li>▪ The Environmental Representative and Community Relations Manager must attend these community information sessions, together with other appropriate personnel from Lend Lease and its subcontractors, to respond to questions</li> <li>▪ Lend Lease must obtain approval from Roads and Maritime Representative to:                         <ul style="list-style-type: none"> <li>- the date of each community information session prior to organising the session</li> <li>- material to distributed, displayed, or used in any way at the community information sessions two weeks prior to the date of the session</li> </ul> </li> <li>▪ The community information sessions must be held between 5pm and 8pm Monday to Friday or between 10am and 1pm Saturday and provide information on issues related but not limited to                         <ul style="list-style-type: none"> <li>- project information dissemination to the community</li> <li>- design issues and mitigation measures</li> <li>- the Environmental Management Plan</li> <li>- construction activities and progress</li> <li>- traffic management (including property access)</li> <li>- landscaping and urban design matters</li> <li>- noise and vibration mitigation and management</li> <li>- signage</li> <li>- blasting</li> <li>- design changes and interchange access arrangements</li> </ul> </li> <li>▪ Lend Lease must notify all community members on the community contacts database and all other community members advised by Roads and Maritime Representative, as being potentially affected by Lend Lease’s work, of the planned community information sessions                         <ul style="list-style-type: none"> <li>- Lend Lease must video the community information sessions and</li> </ul> </li> </ul>

Tool	Description	Audience	Frequency/Timing	Tool specifications
				<p>provide to Roads and Maritime any notes, PowerPoint presentations and the video within 1 week of the information session, to allow Roads and Maritime to upload it onto the project website in WCAG format.</p>
<p>Community Issues Groups</p> <p><i>SWTC reference 8.3</i></p>	<p>Lend Lease must establish stakeholder or issues based discussion groups (Issues Groups) to inform and consult with the community on specific issues if the need arises. Issues may relate to but are not to be limited to the following:</p> <ul style="list-style-type: none"> <li>▪ operational noise and vibration mitigation and management,</li> <li>▪ urban and landscape design,</li> <li>▪ flooding,</li> <li>▪ signage; or</li> <li>▪ the project design in a specific area.</li> </ul>	<p>As identified through the course of construction</p>	<p>As required</p>	<ul style="list-style-type: none"> <li>▪ The Issues Groups must be established to address a particular issue, have clear terms of reference and have an agreed completion date.</li> <li>▪ Consultation with Issues Groups must facilitate input from the community and may use a variety of tools including group meetings, feedback discussions with group representatives, or phone surveys.</li> <li>▪ Lend Lease must, where appropriate, hold neighbourhood or street meetings to inform and consult with property owners and residents who may be either directly or indirectly affected by Lend Lease's work.</li> <li>▪ Issues Group meetings must be facilitated and managed by Lend Lease. The Environmental Representative and any persons nominated by Roads and Maritime Representative may attend these meetings. Officers of Port Macquarie Hastings Council will be invited to attend the meetings as required.</li> <li>▪ Lend Lease must provide suitable meeting facilities for agency and community meetings at locations that are convenient for the groups.</li> <li>▪ Lend Lease must provide administrative support to stakeholder group meetings, including the preparation and distribution of agendas, meeting notes, plans, documentation and any other relevant materials required for these meetings.</li> <li>▪ "Live" meeting notes must be recorded and agreed on at the end of each meeting. These notes, agendas, meeting notes, plans, documentation and any other relevant materials must be uploaded to the project website within two weeks of the meeting.</li> <li>▪ Lend Lease must liaise with Roads and Maritime Representative in regard to the formation of the groups and the identification and selection of attendees.</li> </ul>

Tool	Description	Audience	Frequency/Timing	Tool specifications
<p>Community updates</p> <p><i>SWTC reference 8.5.4</i></p>	<p>Community updates will be in the form of newsletters to keep the community up-to-date with construction milestones. Stakeholders will be able to register to be included on a distribution list via the website, mail out or feedback form</p>	<ul style="list-style-type: none"> <li>▪ All community members on the community contacts database</li> <li>▪ All relevant authorities</li> <li>▪ Visitors to the display centre and staffed public display points</li> <li>▪ Website</li> <li>▪ Displayed on any community noticeboards</li> </ul>	<p>As required but at minimum for each major construction milestone including:</p> <ul style="list-style-type: none"> <li>▪ commencement of construction;</li> <li>▪ opening of lengths of either single or dual carriageway to traffic; and</li> <li>▪ opening of the work to traffic.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The style will be agreed with Roads and Maritime Representative before commencement of production</li> <li>▪ The updates could include but are not limited to: the status, construction progress, upcoming construction stages, environmental management initiatives and community involvement achievements associated with Lend Lease’s work, the Project Work and the Temporary Work</li> <li>▪ The community updates must include details on sources of other information associated with Lend Lease’s work, the Project Work and the Temporary Work, including project display locations and website details</li> <li>▪ Community updates must contain contact details, including 24-hour and business hours contact details for Lend Lease and Roads and Maritime, including names, phone numbers, return addresses and other requirements of Roads and Maritime representative</li> <li>▪ Roads and Maritime will arrange printing of community updates in accordance with current style guidelines</li> </ul>
<p>Complaints Management System</p> <p><i>SWTC reference 8.1 (f)</i></p>	<p>To record complaints and responses received in relation to the project.</p>	<ul style="list-style-type: none"> <li>▪ Wider community</li> <li>▪ Project team</li> </ul>	<p>As required</p>	<ul style="list-style-type: none"> <li>▪ Details about the Complaints Management System can be found in Chapter 7 Complaints Management of this plan.</li> </ul>
<p>Consultation Survey</p> <p><i>SWTC reference 8.5.1 (b)</i></p>	<p>A survey that asks specific questions to the community about how they wish to be consulted.</p>	<ul style="list-style-type: none"> <li>▪ Existing contacts in the Community Contacts Database</li> <li>▪ Residents within 750metres of project</li> </ul>	<p>Prior to construction</p>	<ul style="list-style-type: none"> <li>▪ Survey to ask specific questions to identify the preferred method of consultation.</li> </ul>
<p>Display Centre</p> <p><i>SWTC reference 8.4.1</i></p>	<p>An area accessible to the public to get information about the project for the duration of the project. The project display centre will be located at the permanent site compound at 7909 Pacific Highway, Pembroke.</p>	<p>Wider community</p>	<p>From eight weeks after the date of the deed until eight weeks after the Date of Construction Completion (unless otherwise agreed by Roads and Maritime).</p>	<ul style="list-style-type: none"> <li>▪ The permanent display centre must be located in the main construction site compound and must be operational by the commencement of construction and must:                             <ul style="list-style-type: none"> <li>– have direct access off a bitumen sealed public road with safe access off the highway</li> <li>– be accessible to the community and provide access for mobility impaired people</li> <li>– be signposted and clearly visible from the public road and must be located near the main access to the compound and visitor parking facilities</li> <li>– be no less than 72 square metres in area with a minimum least dimension of six metres</li> <li>– contain a table and four chairs, a visitor’s book (which visitors must be encouraged to sign)</li> <li>– contain a community contacts database register</li> <li>– contain a computer and printer to provide public access to electronic</li> </ul> </li> </ul>

Tool	Description	Audience	Frequency/Timing	Tool specifications
				<ul style="list-style-type: none"> <li>– and printed information from the project website via the internet</li> <li>– provide toilet facilities located in or immediately adjacent to the permanent display centre</li> <li>▪ The display centre must be open to the public and staffed by Lend Lease, Monday to Friday from 9am to 5pm (excluding public holidays). Lend Lease must provide project community display material in the display centre.</li> <li>▪ Lend Lease must include up to date (and clearly dated / status indicated) diagrams, plans, photographs, samples and other suitable material of community interest relevant to Lend Lease’s work</li> <li>▪ Project community display material must be provided monthly and when key project milestones are reached. Any materials provided for display purposes must be in plain English, adopt Roads and Maritime Visual Identity Guidelines for layout, and must encourage and enable the public to inform themselves comprehensively about Lend Lease’s work. The community display material must include, as a minimum:               <ul style="list-style-type: none"> <li>– access information for temporary and permanent works, including pedestrian/cyclist access and temporary traffic arrangements</li> <li>– details of proposed urban and landscape treatments and designs, including concepts, cross section treatments, and perspective views</li> <li>– details on significant structures or structures of interest to the community</li> <li>– details on construction and operational water quality treatment</li> <li>– information on noise and retaining walls and headlight screens, including artist impressions, and plans showing locations, details and finishes</li> <li>– information on recent and upcoming community involvement activities, including photographs of site tours, school visits etc</li> <li>– information on measures to protect environmental and cultural features</li> <li>– contact details for obtaining more information</li> <li>– other items of interest as identified by Roads and Maritime Representative</li> </ul> </li> </ul>
<p>Doorknocks</p> <p><i>SWTC reference 8.1(g)(iv)</i></p>	<p>The community relations team will doorknock directly affected property owners by exception if no response is received to the letters regarding property adjustment</p>	<p>Directly affected residents and businesses</p>	<p>As required</p>	<ul style="list-style-type: none"> <li>▪ Interactions completed during doorknocks to be recorded in the Community Contacts Database.</li> </ul>

Tool	Description	Audience	Frequency/Timing	Tool specifications
<p>Email</p> <p><i>SWTC reference 8.6</i></p>	<p>Email contact details will be established where appropriate and email notifications will be used to inform those directly affected by any changes that may impact on individual properties, residents and businesses, such as traffic disruptions, construction of temporary detours and work required outside normal working hours</p>	<p>All</p>	<p>Ongoing for the duration of the project</p>	<ul style="list-style-type: none"> <li>▪ All email enquiries will be responded to within 15 business days and email complaints received during working hours acknowledge within 8 hours, or if received out-of-hour's on the next business day</li> <li>▪ All email correspondence will be recorded in the Community Contacts Database</li> <li>▪ All complaints received must be acknowledged within 8 working hours. If an email complaint is received out-of-hours it must be acknowledged during the next business day</li> </ul>
<p>Letterbox Notifications</p> <p><i>SWTC reference 8.5.2</i></p>	<p>Letterbox notifications will be used to inform those directly affected by any changes that may impact on individual properties, residents and businesses</p>	<ul style="list-style-type: none"> <li>▪ Nearby and potentially affected residents within 750m radius of the project works</li> <li>▪ Community members registered in Community Contacts Database</li> <li>▪ Other community members assessed by Roads and Maritime Representative as being potentially affected by the activities described in the notification</li> </ul>	<p>As required but must occur 5 Business Days prior to the proposed activity described in the leaflets</p>	<ul style="list-style-type: none"> <li>▪ During construction, Lend Lease must prepare and distribute black and white leaflets providing construction updates to mailboxes and premises, in keeping with a 'no surprises' approach to communications, for nearby and potentially affected residents</li> <li>▪ At least 50% recycled paper stock must be used for the mailbox drops</li> </ul>
<p>Media Release</p> <p><i>SWTC reference 8.9.2 (b)</i></p>	<p>A media release containing information about relevant milestones including start of construction and road openings</p>	<p>All</p>	<p>At commencement of project. At major milestone</p>	<ul style="list-style-type: none"> <li>▪ Media releases may only be issued by the Roads and Maritime or the Minister's office</li> <li>▪ Lend Lease must give Roads and Maritime Representative at least eight weeks written notice of the date for commencement of construction and at least eight weeks written notice of the date of opening of the Works or any stage of the work and local road work to traffic, to enable Roads and Maritime Representative to organise any associated official media/community events</li> <li>▪ Other opportunities for media events, including the achievement of other project milestones and the opening of Local Roads to traffic must be discussed at meetings with Roads and Maritime Representative at least four weeks prior to the expected event</li> </ul>

Tool	Description	Audience	Frequency/Timing	Tool specifications
<p>Photographic and video material</p> <p><i>SWTC reference 8.8</i></p>	<p>Lend Lease will keep a photographic record of the project</p>	<p>Wider community</p>	<p>Every three months</p>	<ul style="list-style-type: none"> <li>The images will be used both for public information such as Community Updates and Letterbox Notifications and the website, as well as a record of the work</li> <li>Lend Lease will take and provide Roads and Maritime representative with quarterly photographs of the progress of the work including temporary works.</li> <li>The photographs will be of a professional quality (minimum 300dpi) suitable for Roads and Maritime and Lend Lease use in publications, project communications and promotions of a broader nature and for enlargement to use in community display materials</li> <li>Any other visual media that may be required such as 3D visualisation or time lapse photography will only be undertaken by a company on Roads and Maritime Visual Panel</li> </ul>
<p>Project opening</p> <p><i>SWTC reference 8.9.2 (c)</i></p>	<p>Media and activities related to the completion of the project</p>	<p>Roads and Maritime</p>	<p>Ongoing for duration of project</p>	<ul style="list-style-type: none"> <li>Lend Lease will plan for and provide resources for an event of some form to mark the opening of the works to traffic.</li> <li>Roads and Maritime representatives will organise any events associated with opening the works to traffic.</li> <li>Lend Lease will not announce the proposed opening of the work or any stage of the works of local road works without the approval of Roads and Maritime representative</li> </ul>
<p>Project update</p> <p><i>SWTC reference 8.5.2</i></p>	<p>A project update is not as detailed as a community update and typically includes a two page A4 update relating to the project.</p>	<p>Wider community</p>	<p>Ongoing for duration of project</p>	<ul style="list-style-type: none"> <li>Lend Lease will provide Roads and Maritime with the text and any included graphics at least 15 days prior to the proposed release</li> <li>Typically the project update is disseminated to the community contacts database distribution list</li> </ul>
<p>Public Displays</p> <p><i>SWTC reference 8.4.3</i></p>	<p>Limited duration public displays in venues including:</p> <ul style="list-style-type: none"> <li>Lend Lease main site compound</li> <li>Port Macquarie Hastings Council</li> <li>Telegraph Point Town Hall</li> </ul>	<ul style="list-style-type: none"> <li>Local community</li> <li>Directly affected residents and businesses</li> <li>Road users</li> </ul>	<p>The displays must be held when significant milestones are achieved and if significant changes occur in the design or construction of the Project Works or Temporary Works or any aspect of Lend Lease's work</p>	<ul style="list-style-type: none"> <li>The displays must be designed to update and inform the local community of the status of Lend Lease's work and to describe significant events or changes in relation to Lend Lease's work</li> <li>Reply paid feedback forms must be provided at the displays</li> <li>A description of issues raised by the community at the displays must be summarised in Lend Lease's monthly progress reports</li> <li>The Community Relations Manager and other relevant Lend Lease personnel must be available to assist in staffing the public displays as required by Roads and Maritime Representative</li> </ul>

Tool	Description	Audience	Frequency/Timing	Tool specifications
<p>Site Tours</p> <p><i>SWTC reference 8.5.7</i></p>	<p>The community relations team will organise public site visits subject to availability of staff and the work that is underway on the project at the time.</p>	<p>Wider community</p>	<p>As requested by the Roads and Maritime</p>	<ul style="list-style-type: none"> <li>Site tours will be subject to approval by Roads and Maritime Representative. Lend Lease must give reasonable access to visitors at reasonable times</li> <li>Site tours must at all times be accompanied by representatives of Roads and Maritime or other persons authorised in writing by Roads and Maritime Representative</li> <li>A visitor safety plan is to be developed and implemented, including consideration of the requirements for site inductions and protective clothing.</li> <li>Lend Lease must provide protective clothing, sunscreen and water refreshment for visitors.</li> <li>Tour guides must have knowledge of the location of nearest first aid facilities</li> </ul>
<p>SMS</p> <p><i>SWTC reference 8.5.8</i></p>	<p>SMS may be used to advise stakeholders of traffic conditions.</p>	<p>Community members registered in Community Contacts Database.</p>	<p>As required</p>	<ul style="list-style-type: none"> <li>Lend Lease must provide information on forecasted traffic conditions to Roads and Maritime Representative to facilitate preparation of traffic alerts for major traffic changes or disruptions</li> <li>All proposed material must be submitted to Roads and Maritime Representative for approval at least 5 Business Days prior to the planned distribution of the notification</li> <li>Any changes to proposed traffic alerts must immediately be notified to Roads and Maritime Representative</li> <li>Lend Lease must send out the approved traffic alert via email or SMS</li> </ul>
<p>Stakeholder Briefings</p> <p><i>SWTC reference 8.3</i></p>	<p>Key stakeholders, including local councils, and sensitive receivers, would be given the opportunity to receive briefings on the project and its potential impacts.</p>	<ul style="list-style-type: none"> <li>Local, State and Federal Government</li> <li>Regulatory authorities</li> <li>Community action groups</li> <li>Business groups</li> </ul>	<p>Commencement of project Key milestones As programmed (councils, regulatory authorities)</p>	<ul style="list-style-type: none"> <li>The exact nature of these briefings will be developed in consultation with the Roads and Service</li> <li>Lend Lease will ensure that Member of Parliament briefings are only undertaken by Roads and Maritime</li> </ul>
<p>Stakeholder Meetings</p> <p><i>SWTC reference 8.3 (d)</i></p>	<p>One-on-one meeting with nearby property owners, landholders and interested stakeholders that are either requested by the stakeholder or requested by the project team.</p>	<p>Nearby property owners and the wider community as requested.</p>	<p>As required</p>	<p>Meeting notes to be kept on the Community Contacts Database</p>
<p>Variable Message Signs</p>	<p>A variable message sign/s will be used as required as a static communication tool to keep the community informed about construction activities including, but not limited to changes to traffic and blasting activities.</p>	<p>Road users Wider communities</p>	<p>As required</p>	<p>Variable Message Sign wording to be agreed to by Roads and Maritime representative</p>





Tool	Description	Audience	Frequency/Timing	Tool specifications
<p>Traffic Alerts</p> <p><i>SWTC reference 8.5.8</i></p>	<p>Lend Lease will provide information on forecasted traffic conditions to Roads and Maritime to allow Roads and Maritime to facilitate preparation of traffic alerts</p>	<p>Key media, local businesses and residents</p>	<p>As needed</p>	<ul style="list-style-type: none"> <li>▪ Lend Lease must provide information on forecasted traffic conditions to Roads and Maritime Representative to facilitate preparation of traffic alerts. This traffic alert will be distributed to key media outlets within the project area and distributed to local business</li> <li>▪ The traffic alert will be issued by the Roads and Maritime Media Unit and must not be distributed prior to Roads and Maritime approval</li> <li>▪ Where Lend Lease becomes aware that any part of the Project Works, Temporary Works or Landscaping Maintenance that is the subject of the traffic alert is to be changed or varied so as to make the traffic alert substantially incorrect, it must immediately advise Roads and Maritime Representative</li> <li>▪ All material must be approved by Roads and Maritime Representative before being distributed.</li> <li>▪ Lend Lease must submit all proposed material to Roads and Maritime Representative for approval at least 5 Business Days prior to the planned distribution of the notification</li> <li>▪ Lend Lease must send out the notifications via email or SMS to advise stakeholders of traffic conditions</li> </ul>

## 6. Stakeholder Impacts

This CIP has been developed to identify and manage stakeholder impacts that are likely to occur during major construction work. The following table provides a snapshot of potential issues and sets out a range of communication and engagement strategies to effectively address their concerns. These issues and impacts will be constantly reviewed for the duration of the project and documented in future revisions of this CIP.

Table 4 – Potential Impacts & Mitigation Strategies

Issue	Potential Key Impacts	Mitigation Strategy
Construction activity	Noise, dust and vibration from construction activity.	<ul style="list-style-type: none"> <li>Adhere to requirements detailed in the CEMP</li> <li>One-on-one engagement with near receivers</li> <li>Notification and education of noisy activities</li> <li>Adhere to Blast Management procedures</li> <li>Dilapidation surveys before work begins</li> <li>On-going dust and noise monitoring (as per Construction Noise and Vibration Management Plan and Air Quality Management Plan and Soil and Water Management Plan)</li> <li>Minimising night work near residential properties</li> </ul>
Access to businesses	Changes to local road network may temporarily impact access to businesses	<ul style="list-style-type: none"> <li>One-on-one engagement with impacted business to understand access requirements</li> <li>Alternative temporary access provided</li> <li>Targeted communications regarding changed access</li> </ul>
Access to residential properties	Changes to local road network may temporarily impact access to residential properties.	<ul style="list-style-type: none"> <li>One-on-one engagement with impacted residents to understand access requirements</li> <li>Alternative temporary access provided</li> <li>Targeted communications regarding changed access</li> <li>Establish an Access Issues community group</li> </ul>
Disruption to school bus services	Changes to local road network may impact school bus routes and timetables	<ul style="list-style-type: none"> <li>Direct engagement with school bus drivers to understand school-run routes and timetable.</li> <li>Traffic management plans to accommodate school runs</li> <li>Bus stops to be maintained and/or clearly signposted if temporarily relocated.</li> <li>Advice to schools and parents regarding changed conditions and safety messages.</li> </ul>
Disruption to services supply	Relocation of services may require temporary outages of power and/or water supply	<ul style="list-style-type: none"> <li>Early notification to affected stakeholders</li> <li>Minimise outages with appropriate work methods</li> <li>On-going liaison with utility providers</li> </ul>
Bridge construction	Disruption to use of waterways for recreational purposes, including speed and access restrictions.	<ul style="list-style-type: none"> <li>One-on-one engagement with Ski School operators</li> <li>Signage strategy around boat ramps and on the waterway</li> <li>Clearly delineating construction exclusion zone on the waterway</li> <li>Develop detailed navigational plans in consultation with key users and approved by Roads and Maritime</li> </ul>
Bridge construction	Potential of environmental impact on waterway used by farmers and oyster growers	<ul style="list-style-type: none"> <li>Comply with all requirements detailed in CEMP</li> <li>Water monitoring upstream and downstream (as per Soil and Water Management Plan)</li> <li>One-on-one engagement with near neighbours of bridge construction and oyster farmers</li> <li>Site induction to highlight potential risks associated with working within waterways</li> </ul>
Aboriginal heritage issues	Disturbance of items of significance to the local Indigenous community	<ul style="list-style-type: none"> <li>Early engagement with local Indigenous groups</li> <li>Adhere to Heritage Management Plan, a sub-plan of the CEMP</li> </ul>
Flooding	Construction activity across the floodplains may impact flooding patterns and impact near neighbours	<ul style="list-style-type: none"> <li>Adhere to design requirements</li> <li>Design temporary work within flood management guidelines</li> <li>Monitoring during flood events</li> </ul>
Lack of project	Community members unaware of changes to traffic	<ul style="list-style-type: none"> <li>Ensure widespread communication in plain English</li> </ul>

Issue	Potential Key Impacts	Mitigation Strategy
awareness	conditions or construction impacts may publicly criticise the project	<ul style="list-style-type: none"> <li>Use various communication tools to reach a wide range of stakeholders including written information, public displays and advertising</li> <li>Ensure project signage provides contact details</li> </ul>
Lack of support for the project	Benefits of project may not be understood or acknowledged by key community members which may lead to negative publicity about the project	<ul style="list-style-type: none"> <li>Develop community involvement opportunities</li> <li>Encourage community input to urban design (where appropriate)</li> <li>Allow for direct engagement and encourage communication about the benefits of the project</li> <li>Work with Roads and Maritime to develop appropriate feedback to negative comments.</li> </ul>
Use of private property by construction crews	Challenging access to some areas of the alignment may create the need to use private property as main access point. This may cause some disturbance to the residents	<ul style="list-style-type: none"> <li>Engage private property owners and include them in decisions about access requirements</li> <li>Understand full use of the property by the owner and ensure this use is not comprised by construction vehicle access</li> <li>Ensure access agreements are clearly understood and enforced by all construction workers</li> <li>Monitor access agreements to maintain compliance</li> </ul>
Private property impacts	Property damage from construction activities or access across the property	<ul style="list-style-type: none"> <li>Complete dilapidation surveys on all impacted properties before construction begins</li> <li>Ensure construction workers understand and acknowledge property boundaries and access requirements</li> <li>Implement 'damage report' process</li> <li>Fully investigate issues and implement changes to procedures if needed</li> <li>Accept responsibility for damage and compensate owner where appropriate or applicable</li> </ul>
Location of site compound, site offices and stockpiles	Location of construction compounds may impact on near neighbours with noise, dust, vibration, vehicle movements and traffic impacts	<ul style="list-style-type: none"> <li>Design site compounds to minimise impact on near neighbours</li> <li>Communicate location and operation hours of all site compounds</li> <li>Engage directly with near neighbours and respond to concerns</li> </ul>
Property acquisition	Delayed access to site due to on-going negotiations for acquisition	<ul style="list-style-type: none"> <li>Roads and Maritime to manage all acquisitions</li> <li>Construction crews to follow all directions from Roads and Maritime in relation to access of properties undergoing acquisition</li> </ul>
Noise attenuation	Residents concerned about operational noise from new alignment	<ul style="list-style-type: none"> <li>Roads and Maritime to manage operational noise mitigation</li> <li>Lend Lease will notify Roads and Maritime of any complaints or concerns from residents regarding operational noise</li> </ul>
Out of hours work	Disturbing residents at night with construction activities such as reversing beepers, flashing lights, machine transport and operation, loud talking by crews.	<ul style="list-style-type: none"> <li>Ensure out of hours work guidelines are followed</li> <li>Minimise out of hours work in residential areas</li> <li>Provide notification to resident of intended night works so appropriate arrangements can be made</li> </ul>
Interface with other projects		<ul style="list-style-type: none"> <li>Early identification of responsibility of issue</li> <li>Co-ordination with Roads and Maritime and adjacent contractor</li> <li>Develop hand-over strategy</li> <li>Regular interface meetings</li> </ul>

## 6.1 Community Stakeholders Affected by Construction

Lend Lease recognises there are a number of local residents, business and service providers which will have indirect impacts from construction activity. These include Port Macquarie Hasting Council, emergency services, local bus operators, local taxi services, chambers of commerce, local businesses, local residents and all sensitive receivers.

Lend Lease is developing a comprehensive community contacts database. This listing expands on the key contacts developed by Roads and Maritime in the preparation of the environmental assessment and refinement to the design.

The following table lists key stakeholders which are likely to be affected by construction activity.

Table 5 – Community Stakeholders Affected by Construction

Stakeholder	Likely Impacts
Expressway Spares	Construction activity is directly in front of the main office and warehouse operations. Noise, dust and access issues will be managed during construction.
Cassegrain Winery	Construction activity is directly in front of the winery and access road. Noise, dust and access issues will be managed during construction.
Stoney Park Holiday Park	The park is not directly impacted by construction activity as the new highway alignment is to the west of this park. However, park visitors regularly use the Wilson River for water skiing activity and bridge construction over the Wilson River will have an impact on water users. A Communication Strategy will be implemented for river users.
Kempsey Sporting Car Club	This club hosts four to five hillclimb events each year on a site off Yarrabee Road. Access arrangements during construction of the interchange will be managed and promoted for interstate visitors to the site during these events.
Resident at 552 Hacks Ferry Road	This property is very close to bridge construction on the south side of the Wilson River. Noise, dust and access issues will be managed during construction.
Resident at 48 Wilmaria Road, Telegraph Point	This property is located on the north side of the Wilson River. Undulating ground in the area places the property at the same height as the new bridge. The occupants will have a clear view of bridge construction and may be impacted by noise. This property also provides the only access to the bridge construction site. This will be managed by consultation with the occupants until alternative access points are constructed.
Residents of Mooreside Drive, Telegraph Point	The Pacific Highway currently sits on the west side of these residents. The new alignment is located to the east of their properties. They have expressed concern about construction noise travelling across the floodplains.
Residents on Glen Ewan Road, Sancrox	There are three houses adjacent to the bridge work and a further six properties to the east of the bridge site which are accessed via Glen Ewan Road. These residents have expressed concern about the condition of Glen Ewan Road and access during construction. One-on-one engagement will be required with these residents.
Residents of Wyndell Close	Wyndell Close will be upgraded as part of the project. There is currently no access from or to the Pacific Highway from Wyndell Close. This will be a significant change for these residents and they are considered to be sensitive receivers.
Residents near Cooperabung Ranges	Residents this area will be impacted by blasting activities. Early and on-going engagement will be required with these residents to ensure the safe implementation of the Blast Management Plan.
Oyster farmers	These farmers have expressed concern about the environmental impact on the waterways during bridge construction. Early engagement with these farmers will provide an overview of construction methods and environmental controls to be implemented to manage impact on the waterway.
Through traffic	Travellers on the existing Pacific Highway may experience short delays during construction activities such as blasting. Traffic management plans and localised signage will inform road users of planned delays and traffic changes.

These stakeholders will be directly engaged by Lend Lease during the design development phase to understand and acknowledge their issues and to provide accurate information on construction methods and timeframes. Lend Lease will continue to work with these stakeholders throughout the duration of construction work to ensure their issues and concerns are understood, addressed and resolved.

A map showing sensitive receivers is included in Appendix B. A detailed map will be included in later reviews of this plan to show timing of work.

## 6.2 External & Internal Communication Protocols & Procedures

Lend Lease is responsible for the overall management and coordination of community information and involvement and will primarily do this through the project Community Relations Team (SWTC 8.1 (d)). Lend Lease will fulfil the

community involvement obligations set out in this plan and ensure accurate information is provided to the community in a timely manner.

The effectiveness of the community involvement plan relies on the inclusion and support of the wider project teams. In particular, close relationships between the community relations team and design, construction and environmental teams is essential. This will allow the community relations team to:

- keep up-to-date with construction progress and proposed activities;
- identify potential issues and impacts and plan proactive community relations and communication activities;
- prepare accurate information for stakeholders;
- provide advance notice to stakeholders/communities and plan one-on-one consultation;
- develop clear two-way communication with staff;
- train and promote community relations principles, increase general awareness and gain support;
- provide feedback to the team on the outcomes of the community engagement strategy and incorporate feedback into project plans as appropriate.

Community relations team members will participate in project team meetings regarding:

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

Community involvement concerns and/or issues may also be discussed to work groups at Toolbox talks which are scheduled at least weekly.

All workers on the project will be informed of community engagement protocols during induction (*SWTC 8.11*). This will include advice about dealing with approaching community members, reporting community impact incidents, notifying the Community Relations team of interactions with stakeholders and involving the Community Relations Manager in any community complaint.

## 7. Complaints & Enquiries Management

The purpose of this section is to outline the procedure for managing complaints for the Oxley Highway to Kundabung Pacific Highway upgrade for the duration of construction and up to eight weeks after construction completion. It has been developed to be consistent with the current Australian Standards for complaints handling (AS-ISO-10002-2006, this supersedes AS 4269 as identified in the MCoAs), the minimum response times required by Roads and Maritime and the Ministers Conditions of Approval. This includes:

- Receiving complaints and enquiries
- Responding to complaints
- Escalation
- Recording complaints
- Reporting.

This complaints management system will be reviewed every six months for the duration of the construction.

### 7.1 Classification of Complaints

Complaints may include interaction with a community member or stakeholder who expresses dissatisfaction with the project, policies, Lend Lease's services or staff members or subcontractors' actions, or proposed actions, during the project. Complaints will generally be categorised in one of two ways for reporting:

- Unavoidable complaints
- Avoidable complaint

#### 7.1.1 Unavoidable Complaints

Large construction projects cannot be completed without receiving complaints. While every effort is made during the EIS phase of planning, not all stakeholders will completely approve of the outcomes. Roads and Maritime has undertaken robust community engagement throughout the planning for the project and final approval endorses the process which leads to the start of construction.

It is likely, however, that some stakeholders will express dissatisfaction with the project and/or government policies. Lend Lease cannot implement control measures or mitigation strategies for these issues, therefore these complaints are considered to be unavoidable complaints.

#### 7.1.2 Avoidable Complaints

Lend Lease will implement a number of strategies, guidelines and procedures to ensure we comply with our obligations detailed in the design and construct contract. These procedures will take into account the likely impacts of construction activities on our near neighbours and stakeholders.

All workers on the project will be informed of these obligations and our commitment to minimise the impact on and/or manage stakeholders. Avoidable complaints are complaints received when work is performed outside approved criteria.

Examples may include complaints about:

- Excessive dust levels
- Noise from night work (which has not been approved or advertised)
- Changes to property access without appropriate consultation or notification

## 7.2 Responsibilities

Complaints handling is the responsibility of all team members who come into contact with the community and stakeholders. The Lend Lease Community Relations Manager is the designated complaints handling representative for the project.

The Lend Lease Community Relations team will:

- Manage the community information line and answer all phone calls to the community information line within construction hours, including when working out-of-hours
- Provide a message service for calls received outside of construction hours
- Develop and implement a procedure for managing and resolving stakeholder and community complaints directed to the Oxley Highway to Kundabung upgrade
- Investigate and determine the source of a complaint immediately, including an immediate call to the complainant (when received by phone)
- Provide an initial response to all complaints received during construction hours within two hours (where a phone number is provided) from the time of the complaint unless the enquirer agrees otherwise
- Provide a response to all complaints received outside construction hours within two hours of the start of construction on the following day
- Provide an initial written response to email complaints within eight hours (or during the next business day if received out-of-hours) and provided within 10 business days, if the complaint cannot be resolved in the initial contact.
- Keep the complainant informed of the process until the complaint is resolved.
- Close out complaints within agreed timeframe (with complainant)
- Escalate complaints in accordance with the Complaints Escalation Procedure
- Record all complaints on the Community Contact Database (Consultation Manager) within 24 hours
- Within one working day of receiving a complaint about any environmental issue, including pollution, arising from Lend Lease's work, a written report to Roads and Maritime Representative, the Environmental Representative and the Project Verifier detailing the complaint and the action taken to remedy the problem will be provided. A final report with proposed measures to prevent the occurrence of a similar incident will be submitted to Roads and Maritime Representative, the Environmental Representative and the Project Verifier within five working days.

A flowchart showing the path the team will take to manage complaints is included in Appendix A.

## 7.3 Receiving Complaints

The project team will establish the following tools for receiving complaints from the community:

- A toll-free telephone number (1800 154 724)
- A dedicated project email address: [contactOH2Ku@lendlease.com](mailto:contactOH2Ku@lendlease.com)
- A postal address (PO Box 203, Telegraph Point NSW 2446)
- Community display centre (7909 Pacific Highway, Pembroke, 9am to 5pm, Monday to Friday)
- Project website (managed by Roads and Maritime)

The contact details will be included on all community information.

## 7.4 Responding to Complaints

The Community Relations team will have responsibility for receiving and responding to complaints. The team is trained to handle complaints and will be able to establish the nature of the complaint and the needs of the complainant. This will include:

- Active listening
- Reducing communication barriers
- Open and closed questioning
- Summarising the call

- Confirming level of satisfaction with the actions and timeframes nominated.

The team will work to expeditiously address and resolve all complaints and claims directed against Lend Lease or any of our sub-contractors.

## 7.5 Referring Complaints

Regardless of how a complaint is received, it must be referred to the most appropriate person as soon as it is received. The following table outlines the referral process.

Table 6 – Referring Complaints

Type of Complaint	Description	Referred To
Early construction work	Complaint is about early work activities or the early works contractor	Community Relations team
Construction site specific	Complaint is about construction work, behaviour or activities at/or around the OH2Ku construction site	Community Relations team
Overall project or government policy	Complaint about the need for the project, the project procedures or processes, the approval processes or the NSW policy position	Roads and Maritime Communications Representative
Media inquiry	A complaint has been relayed to the project team by a member of a media organisation	Roads and Maritime Communications Representative
Government or ministerial enquiry	The complaint has been made to the project team by a member of a local, state or federal government body, government department or ministerial department	Roads and Maritime Communications Representative
Unrelated to OH2Ku upgrade	Complaints may be received about contractors working on adjoining projects as community members may not be aware of project boundaries.	Other contractors and/or Roads and Maritime Communications Representative

It is noted that the Oxley Highway to Kempsey upgrade is being delivered in two sections, with early works at the Sancrox Interchange. Three separate contractors will be working within this 37 km section of the Pacific Highway and community members may not be aware of project boundaries or which section a worker is associated with.

When appropriate, Lend Lease will provide the contact details of the adjoining contractors to complainants.

## 7.6 Environmental Representative Involvement

Throughout the project, the ER will receive notification as soon as relevant community feedback is received by the project team and logged on Consultation Manager. The ER will be given the opportunity to determine if direct involvement is required or if advice in regard to how the issue is being managed is sufficient.

Residents and/or stakeholders will be advised of the option to have a matter referred to the ER if they are not satisfied of the outcome complaint management by the project team.



## 8. Notification of Construction Activities

Lend Lease is committed to providing accurate and timely information to the community and stakeholders. We will ensure each piece of communication material prepared for the public (such as letterbox notifications, construction updates, community updates and website material) is reviewed and approved by Roads and Maritime before its release to the public.

This material will be designed to relay information about possible impacts on stakeholders from construction activity and provide an opportunity for them to have input into the planning of the activity and ensure their issues and concerns are understood, considered and resolved.

### 8.1 Approval timeframes

The required approval times are outlined in the table below.

Table 7 – Notification Timeframes

SWTC Reference	Communication Material	Roads and Maritime Approval Timeframe	Distribution/Publication Timeframe
8.4.2 (f)	Advertisement – information sessions	21 business days before publication/broadcast date	Seven days before each session
8.5.1 (a)	Community Updates	10 business days before proposed print date	Five business days before work begins
8.5.1 (b)	Consultation survey	15 business days before proposed distribution date	Prior to commencement of construction
8.5.1 (d)	Notification regarding changed access or disruption to the use of property	10 business days before proposed print date	Five business days before work begins
8.5.2 (a)	Letterbox drops – b&w flyers	10 business days before proposed print date	Five business days before work begins
8.5.3 (b)	Advertisement – traffic changes and ‘out of hours’ work	15 business days before proposed distribution date	Seven days before detour
8.5.4 (a)	Community Updates - newsletters	Eight weeks before proposed print date	Before construction milestones including: Start of construction Opening lengths of new carriageway to traffic Opening of the work to traffic
8.5.5 (c)	Design consultation material	Eight weeks before proposed print date	Prior to staffed displayed open to public
8.5.6 (b)	Website material	Five business days before proposed upload date	Monthly
8.5.8 (a)	Notification of traffic conditions (Roads and Maritime traffic alerts)	Five business days before planned distribution of notification	Five business days before change is implemented
8.9.2 (a)	Occurrence of major milestones (traffic switches, opening of any stage of work to traffic)	On-going discussion with Roads and Maritime at least three months prior to anticipated occurrence	Date of work opening to traffic
8.9.2 (b)	Commencement of construction	Eight weeks written notice of the date for commencement of construction	Date of construction
8.9.2 (b)	Opening of work	Eight weeks written notice of the date for opening of work to traffic	Date of work opening
8.4.2 (f)	Community information sessions	21 days before advertisement broadcast	At least seven days before the session
8.4.2 (h)	Notes & video from community information sessions		One week after session

SWTC Reference	Communication Material	Roads and Maritime Approval Timeframe	Distribution/Publication Timeframe
8.5.1 (b)	Communication survey	15 days before distribution	Before construction begins
8.5.1 (d)	Notify and consult directly affected residents		At least five business days before the work

A series of templates will be provided by Roads and Maritime wherever possible to streamline the approval process for standard correspondence such as notification letters.

Roads and Maritime will be continually engaged and informed of major project activities and regular project meetings will be established to discuss programmed work and upcoming community announcement materials.

## 9. Crisis Communication

The following is based on the Roads and Maritime External Communication Protocol for a major incident. These actions will be followed in the event of a major incident with the OH2Ku work site (SWTC reference 8.1 b xiii). Lend Lease will also implement its site-specific Crisis Management Plan in the event of a crisis within the construction site boundaries.

**Roads and Maritime Representative:** Anna Andrews, Communication and Stakeholder Engagement Manager, Pacific Highway and Northern Region. Phone: (02) 6640 1382, mobile: 0477 325 820

**Lend Lease Representative:** Justine Voigt, Community Relations Manager, OH2Ku, Ph: 0417 177 764

Table 8 – Crisis communications

No.	Action	Timeframe
1.	Incident occurs (refer to CEMP and Safety Plan for definition of incident)	n/a
2.	Lend Lease Community Relations Manager contacts Pacific Highway and Northern Region Roads and Maritime Communications and Stakeholder Manager immediately. Lend Lease to provide phone numbers of key on-site/senior staff to Roads and Maritime representative	Immediate
3.	Pacific Highway and Northern Region RMS Communications and Stakeholder Manager to discuss issue with Roads and Maritime senior staff	Immediate
4.	Pacific Highway and Northern Region RMS Communications and Stakeholder Manager immediately contacts RMS media unit with verbal advice	Immediate
5.	Pacific Highway and Northern Region RMS Communications and Stakeholder Manager notifies relevant agencies such as emergency services, EPA, Rural Fire Service etc	Immediate
6..	Holding statement prepared by Pacific Highway and Northern Region Roads and Maritime Communications and Stakeholder Manager	Immediate
7.	Holding statement sent to Lend Lease, via Community Relations Manager, for concurrence	Immediate
8.	Pacific Highway and Northern Region Roads and Maritime Communications and Stakeholder Manager send holding statement to senior Roads and Maritime staff for approval	Immediate
9.	Pacific Highway and Northern Region Roads and Maritime Communications and Stakeholder Manager to receive regular telephone updates on the issue from Lend Lease Community Relations Manager	On-going during incident
10.	Updates sent to media unit by Pacific Highway and Northern Region Roads and Maritime Communications and Stakeholder Manager	On-going during incident

### 9.1 Project-specific Crisis Communication Plan

Lend Lease will develop a project specific Crisis Communication Plan to support effective communication in the event of a 'crisis incident' on the Oxley Highway to Kundabung project site. The plan will outline procedures to manage a crisis in order to minimise the negative impacts of community response to such a crisis on the project.

It will include details about the following:

- Definition of crisis
- Potential risk incident matrix
- Objectives of the crisis communication plan
- Crisis response procedures
- Roles and responsibilities for key members of the crisis management team
- Crisis control centre

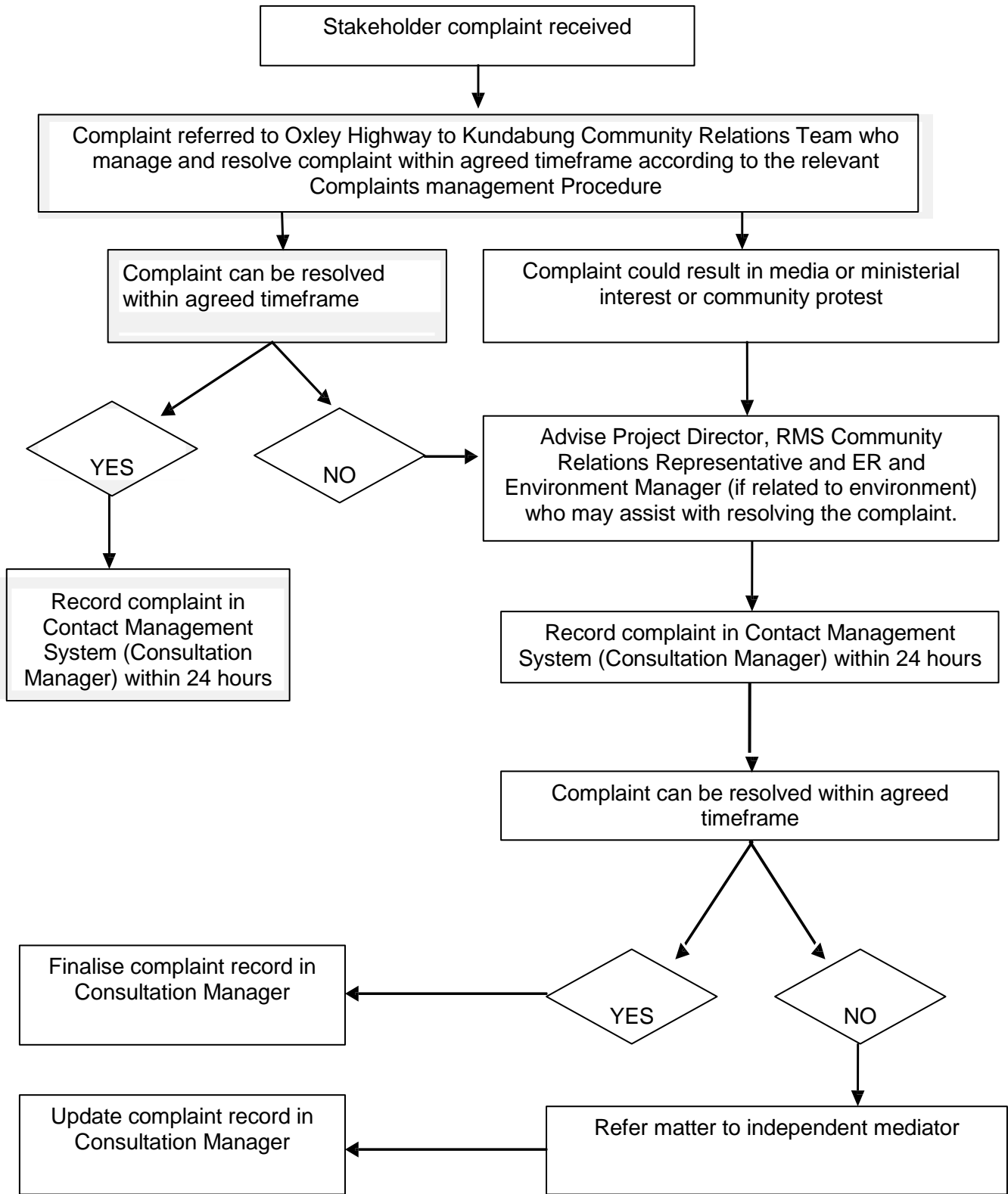
*This page has been intentionally left blank*

## Appendix A

---

### Complaint Management Flow Chart

This page has been intentionally left blank



*This page has been intentionally left blank*



## Appendix B

---

### Sensitive Receivers

*This page has been intentionally left blank*

