



Pacific Highway Upgrade: Warrell Creek to Nambucca Heads

Community Involvement Plan WC2NH-CR-MPL Rev 6

Rev	Description	Originator	Reviewed	Approved	Date
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6	CIP incorporating Roads and Maritime and ER comments		A Kelly	G Ripado	21/06/17

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Details of Revision Amendments

Plan control

The latest approved version of this Plan will be available for all Project personnel on the Electronic Document Management System – TeamBinder. The functional manager will maintain, review and update this Plan every six-months for the duration of the Project.

Amendments

Each new revision to the Plan will be distributed to all required personnel for review and approval.

The revision number is included at the end of the document number, which is noted in the footer of each page. The document will be allocated a new revision number each time a change is made to the document.

When a new revision to the document is available, a notification email will be distributed to all project personnel by the Document Control Team advising of the update.

The functional Manager is responsible for the implementation and review of the Plan. The Project Director will approve new revisions of the Plan via the review and approval process as detailed in the Document Control Procedure.

Functional Manager Authorisation	Distribution List	
Name: Allison Kelly Date: Position: Community Relations Manager Signature: Comments:	Project Director	X
	Design Manager	X
	Quality Manager	X
	Procurement Manager	X
	Construction Manager	X
	Safety Manager	X
	Commercial Manager	X
	Environmental Manager	X
Project Director Authorisation	Finance Manager	X
Name: Guillermo Ripado Date: Position: Project Director Signature: Comments:	Engineer Manager	X
	Area Manager	X
	Human Resources Manager	X
	Site Superintendents	X
	Project Verifier	X
	Roads and Maritime Services	X
	IMS Manager	X
Other:		

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Terms and abbreviations

AADJV	Arup and Aurecon Design Joint Venture
Acciona	ACCIONA Infrastructure Australia Pty Ltd
AFJV/ Pacifico	ACCIONA and Ferrovial Joint Venture
AS/NZS	Australian and New Zealand Standard
Cardno	Cardno Pty Ltd
CEMP	Construction Environmental Management Plan
CMP	Construction Management Plan
CIP	Community Involvement Plan (this Plan)
CTMP	Construction Traffic Management Plan
D&C	Design and Construction
DJV	Design Joint Venture
EDMS	Electronic Document Management System (Teambinder)
Ferrovial	Ferrovial Agroman (Australia) Pty Ltd
GHD	GHD Australia Pty Ltd
Id Planning	ID Planning Pty Ltd
IMS	Integrated Management System
ISO	International Standards Organisation
KPI	Key Performance Indicator
NCR	Non-Conformance Report
NSW	New South Wales
O&M	Operations and Maintenance
PCUB	Person Conducting a Business or Undertaking
PE	Proof Engineer. For the purpose of the Project, Cardno Pty Ltd.
PMT	Project Management Team
PV	Project verifier
Roads and Maritime	Roads and Maritime Services
SWMS	Safe Work Method Statements
Website	Refers to the RMS website unless otherwise stipulated
WC2NH	The design and construction of the upgrade to the Pacific Highway between Warrell Creek and Nambucca Heads (the Project)
WHS	Workplace Health and Safety
WHSMP	Workplace Health and Safety Management Plan

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Definitions

Client	An organisation inviting and receiving tenders and letting contracts. For the purposes of this project, Roads and Maritime Services (Roads and Maritime)
Contractor	An organisation that contracts with a client to carry out construction and related services. For the purposes of this project – Acciona Ferrovia Joint Venture or AFJV or Pacifico.
Davis Langdon	Davis Langdon Australia Pty Ltd
Deed	D&C Project Deed, IC-DC-C91-1, Pacific Highway Warrell Creek to Nambucca Heads
Design Joint Venture	Joint Venture consisting of Arup and Aurecon
Government agency	NSW government department, authority, corporation or entity established by an Act of the NSW Parliament.
Persons Conducting a Business or Undertaking	Is an employer, corporation, partnership, unincorporated association that has the primary duty of care for workplace health and safety - (AFJV and Contractors are a PCBU)
Principal Contractor	A person conducting a business or undertaking that commissions a construction project. For the purposes of this project - AFJV
Project	The design and construction of the upgrade to the Pacific Highway between Warrell Creek and Nambucca Heads
Project Verifier	For the purpose of the Project, this is Davis Langdon Australia Pty Ltd
Proof Engineer	For the purpose of the Project, Cardno Pty Ltd
Subcontractor	Organisation that contracts with a principal contractor as the client to carry out construction and related services
Supplier	Organisation that contracts with a client to provide a product and / or service.
TeamBinder	The project Electronic Document Management System software
Worker	Is anyone who carries out work for a PCBU and includes: an employee, contractor or sub-contractor or an employee of, labour hire personnel, apprentice or trainee, work experience student



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1. Introduction

The Pacific Highway Warrell Creek to Nambucca Heads Upgrade project (the Project) is being designed and constructed in a joint venture consisting of Acciona Infrastructures Pty Ltd (Acciona) and Ferrovial Agroman (Australia) Pty Ltd (Ferrovial), in liaison with various other pre-qualified construction contractors, with overall project management of the project by Roads and Maritime Services (Roads and Maritime).

1.1 Project background

The Warrell Creek to Nambucca Heads (WC2NH) project Roads and Maritime the southern section (Stage 2) of the total Warrell Creek to Urunga (WC2U) Pacific Highway Upgrade Project. The NSW Minister for Planning and Infrastructure approved the Warrell Creek to Urunga (WC2U) Pacific Highway upgrade (the project) on 19 July 2011. Major work on (Stage 1) Nambucca Heads to Urunga began on 15 January 2014 while construction of Stage 2 began 2 February 2015.

WC2NH consists of the detailed design and construction of 19.6 kilometres of new four lane divided road on the Pacific Highway between the northern end of the existing Allgomera deviation south of Warrell Creek and the southern end of the Nambucca Heads to Urunga Pacific Highway upgrade project west of Nambucca Heads. The project includes:

- 19.6 km of new four lane divided road
- Two grade-separated interchanges at Warrell Creek and Bald Hill Road, south of Macksville, and north facing ramps at North Macksville
- Longitudinal bridges across Upper Warrell Creek (including the North Coast Railway Line), Williamson Creek, Warrell Creek, the Nambucca River floodplain (two) and the Nambucca River
- Overbridges on Rosewood Road, Albert Drive, Scotts Heads quarry access road, Bald Hill Road, Old Coast Road South, Mattick Road and Old Coast Road North
- An underpass of the North Coast Rail Line at Cockburns Lane
- Local roads and drainage and fauna crossing structures
- Associated infrastructure.

1.2 Purpose of the Community Involvement Plan

The Acciona Ferrovial Joint Venture (AFJV) has been contracted by Roads and Maritime for the design and construction of the Pacific Highway between Warrell Creek and Nambucca Heads.

The contract is to upgrade the existing highway to a four lane divided road between the Allgomera deviation, south of Warrell Creek, and Nambucca Heads.

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The purpose of this Community Involvement Plan (CIP) is to describe how the AFJV proposes to manage community and stakeholder involvement throughout the construction of the Warrell Creek to Nambucca Heads upgrade.

The aim is to ensure that all interested and affected parties have the opportunity to understand the nature of the work, to express their comments and to have their concerns and issues understood and taken into consideration during the detailed design and delivery of the work.

The CIP addresses how community involvement will be delivered to ensure there is a high level of participation, awareness and resolution of issues. Proactive and ongoing community and stakeholder involvement is considered critical to the success of the project and the resolution of issues.

This CIP has been prepared in accordance with Section 8 and Appendix 21 of the SWTC and Roads and Maritime's Specification D&C G36 Environmental Protection.

This CIP has also been prepared in compliance with the Minister for Planning and Infrastructure's Condition of Approvals B26, B27 and B28 which, in part, requires the preparation and implementation of a **Community Communication Strategy** for the project. The following table highlights where the requirements of this condition have been addressed within this plan:

Table 1.2: Addressing MCoA 28 requirements

Mechanisms to facilitate communication on construction and environmental management of the project	Section 7
Identification of stakeholders	Section 6
Identification of affected and adjoining stakeholders	Section 11
Procedures and mechanism for regular distributions of information to stakeholders	Section 4
Procedures and mechanism for responding to enquiries or feedback	Section 7
Procedures and mechanisms to resolve any issues/disputes	Section 7
Use of independent mediator if required	Section 7

The AFJV sets high level principles, values and objectives for the project team and, in relation to the interface with community members and groups, it commits to engage high level practices and procedures and display genuine sensitivity and responsiveness to community issues.

Roads and Maritime Specification D&C G36 describes the environmental protection management process which the AFJV is required to implement during construction of the project. It contains specific requirements in relation to community liaison and complaints management, including a requirement to develop a community involvement plan for construction.

Community stakeholders (particularly business owners/operators and adjacent residents) are effectively engaged and informed during the detailed design, delivery and transition to operation phases of the project.

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AFJV is dedicated to protecting people, the environment and property in delivering the work, minimising or eliminating potential community impacts where practicable.

The CIP also includes a crisis communication plan in Section 13.

1.3 Key needs and messaging

Key needs for the project by stakeholder group are as follows:

- Federal and State Government:
 - Improved road safety and travel times
 - Upgrade of links between Sydney – Brisbane
 - Reducing greenhouse gas emissions, relative to the base case of “no upgrade”
 - Minimising environmental impacts
 - Greater transport efficiency and safety for intra and interstate movement
 - Successful project delivery.
- Local Government: Nambucca Shire Council.
 - Improved regional access
 - Protecting regional ecology
 - Improving safety outcomes on roads
 - Regional economic and skills development
 - Greater transport efficiency and safety
 - Mitigation of construction impacts
 - Regular involvement in consultations
 - Successful project delivery.
- Community/local residents:
 - Mitigation of construction impacts
 - Retention of the existing highway as an alternate access route to the new highway for local access
 - Property and Nambucca River access maintained during construction
 - Access to the highway from new grade separated interchanges located strategically along the upgrade
 - Improved amenity in Warrell Creek/Donnellyville, Macksville and Nambucca Heads
 - Management of noise impact on adjacent residential communities such as Warrell Creek/Donnellyville, Macksville and Nambucca Heads
 - Minimal and manageable impacts on flooding
 - Improved access to communities and future jobs
 - Timely provision of information on the project and effective resolution of matters of concern.
- Agencies and other:
 - Management of flood impact
 - Protection of ecological values
 - Maintaining highway and local access
 - Management and mitigation of construction impacts.

1.4 Community involvement objectives

Building on Roads and Maritime policies, the AFJV recognises and will endeavour to meet all reasonable needs and desires of the community and stakeholders. Its principles in relation to community involvement are:

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- AFJV acknowledges the project team members are visitors to the community for the duration of the work. Personnel will be required to respect the needs and workings of the local residents and business community
- AFJV believes the community should receive early advice of activities that affect them. This early notification will ensure progress of work and minimise uncertainty and disruption, and fosters confidence among community members
- Personal and targeted consultation with local residents, landowners, businesses and stakeholders will enable relationships to be built between all parties, thus providing the foundation for good working relationships and resolution of matters of concern
- Proactive management of design (where applicable), construction, traffic management or other emerging issues will build on these foundations, maximising a reputation of reliability through prompt resolution of issues and minimising escalation of issues
- Support for the safe and efficient delivery of the project with minimal disruption to the community.

The objectives and general strategies for community involvement and participation during the project are shown in the following table. The objectives are taken from the Statement of Commitments and applicable MCoAs for community involvement.

Table 1.4: Community involvement and participation strategies and tools

Objective	Strategy	Tools
Build acceptance and support for the project.	<ul style="list-style-type: none"> • Generate positive positioning of the project within the community • Gain acceptance by key stakeholder groups. 	<ul style="list-style-type: none"> • Project updates • One on one/key stakeholder briefings • Local community meetings/drop-in information sessions • Community display centre • Positive media events (managed by Roads and Maritime).



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Objective	Strategy	Tools
Ensure the community is well informed during the construction of the project.	<ul style="list-style-type: none"> • Provide regular, accurate and timely information about activities that may affect the community • Ensure the project team and subcontractors understand and abide by the community involvement protocols included in induction training • Advertise the ways in which the community can obtain information about the project • Refer promptly any relevant matters for Roads and Maritime to the appropriate contact. 	<ul style="list-style-type: none"> • Project updates and advertisements • Fact sheet/s • Community information session/s • Website • Notifications • Contact management system • Community display centre.
Ensure that government and other key stakeholders, including emergency services are kept informed.	<ul style="list-style-type: none"> • Develop an effective communication link with emergency services • Develop a close relationship with key government agencies including Nambucca Shire Council, Roads and Maritime and others. 	<ul style="list-style-type: none"> • Targeted stakeholder meetings • Liaison with Nambucca Shire Council and related committees.
Consult with the community about proposed design refinements.	<ul style="list-style-type: none"> • Work with directly affected residents to ensure they have the opportunity to provide timely and meaningful input to proposed design refinements (e.g. property adjustments). 	<ul style="list-style-type: none"> • Targeted community meetings • Fact sheets • Project updates • Website.
Build and sustain community/ stakeholder understanding and acceptance of the construction process.	<ul style="list-style-type: none"> • Provide access to regular, timely and clear information about design and construction (issues, timetables, etc.) • Listen and respond to any issues raised by the community including all reasonable requests • Explain technical terms in a plain English manner. 	<ul style="list-style-type: none"> • Construction updates and advertisements placed by Roads and Maritime • Fact sheet/s • Website • Notifications • Targeted community meetings • Community information session/s • Community display centre • Contact management system.



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Objective	Strategy	Tools
<p>Early identification of issues and possible impacts and implementation of controls to minimise disruption and reduce complaints.</p>	<ul style="list-style-type: none"> • Facilitate liaison between AFJV community liaison, design and construction teams to identify potential impacts on the community • Identify issues and ensure relevant stakeholders are informed in advance about planned works and potential impacts • Listen to and ensure all enquiries and complaints are responded to and thoroughly investigated in a timely manner. Calls to 1800 number to be answered within two hours during the day and out of hours work. Other after hours calls to be answered within four hours of start of work on the next business day. • Deliver on promises when made and explain reasons and negotiate if circumstances change. 	<ul style="list-style-type: none"> • Attendance at relevant internal meetings • 24 hour contact line • Contact management system • Community information session/s • Website • Targeted small group meetings • Community display centre.
<p>Effectively manage any issues which emerge during the construction.</p>	<ul style="list-style-type: none"> • Respond to all complaints within the specified timeframes • Thoroughly investigate and close out complaints • Maintain a register of all complaints and enquiries • Provide accurate information in a timely manner and maintain contact with customers when investigating issues • Prepare for emerging issues • Evaluate the root cause of complaints to reduce or prevent recurrence of disturbance to the community • Monitor contact management system to identify any emerging community issues. 	<ul style="list-style-type: none"> • Monitor contacts management system • Complaints handling procedure, including escalation process • One-on-one meetings • Notifications • Issues analysis • Review communication tools/CIP.
<p>Keep all AFJV participants updated on project progress.</p>	<ul style="list-style-type: none"> • Provide regular, timely and accurate project updates on community issues to the team 	<ul style="list-style-type: none"> • Meetings • Inductions • Project updates.
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Objective	Strategy	Tools
	<ul style="list-style-type: none"> • Ensure team members are inducted into community issues • Meet regularly with project team. 	
<p>Maintain a consistent approach for the duration of the project and enhance AFJV's and Roads and Maritime's reputation.</p>	<ul style="list-style-type: none"> • Provide a consistent point of contact for community members seeking information, or with concerns, about the project • Induct project team in community involvement protocols. 	<ul style="list-style-type: none"> • Internal update meetings • 24 hour contact line • Induction training • Complaints handling procedure, including escalation process • Project updates • Community display centre.



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1.5 Interface with other management plans

Consistent with the Acciona Ferrovial Joint Venture (AFJV) integrated approach to the WC2NH upgrade project, the project management plans are submitted as a suite of documents with specific relevance, hierarchies and interdependencies. Collectively these plans provide the governance framework through which the Project will be planned, delivered, monitored and continuously improved.

The Project Management Plan (WC2NH-PM-MPL) is the principal, overarching document in the suite by which all other project plans are regulated. Figure 1 below presents the relationships between the project plans that will be delivered to Roads and Maritime.

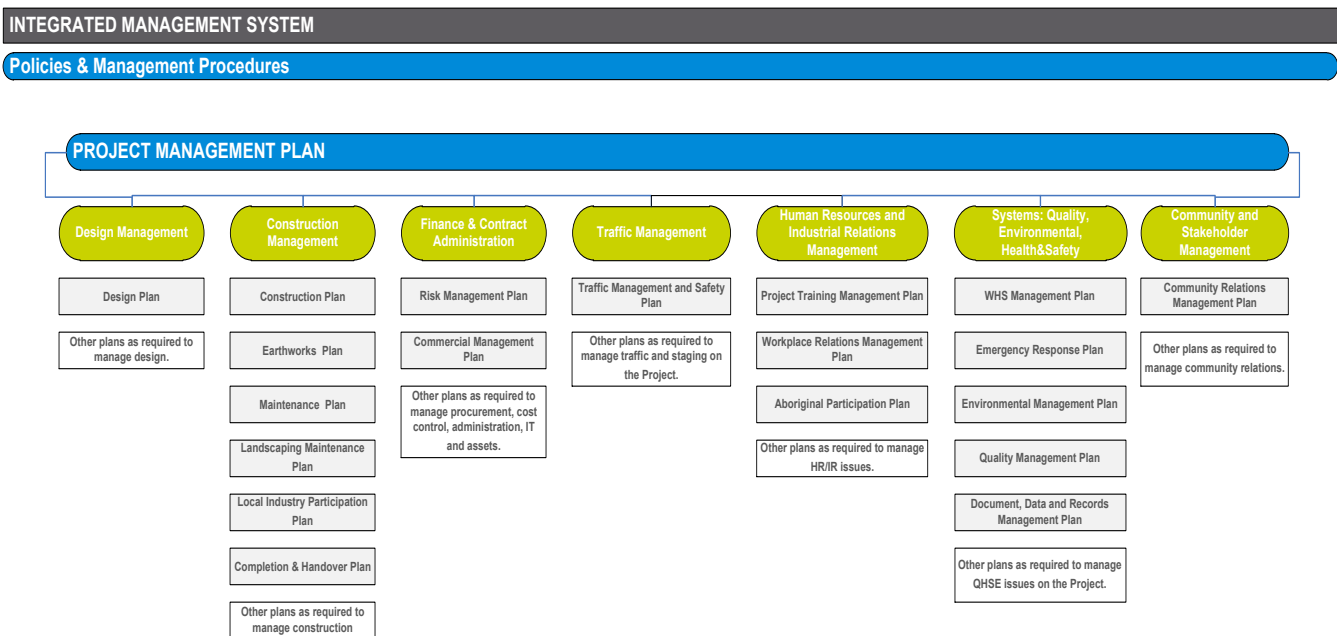


Figure 1: Project Management Plans.

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2. Key responsibilities and accountabilities

2.1 Organisational chart

An updated version of the organisational chart shall be maintained and available on the Project site, displayed in clear accessible locations and available upon request. Furthermore the organisational chart is available on the Electronic Document Management System (EDMS) – TeamBinder.

Key Project positions outlined in this plan are shown in the organisation chart (below).



2.2 Key staff

The organisational chart and details of key personnel will be maintained on site and displayed in relevant locations. The roles and responsibilities of the Project Management Team (PMT) and other workers are as described below in relation to this plan.

All staff will be aware of their responsibilities through specific position descriptions, and shall follow the processes and procedures as outlined in this plan.

Key staff include:

- Project Director
- Design Manager
- HR Manager

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- Commercial Manager
- Construction Manager
- Quality Manager
- Safety Manager
- Financial Manager
- Community Relations Manager, Community Relations Officer, and Community Relations Administration Assistant
- Environment Manager and Officers
- Area Managers
- Traffic Manager
- Engineering Manager

2.3 Community relations staff

All members of the team have a role to play in supporting the effective interaction of the AFJV with Roads and Maritime, the community and stakeholders.

A community relations team has been established and comprises the Community Relations Manager, Community Relations Officer and Community Relations Administration Assistant. The community relations team is supported by a dedicated Senior Communications and Stakeholder Engagement Officer within the Roads and Maritime team.

The community relations team will be full time on site from the date of contract to eight weeks after construction completion.

An overview of the community relations team's roles and responsibilities is given below:

Table 2.3: Community Relations staff responsibilities

Role	Responsibilities
Community Relations Manager	
Manage an effective external communications and community involvement program. Build and maintain productive external relationships to engage stakeholders and enable long term outcomes for Roads and Maritime. Oversee the community relations team and be responsible for managing effective relationships with	Community: <ul style="list-style-type: none"> • Strategically approach communications for the project • Develop positive working relationships between Roads and Maritime, the AFJV, the community and other stakeholders • Effective and proactive communication about the project and its benefits to the community and other stakeholders • Educate and coach AFJV members to understand requirements in relation to the community, to understand and effectively handle community concerns • Prepare and maintain accurate records on community involvement issues; preparing for emerging issues • Analyse, investigate and follow up queries and issues within specified timeframes, as appropriate, developing action



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Role	Responsibilities
<p>all key stakeholders.</p> <p>Be part of the AFJV Management Team, reporting to the Human Resources Manager.</p> <p>Manage the community and stakeholder involvement responsibilities in accordance with the CIP, Minister's Conditions of Approval and scope of works.</p> <p>Manage the community relations budget in liaison with the AFJV Project Director.</p>	<p>plans, monitoring progress and outcomes</p> <ul style="list-style-type: none"> • Report any design, construction or environmental issues raised by stakeholders or members of the community to the relevant manager • Report key findings/status/trends on a monthly basis • Develop appropriate communication tools to convey AFJV and client key messages honestly and in the most effective way for the target audience(s) • Develop potential opportunities to increase the profile of the project within requirements • Act in accordance with the Roads and Maritime communication policy and procedures • Develop and deliver a CIP which supports Roads and Maritime and AFJV goals and objectives • Deliver on promises when made and negotiate if circumstances change. <p>Stakeholders:</p> <ul style="list-style-type: none"> • Build and maintain productive external relationships to engage stakeholders and enable long term outcomes for Roads and Maritime and the AFJV including: <ul style="list-style-type: none"> ○ Develop and manage an engagement program to develop strong positive external stakeholder relationships during project delivery ○ Create and maintain strong and effective relationships with project teams, clients, consultants, and other key stakeholders, as required ○ Enhance Roads and Maritime's and the AFJV's reputation as organisations that listen and respond appropriately to stakeholder positions ○ Develop and implement a regular program of stakeholder contacts/relations meetings to build a perception of trust, honesty and reliability through action ○ Develop a systematic and user friendly complaints handling procedure, which effectively deals with complaints and keeps all stakeholders informed on progress.
<p>Community Relations Officer</p>	



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Role	Responsibilities
<p>Be responsible for the development, implementation and management of the CIP.</p> <p>Lead the day to day activities of the Community Relations Team and be responsible for managing effective relationships with all key stakeholders.</p> <p>Report to the Community Relations Manager.</p>	<ul style="list-style-type: none"> • Establish and manage project strategies, protocols, systems and materials for community involvement, including a community database • Work cooperatively with the Community Relations Manager and Roads and Maritime to address strategic communication issues • Establish and manage community involvement opportunities in association with the AFJV Project Director and Construction Manager • Oversee and assist with the investigation and resolution of complaints and disputes in cooperation with Roads and Maritime • Manage and respond to the 24 hour contact line, including planning of the after-hours response and recording in the community database • Oversee and assist with the production of communication material such as project newsletters and notifications, advertisements, website, display and graphics material • Attend, as required, environmental, design, construction and traffic/transport project meetings • Be available to attend mobile information displays and coordinate staffing of displays • Act as the key community relations contact for key stakeholders • Manage all community involvement reporting tasks • Develop and manage internal communication strategies and materials • Establish and manage the employee training program on community relations • Staff community display centre.
<p>Administrator</p>	<ul style="list-style-type: none"> • Provide support to the team and assist with administration and staffing the Community Display Centre • Basic complaints management, conflict resolution, and contact management system maintenance • Coordinate community information and drop-in sessions • Develop community slides for inductions using relevant, emerging topics



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2.4 Internal communications

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

- Keep up-to-date with construction progress and proposed activities
- Identify potential issues and impacts and plan proactive community involvement and communication activities
- Prepare accurate information for the stakeholders
- Provide advance notice to stakeholders/communities and plan one on one consultations
- Develop clear two-way communication with all staff
- Train and promote community involvement principles – increase general awareness and gain support
- Provide feedback to the team on the outcomes of the community involvement strategy and incorporate feedback into project plans as appropriate.

Cross-discipline relationships will be achieved through the participation of community relations personnel in both formal and informal project team meetings, involving discussion of:

- Upcoming construction activities
- Current and/or potential community impacts and/or issues
- Proposed management and mitigation of community impacts/issues
- Any potential marketing opportunities which will allow the project to build acceptance and support.

One of the main avenues for conveying issues to construction personnel in a timely manner is through toolbox meetings. Toolbox talks will be scheduled on a regular basis, but no less than once per month for each work section or group.

In addition to covering all topics in relation to safety and environmental management, toolbox talks will cover stakeholder and community involvement concerns and considerations, in so far as they relate to the safety/environmental management at particular work sites.

Records of personnel training and induction will be included in monthly AFJV progress reports.

2.5 Community involvement awareness training

As ambassadors for the project, all AFJV personnel and subcontractors working on the project are required to undertake compulsory induction training, which includes community involvement awareness. Key elements of the induction training include:

- Outline of community involvement behaviours and obligations
- Free-call community contact telephone line
- Community inquiry and complaints handling procedures
- Interface with the public and media (i.e. refer all media to Roads and Maritime)
- Issues management procedures.

Evidence that the Contractor's personnel are aware of and abide by the requirements for the release of information will be recorded and reported on in the monthly report.

All AFJV personnel and subcontractors working on the project will be regularly updated at weekly toolbox meetings on community involvement issues to raise awareness.

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3. Roads and Maritime protocols and approval requirements

The AFJV is required to adhere to a number of Roads and Maritime protocols and requirements in relation to contacts with the community/stakeholders, which derive from Roads and Maritime *Specification D&C G36 Environmental Management System* and other Roads and Maritime documents. These are outlined below.

3.1 Project branding

The placement of logos will be in accordance with Roads and Maritime's Visual Identity Guidelines.

The AFJV will use Roads and Maritime project communication templates for the preparation of community information to be published.

The AFJV logo will not appear on any public project communications, including project publications, display materials, website, project videos, non-moving plant or roadside signage without approval of the Roads and Maritime Representative.

The AFJV will provide access to suitable fencing and buildings for the purpose of Roads and Maritime promotional material.

3.2 Consultation material approvals

Each piece of consultation material viewed, read or heard by the public (such as letterbox notifications, construction updates, website material and fact sheets) is required to obtain approval from Roads and Maritime and the AFJV Project Director prior to its release to the public. The AFJV is required to submit drafts of the proposed content and format of publications and other external communication to Roads and Maritime for approval, together with the reason it is required.

Community consultation materials will be drawn up and submitted to Roads and Maritime for approval and distribution by the AFJV. Details of consultation material and approval time requirements for community involvement are shown in Section 12 as a guide.

All communication needs should be discussed with the Community Relations Manager well in advance of a construction event.

Further to this, all consultation materials will comply with the requirements of the NSW State Government and Roads and Maritime guidelines, policies and reference documents in Appendix 8 of the SWTCs in relation to community relations obligations:

- Privacy and Personal Information Protection Act 1998 (NSW)
- NSW Government Advertising Guidelines
- RTA Community Involvement and Communications Draft Resource Manual for Staff, June 2008
- Roads and Maritime interim visual identity guidelines, November 2011, or subsequent version
- Roads and Maritime Editorial Style Guide, January 2012, or subsequent version

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- Social Media Policy for community dialogue for Roads and Maritime Services projects, March 2012, or subsequent version. Any use of social media must be approved by Roads and Maritime's Representative and must be developed in accordance with this policy.

3.3 Project documentation

The AFJV will provide Roads and Maritime's Representative professional quality (300dpi) progress photographs of the project every month. The photographs will be suitable for use in publications, project communications and promotions of a broader nature and for enlargement to use in display materials.

3.4 Publicising construction work

Publicising construction includes:

- Notifying local residents, business proprietors and community groups about new or changed construction activities which may affect access to their properties or otherwise significantly disrupt use of their premises
- Notifying local residential and commercial premises prior to any change to traffic, pedestrian or bicyclist arrangements that may result in travel disruptions, increased travel time or distance (where appropriate, notification may include leaflets providing diagrams showing traffic lane configurations and clearly identify intended changes)
- Informing potentially affected residents, businesses, etc. of any proposed out-of-hours work, including details of potential noise/vibration/light impacts of the intended work, the location and type of work, the day(s) and date(s) of work and the hours involved.

These notifications, which are detailed in sections 4 and 12 of this Plan, will be distributed at least five business days before commencing the work and will include:

- Nature of the work and why it is necessary
- Expected duration
- Any changes to arrangements for traffic or property access
- Name and contact telephone number of a representative who can respond to resident/stakeholder concerns must also be provided to residents/stakeholders.

All communication will be co-ordinated with requirements outlined in other management plans.

3.5 Response to written representations/ministerial enquiries

Written representations received by the AFJV will be managed by the community relations team and details entered into the community contact database. The AFJV will acknowledge representations forwarded by the Roads and Maritime Representative within five business days of receipt and provide a written response within 10 business days of receipt. Consultation Manager will be used to maintain a register of all representations.

A scanned signed copy of the written response will be logged into the community database.

3.6 Enquiries from Federal, State and/or Local Government

All enquiries from Federal, State and/or Local Government representatives are to be referred to Roads and Maritime. The AFJV will not make any statements or provide any information to any political representative without prior agreement from Roads and Maritime. Roads and

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Maritime will arrange any briefings for government representatives, in cooperation with the AFJV.

3.7 Media enquiries/activities

Roads and Maritime policy requires that no information is released, in any form, regarding any of the project works to any organisation or person, including political representatives, without the prior approval of Roads and Maritime. The AFJV will ensure all personnel engaged on the project are aware of and abide by this requirement and evidence of this will be recorded and reported on in the monthly report.

All media enquiries will be referred to Roads and Maritime. No one is to talk to the media without Roads and Maritime approval. Roads and Maritime will manage and arrange all official media events and be responsible for coordinating community, media and political participation in such events. Roads and Maritime is to be acknowledged on any material produced for public presentation.

3.8 Responses to requests for information

Unless otherwise agreed, the AFJV will provide responses to requests for information from Roads and Maritime within the following timeframes:

- Normal requests – three business days
- Urgent requests – four hours.

3.9 Community liaison groups (CLGs)

As and when required by Roads and Maritime, the AFJV will liaise with the Roads and Maritime Representative to establish and manage community liaison groups to inform and consult with the community on specific issues relating to the project.

CLGs are to be established to address a particular issue and will have clear terms of reference and an agreed completion date. Nambucca Shire Council and other stakeholders will be invited to attend CLG meetings.

CLG meetings will be held at the main construction site compound and the AFJV will provide administrative assistance with the provision of minutes, notes, plans and other relevant documentation. Live minutes will be agreed at the completion of each meeting and uploaded to the project website within two weeks of the meeting.

Consultation with CLGs will facilitate input from the community using a variety of tools including group meetings, feedback discussions with group representatives or phone surveys.

3.10 Property owners and residents

The AFJV where appropriate will hold neighbourhood or street meetings to inform and consult with property owners and residents who may be either directly or indirectly affected by AFJV work.

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The AFJV will undertake and document a program of consultation with affected property owners to provide them with information on the expected effects on their properties and existing accesses, to identify their individual needs and to establish, undertake or confirm the following prior to the implementation of any changes to their access.

- Vehicle types that the owner uses to their existing property access routes
- Their acceptance of any proposed temporary realignment or permanent diversion of their existing property access arrangements
- The anticipated works program
- A safety briefing to property owners on their potential interfaces with AFJV traffic control/management and construction activities and the provisions made by the AFJV for the safe control of traffic and implementation of property works.

3.11 Community events

The AFJV will undertake ongoing discussions with the Roads and Maritime Representative regarding dates, commencing at least three months before an event, for major milestones/ traffic switches and the opening of the works or any stage of the works and local road works to traffic.

The AFJV will give the Roads and Maritime Representative at least eight weeks' written notice of the date for commencement of construction, opening of the works or any stage of the works and local road works to traffic. This is to enable the Roads and Maritime Representative to organise any associated media/community events.

The AFJV will plan and provide resources for any events notified by the Roads and Maritime Representative associated with the opening of the works to traffic. Roads and Maritime's Representative will organise any events associated with opening of works to traffic.

The AFJV will not announce the proposed opening or works or any stage of works or local road works to traffic without written approval of the Roads and Maritime Representative. Announcements of proposed opening of works or any stage of the works or local road works will be done by Roads and Maritime in conjunction with the Federal and/or NSW Governments.

Opportunities for media events, including achievement of other project milestones and the opening of local roads to traffic will be discussed with the Roads and Maritime Representative at least four weeks before the expected event.

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4. Communication tools

A range of communication tools will be used to inform and engage the community and other stakeholders about the project as work proceeds. These are discussed below.

4.1 24 hour toll free contact line

The 24 hour toll free contact line number is 1800 074588 and will reach the community relations team. The toll free community contact line will be in place eight weeks after the date of the deed until eight weeks after the date of construction completion. Calls to the 1800 number will be answered within two hours during the day and immediately where out of hours work is occurring. Otherwise, after hours calls will be answered within four hours of start of work on the next business day. The number will be continuously and widely disseminated in the community and included on all public information such as construction advertisements/updates, letterbox notifications and the website.

4.2 Construction signage

Project information signage, approved by Roads and Maritime, will be erected at either end of the construction sites throughout the life of the project. The signage will display the project contact number and other relevant information.

4.3 Construction update advertisements

The AFJV will produce, as required, information for advertisements to be published in local newspapers identified by Roads and Maritime to inform the community of forthcoming works.

Community notifications will be drawn up and submitted to Roads and Maritime for approval and placement. Details of consultation material and approval time requirements for community involvement are shown in Section 11 as a guide.

4.4 Community updates (newsletters)

Community updates will be issued to the community in the form of a newsletter for each major construction milestone from the commencement of the construction until the date of construction completion in a style to be agreed with the Roads and Maritime Representative. Community updates will be produced as required by Roads and Maritime and distributed to local businesses, residents, interest groups and other stakeholders and interested persons as:

- Commencement of construction
- Opening lengths of either single or dual carriageway to traffic
- Opening of works to traffic
- Other project milestones.

Community updates will contain contact details, including 24 hour contact details for the AFJV.

Prior to the commencement of construction, the AFJV will consult with the community, using the existing database via a survey that asks specific questions to identify their preferred method of notification/consultation.

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Community updates will be drafted and submitted to Roads and Maritime for approval and placement. Details of update and approval time requirements for community involvement are shown in Section 11 as a guide.

4.5 Community fact sheets

Community fact sheets on specific issues will be prepared as needed from the start of construction until project completion. For example, fact sheets may be prepared on erosion control, noise, controlled blasting or water quality dependent on approved new facilities and the different phases of the project.

Draft text and graphics for all fact sheets will be submitted to Roads and Maritime for approval. Fact sheets will be available at distribution centres such as Nambucca Shire Council, relevant display centres, community centres, on the project website and issued as requested.

4.6 Community notifications

Community notifications will be used to inform those directly affected of 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. The notifications will be approved by Roads and Maritime and distributed by the AFJV. Community notifications will be drawn up and submitted to Roads and Maritime for approval and placement. Details of consultation material and approval time requirements for community involvement are shown in Section 11 as a guide.

4.7 Project website

The Roads and Maritime website will be used to provide up-to-date information on progress of the works and other significant information, including recent photographs and contact details. The AFJV will provide regularly updated information when new information becomes available and at least monthly to Roads and Maritime to upload to the website. This information will include:

- Information required by condition B26 of the Planning and Infrastructure Minister's approval
- Background information on the project works
- A photo gallery of past and current construction images, community and environmental management activities associated with AFJV work
- Current and past display information, community updates, advertisements and other publications
- PDFs of reports relevant to AFJV work, including project works, temporary works and environmental investigations to ensure transparency
- Information for the driving community and public transport users, including predicted periods of delay and alternatives. This will be updated weekly or when traffic conditions change
- Telephone, email and address details of the AFJV community relations team to provide another option for community to contact the project with enquiries or complaints

The Community Relations Manager and AFJV Project Director will approve the information before it is provided to Roads and Maritime.

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Website updates will be drawn up and submitted to Roads and Maritime for approval and placement. Details of update approval time requirements for community involvement are shown in Section 11 as a guide.

4.8 Photographic and video material

The AFJV will keep a photographic and, where appropriate, video record of construction with the images to be used both for public information such as newsletters and the website as well as a record of the work. Any material proposed for public viewing will first be approved by Roads and Maritime. While there is a requirement under the SWTCs to provide photographs on a quarterly basis, photographs will be provided monthly to meet the requirements of Roads and Maritime's Pacific Highway Monthly Achievement Report.

4.9 Community contacts database

The AFJV will establish and maintain a community contacts database (Consultation Manager) to record all contact with the community. Registers will be available at the project display centre, any staffed or public displays to capture correspondence contact information in order to enable the community to be included on the community contacts database.

4.10 Community display centre

The AFJV will establish and maintain a permanent community display centre from **the start of construction to eight weeks after construction completion**. The permanent community display centre will be located at the main construction site compound. Opening hours will be Monday to Friday from 9am to 5pm (excluding public holidays and rostered days off) and will have:

- Clearly visible signposting from the existing highway, safe access off the highway and direct access off a bitumen sealed public road
- Located near the main access to the compound near parking facilities
- Be accessible to the community and provide access for mobility impaired people
- A minimum of 72 square metres in floor space located in the main construction site compound
- Contain a table and four chairs and visitors book that visitors will be encouraged to sign
- Contain a community contacts database register
- Contain a computer and printer to provide public access to electronic and printed information from the project website via the internet
- Drinking water and toilet facilities located in or immediately adjacent to the community display centre.

The AFJV will provide up to date project display material consisting of clearly dated/status indicated diagrams, plans, photographs, samples and other suitable material of community interest relevant to AFJV work.

Display material will include:

- Access information for temporary and permanent works, including pedestrian/cyclist access and temporary traffic arrangements
- Details of proposed urban and landscape treatments and designs, including concepts, cross section treatments and perspective views and details

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- Details of significant structures of interest to the community
- Details on operational water quality treatment
- Information on noise or retaining walls and headlight screens, including artist impressions, and plans showing locations, details and finishes
- Information on recent community involvement activities, including photographs of site tours and school visits
- Information on measures to protect environmental and cultural features
- Contact details for obtaining more information
- Other items of interest identified by the Roads and Maritime Representative.

The graphic design component for larger or semi-permanent display material will be provided by Roads and Maritime based on approved text and images provided by the AFJV. Roads and Maritime will co-ordinate format layout and production of these materials.

Required text and images will be submitted to Roads and Maritime for approval. Details of consultation material and approval time requirements for community involvement are shown in Section 11 as a guide.

4.11 Community information sessions

The AFJV will hold targeted community information sessions every six months, although to achieve higher engagement levels with the community the AFJV can commit to more regular sessions, as negotiated with Roads and Maritime.

Community information sessions will be widely advertised to the community in advance of the session, in line with the SWTC Section 8.5. In addition, community members and stakeholders identified as directly affected by the subject of the session will be notified by their preferred method of notification.

Community information sessions will be signposted and open to stakeholders and local residents, businesses and community organisations, local government representatives and others with an interest in the topic of the session.

Unless otherwise approved by the Roads and Maritime Representative, AFJV attendees at the community information sessions will include:

- Environmental Representative
- Appropriate Roads and Maritime personnel
- Community Relations Manager
- Community Relations Officer
- Construction Manager or his/her representative
- Design Manager or his/her representative (to completion of design)
- Environment Manager or his/her representative
- Traffic Manager or his/her representative
- Other personnel relevant to the subject(s) to be discussed at the session.

Representatives of Nambucca Shire Council and other relevant parties will also be invited to attend. The AFJV will provide information, plans and presentations to enable comprehensive discussion of the advertised topic.

Locations for community information sessions may include:

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- AFJV southern construction compound at Warrell Creek (training and induction room)
- Nambucca Heads Community Arts Centre
- Other suitable venues in Macksville and Nambucca Heads, as required.

Information sessions will be informal with a format that invites the community to visit information stations that relate to various aspects of the project, for example, structures, or the environment. They will be held between 4pm and 7pm Monday to Friday and 10am and 1pm on Saturdays, unless alternative timeframes are approved by Roads and Maritime.

Members of the community on the community contacts database and all other community members potentially affected by AFJV work will be notified of the community information sessions. The sessions will also be advertised in local papers and on the project website as per the SWTC Section 8.5.

Feedback will be sought from participants during each session, and where appropriate feedback will be provided to the community afterwards.

Key themes will be noted and incorporated into monthly reporting to Roads and Maritime by the Community Relations Manager. Feedback forms will be available at community events to raise any issues or concerns, and to invite interested parties to nominate if they would like to receive information about the project and their preferred method for receiving that information. A summary of feedback from each session will be provided to Roads and Maritime within a week after each session.

The Community Relations Manager and AFJV Project Director will approve information for a community information session before it is provided to Roads and Maritime for approval.

Details of consultation material and approval time requirements for community involvement are shown in Section 12 as a guide.

4.12 Public displays

The AFJV will establish limited duration staffed displays throughout the life of the project. Locations for public displays may include the Community Display Centre and any suitable venues in Macksville and Nambucca Heads.

The displays will be designed to update the community on project progress, project milestones and significant events. The displays will be held when identified and agreed project milestones are achieved and if significant changes occur in the design or construction of the project, including temporary works or any aspects of the AFJV's work. Project milestones and significant changes will be identified through the project 60 day look-ahead, which is produced by AFJV Community Relations Manager and reviewed by Roads and Maritime representatives. All proposed material will be submitted to Roads and Maritime for approval. Details of consultation material and approval time requirements for community involvement are shown in Section 12 as a guide. Refer to SWTC Section 8.5 for the approval time requirements.

The AFJV will arrange for production of any display material based on Roads and Maritime requirements. Final draft text and graphics for displays and display materials will be submitted for approval to Roads and Maritime at least four weeks prior to production deadlines.

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The AFJV will provide display material throughout the course of the work, unless otherwise directed by Roads and Maritime. This 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. The minimum material will include information about the project generally but not be limited to:

- Maps indicating the upgraded road alignment and key features of the project
- Urban and landscape design details including concepts, cross-section treatments, perspective views and details
- Bridges and structures
- Communication information and involvement opportunities and contacts.

The AFJV will also participate with Roads and Maritime in promotional displays associated with key local events and activities, including local shows and exhibits as required by the Roads and Maritime Representative. The AFJV will not participate in any promotional displays, local events or activities without prior approval of the Roads and Maritime Representative

Reply paid envelopes will be provided at the display and a description of issues raised by the community will be summarised in the AFJV monthly report.

The AFJV Community Relations Manager and other relevant AFJV personnel will attend the public displays as required by the Roads and Maritime Representative.

The graphic design component for larger or semi-permanent display material will be organised by Roads and Maritime based on text and images provided by the AFJV. Roads and Maritime will coordinate format layout and production of these materials.

Static display locations also will be used to update the community on project progress, project milestones and significant events.

The static display locations may include:

- The community display centre
- Nambucca Shire Council (Macksville)
- Roads and Maritime's Pacific Highway Office (Grafton)

4.13 Traffic and transport communication

The AFJVs traffic manager will provide information on forecasted traffic conditions to Roads and Maritime's Representative on a weekly basis to facilitate preparation of information provided to Roads and Maritime for them to issue a weekly traffic alert on a case by case basis, for example, night time girder movements through Macksville or full traffic stoppages on the existing highway. This traffic alert will be distributed to key media outlets within the local area and local businesses. The traffic alert will be issued by the Roads and Maritime media unit and will not be distributed prior to Roads and Maritime approval.

Where the AFJV becomes aware that any part of the project works, temporary works or landscaping maintenance that is the subject of a traffic alert is to be changed or varied so as to make the traffic alert substantially incorrect, it will advise Roads and Maritime's Representative immediately.

The AFJV will send out the approved traffic alerts via email or SMS to advise stakeholders of the traffic conditions.

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4.14 Site inspections

The community relations team will support Roads and Maritime approved public site visits when requested to do so. Site tours at all times will be accompanied by representatives of Roads and Maritime or other persons authorised in writing by the Roads and Maritime Representative.

A visitor safety plan for site visits will be developed and implemented, including requirements for site induction and protective clothing.

4.15 Presentations

The AFJV will participate with Roads and Maritime in providing presentations to local community groups and organisations interested in the project. Any such presentation would be approved by Roads and Maritime.

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5. Key issues

Table 5.1 Construction issues

	Potential issue	Potential impact	Action
5.1.1	Redirection of traffic and pedestrian flow, and pedestrian safety	Potential for programmed works to impact on access to local roads. Pedestrian safety along the project.	General notification via letterbox drop, the Roads and Maritime website and VMS on-site as per SWTC Section 8.5. Road safety measures to be implemented, including traffic controllers, enhanced fencing and barriers.
5.1.2	Dust	Potential for environmental issues to impact on local residential area and/or motorists.	Inform stakeholders as per SWTC Section 8.5. Manage any environmental complaints as per the complaints management process.
5.1.3	Construction noise and vibration	Potential for environmental issues to impact on local residential area and/or motorists.	Inform stakeholders as per SWTC Section 8.5. Manage any environmental complaints as per the complaints management process.
5.1.4	Dilapidation issues	Potential for property damage claims arising from construction activities.	Undertake pre construction surveys of properties immediately impacted by the project. Implement property damage claim process.
5.1.5	Incident management	Potential for an environmental or emergency incident.	Environmental incident and emergency response procedures as outlined in the CEMP will be implemented. These procedures include the initial actions required to be undertaken to avoid or minimise environmental harm and notify relevant Project personnel.



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	Potential issue	Potential impact	Action
5.1.6	Traffic noise	Potential for an increase in traffic noise.	General notifications of works and their potential impacts, etc as per SWTC Section 8.5. Any architectural treatments for certain residents based on operational noise management report outcomes/low noise pavements. Preparation and display of Operational Noise Management Report.
5.1.7	Potential bus stop impacts	Potential for a movement in bus stops.	Notification of temporary bus stop relocation as per SWTC Section 8.5.
5.1.8	Potential impacts on emergency access	Potentially limited emergency access.	Notification of key stakeholders that may need to utilise emergency access as per SWTC Section 8.5.
5.1.9	Potential for night work impacts	Potential for increased noise and light at night.	Limit impact as far as practicable and provide advanced notifications to residents as per SWTC Section 8.5.
5.1.10	Debris and site run off	Potential for damage to environment and local residences.	Limit as far as possible any practicable impacts upon residents. Inform stakeholders in advance of works and expected impacts. Manage any environmental complaints as per the complaints management process.
5.1.11	Vegetation loss and environmental protection	Potential for vegetation loss along the road corridor.	Notification regarding vegetation removal as per approved clearing at start-up as per SWTC Section 8.5.



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	Potential issue	Potential impact	Action
5.1.12	Visual impact of final landscaping and urban design features	Potential visual impacts.	Consultation regarding the draft urban design and landscaping plan through static display locations, notifications and community information session as per SWTC Section 8.5.
5.1.13	Weather delays	Delay of works due to environmental factors (weather) or other issues.	Keep stakeholders and residents advised of works program as per SWTC Section 8.5.
5.1.14	Access for and maintenance of road during construction	Potential for road not to be maintained if maintenance crews have reduced access.	Contractor to work with maintenance crews to allow maintenance to proceed.
5.1.15	Maintaining pedestrian and cycle access	Potential for change in pedestrian and cycle access.	Provide clearly signposted alternative access and include in traffic updates.
5.1.16	River industry impacts	Potential for changes to flooding, water quality and access.	Keep stakeholders and residents advised of works program and construction techniques through information sessions, notifications and immediate phone discussions where notifiable incidents may occur, as per SWTC Section 8.5.
5.1.17	Impacts on flooding and afflux during construction	Potential flooding impacts on landowners and businesses	Design of the temporary and permanent works to be under the allowed impacts. Adhere to design requirements in the SWTC B14, as per SWTC Section 8.5.Roads and Maritime



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	Potential issue	Potential impact	Action
5.1.18	Impacts on heritage items	Damage to items Lack of communications and consultation	<p>Involve the environment team to ensure suitable action is taken.</p> <p>Engagement of appropriate consultants where required.</p> <p>Refer to the Heritage Management Plan (HMP) for the Project.</p> <p>Follow the incident management process detailed in the CEMP including, where appropriate, stop works and contact Registered Aboriginal Parties (RAPs) and OEH.</p> <p>Liaise with RAPs, whose details are included in the HMP.</p>
5.1.19	Disruption to utility services	Damage to utilities	<p>Liaison with councils and utility providers</p> <p>Notify affected residents of disruptions and expected timeframes for repairs as per SWTC Section 8.5.</p>



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	Potential issue	Potential impact	Action
<p>5.1.20</p>	<p>Out of hours work/extended working hours</p>	<p>Lack of warning and consideration of needs</p>	<p>Out of hours agreements sought from activity specific sensitive receivers as determined by impact as outlined in the CEMP.</p> <p>Some stakeholders who are not required to sign agreements may also be notified at the discretion of Roads and Maritime.</p> <p>Staff the free-call line during out of hours/extended working hours and maintain phone contact with the relevant construction site/s.</p> <p>Clearly flagged on the project website.</p> <p>Implement the out of hours work procedure which is clearly outlined in the CEMP and in accordance with the project EPL and Roads and Maritime's Specification D&C G36 Environmental Protection.</p>



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	Potential issue	Potential impact	Action
<p>5.1.21</p>	<p>Delays to highway traffic</p>	<p>Disruptions, delays, temporary detours, traffic switches, construction access including changes to traffic conditions, and vehicle access to and from the work site.</p> <p>Construction access locations.</p> <p>Effects on local traffic, through traffic movement including heavy vehicles, transport operators, school buses, tourist bus and coach operators during construction.</p> <p>Access and impacts on pedestrians, cyclists, motorists and emergency vehicles.</p> <p>Maintaining access and minimising disruption to local residents, landholders and businesses, during construction and operation.</p>	<p>Advertisements in local papers.</p> <p>Provide residents, businesses, Council, services, motoring and freight industry groups with advance warning of planned changes to the highway via liaison and notifications as per SWTC Section 8.5..</p> <p>Regularly update material on the website as per SWTC Section 8.5.</p> <p>Quarterly Project Update.</p> <p>Respond quickly to complaints or calls for project information as per SWTC Section 8.5 (see Complaints Escalation Flowchart and refer to section 7.2).</p> <p>Seek information on traffic reports through Roads and Maritime Services Transport Management Centre.</p>



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6. Stakeholder identification

6.1 Stakeholder list

The following table identifies key stakeholders who may be either directly impacted by the project or who may have a vested interest in the project. The list will be continuously updated throughout the project to ensure that all relevant stakeholders are included in the community communications.

Table 6.1: Project Stakeholders

Type	Stakeholder
NSW State Government	NSW Office of Water NSW Secretary: Department of Planning and Environment Transport for NSW Destination NSW NSW Department of Finance and Services Roads and Maritime Services Department of Planning and Environment Environment Protection Authority Department of Primary Industries (Fisheries) Roads and Maritime
Commonwealth	Department of Infrastructure and Regional Development Department of the Environment and Energy
Emergency services	Nambucca Heads Police Station Macksville Police Station State Emergency Services NSW Ambulance Service St John's Ambulance Australia NSW Rural Fire Service - Lower North Coast Zone NSW Fire Brigade WIRES Volunteer Rescue Association
Utilities and service providers	Telstra ARTC AGL Transgrid Essential Energy Optus



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Type	Stakeholder
	Nextgen Nambucca Shire Council Jemena NBN Co
Chamber of Commerce	Nambucca Heads Chamber of Commerce Macksville Chamber of Commerce
Local businesses – Warrell Creek	Aqua Fern Sawmill – Pacific Highway, 400m north of Warrell Creek train station K & J Glass – Mill Lane
Donnellyville	Quarry owners and operators
Macksville	Newstead Garages* Nambucca Council Depot* Rural Fire Service* Luke McCaskey Concreting* Local Dog Pound* State Emergency Services* Pioneer Cottage Museum* Oyster Nurseries Pty Ltd and affected and adjoining landowners noted in Section 11 *businesses on Gumma Road and Kelly Close
North Macksville - Bellwood	Nambucca River Tourist Park – Nursery Road Newville Hardwoods (sawmill) – Old Coast Road and affected and adjoining landowners noted in Section 11
Nambucca Heads	Logging/timber yard off Pioneer Street Kara Kara Caravans – Railway Road and affected and adjoining landowners noted in Section 11
Bus companies	Nambucca Bus Service Busways



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7. Enquiry and complaints management

7.1 Enquiry and complaints management system

A key part of the stakeholder communication process is the method for prompt and accurate complaints resolution. The AFJV shall implement a Construction Complaints and Enquiries Management System outlined in section 6.3 of the CEMP, consistent with Australian Standard 4269 (complaints handling) and in accordance with the project's Environment Protection Licence, from eight weeks from the deed until eight weeks after construction completion which will include:

- Establishment of project contact details including a 24 hour freecall 1800 074 588 number, postal address and email address
- A system to receive, record, track and respond to complaints, enquiries and representations within a specified timeframe
- A process for the provision of a written response to the complainant/enquirer within 10 days, if the complaint or enquiry cannot be resolved by the initial or follow-up verbal response.

All enquiries and complaints received will be entered into a community and stakeholder contact database (Consultation Manager) to allow for a record and tracking system to ensure enquiries and complaints are managed in line with agreed timeframes and procedures. Consultation Manager is a web-based data system which allows information to be recorded such as: name and contact details of the caller, the time and date of the contact, type of communication, name and address details, issue type, issue details, the AFJV response, actions taken, personnel handling the representation, current status details and if mediation was needed. The system will be accessible by AFJV personnel, Roads and Maritime and the Environmental Representative.

This will enable a consolidated approach and real time management of representations and feedback received from various agencies.

Community contact reports and summaries of contacts will be provided to Roads and Maritime and the Environmental Representative, at the beginning of each month as part of the overarching monthly project report.

Enquiries/feedback and complaints provided to the Proponent and/or the Environmental Representative should be passed on to the Community Relations team to action as per the above procedure. The proponent and the Environmental Representative will receive copies of both the internal calendar monthly community relations report as well as the mid-monthly report which includes not only environmental complaints, but those in relation to all other matters. These reports detail the complaints and actions undertaken in resolving these issues.

7.2 Enquiries and complaints procedures

The community relations team will be responsible for managing all enquiries and complaints. All team members who become aware of an enquiry or complaint will advise the community relations team of the enquiry or complaint as soon as possible.

Contact may come via:

- Telephone contact with the community relations office based on site
- Email

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- Post, SMS text or fax
- In person to a contractor on site/in the community.

In responding to enquiries or **complaints** the AFJV will:

- Use Consultation Manager to record details of every complaint and enquiry received and how it was managed and closed out in the community database
- Investigate the complaint or enquiry researching any previous issues, checking whether any requirement has been breached, what corrective action, if appropriate, will be undertaken, a timeframe for this action and the appropriate feedback/response to the complainant
- All complaints and enquiries to the 1800 number will be answered within two hours during the day and immediately when out of hours work is being undertaken. Other after hours calls will be answered within four hours of start of work on the next business day.
- All written complaints and enquiries received will be acknowledged in five business days
- when a complaint or enquiry cannot be resolved immediately, a verbal response on what action is being proposed to the complainant will be provided within one business day
- Provide a written response to the complainant/enquirer within 10 days, if the complaint or enquiry cannot be resolved by the initial or follow-up verbal response.
- The Community Relations Manager will immediately advise Roads and Maritime of any complaints or enquiries that have the potential to be escalated to the General Manager Pacific Highway, government representatives and/or the media. Where complaints are likely to come before the Department of Planning and Environment the project Environmental Representative shall be notified.

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

7.3 Escalation process

Complaints can be wide-ranging in nature, from environmental impacts and design concerns, through to property access and property damage.

Complaints to the Community Relations Team will be resolved immediately by that team wherever possible. If the complaint is not resolved immediately the AFJV relevant construction representative and an RMS representative will be advised.

Where the complaint remains unresolved the AFJV Construction Manager and relevant senior RMS representative will manage the complaint with the RMS representative informing RMS Communications personnel.

If still unresolved, the complaint is then escalated to the AFJV Project Director and the Environmental Representative.

The final stage of managing any complaint that remains unresolved in the earlier process is escalation to a Management Review Group with an independent mediator, the makeup of which will be determined by a nominated by that mediator.

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Complaints should be escalated when:

- The complaint cannot be resolved using the enquiry and complaints procedure within a timeframe agreed to by the complainant.
- The nature of the complaint falls into one of the following categories:
 - An activity generates three complaints within a 24-hour period via all project complaint options ie. email, phone, visiting community display centre
 - Three complaints are received from different complainants about a construction activity within a 24-hour period.
 - A single complainant reports three or more complaints within a three-day period.
 - A complainant indicates his/her intention to escalate their issue to the media or government representative

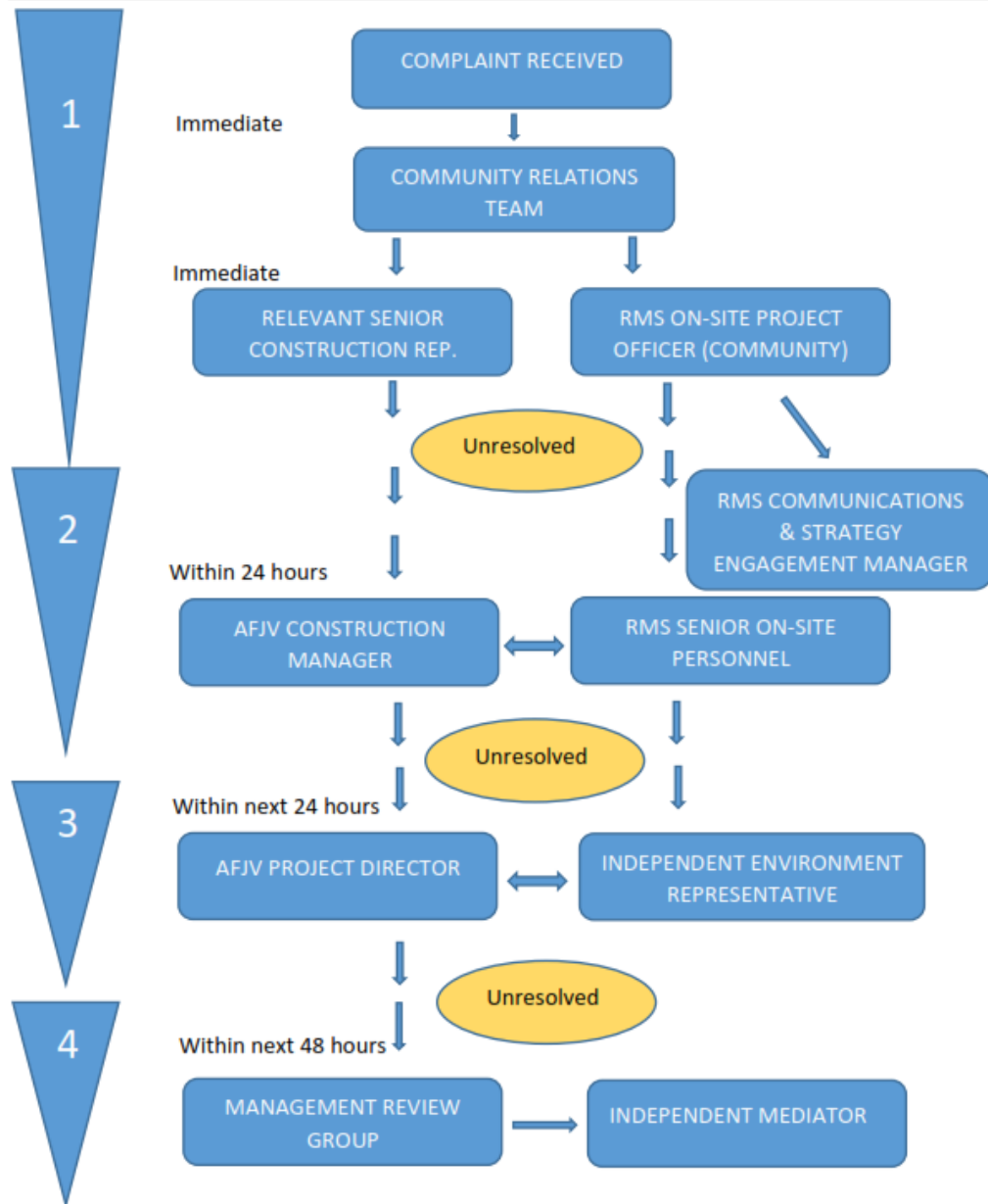
Escalated complaints will be recorded and closed out using the process outlined in section 7.2. The complaints escalation procedure is set out in the flow chart on the next page.

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COMPLAINT ESCALATION PROCEDURE



NOTE: Feedback to complainant must occur within seven business days, unless the complaint is in relation to odour from the asphalt plant where feedback is required to be provided to the complainant within 48-hours.



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8. Reporting, monitoring and evaluation

8.1 Reporting

A construction community relations report will be submitted to Roads and Maritime at the beginning of each month detailing community involvement activities performed during the month and activities proposed for the following. These monthly reports will include:

- A summary of customer feedback from all sources
- A summary of all complaints and enquiries received during the month, the means by which they were addressed/responded to and whether complaint resolution was reached (with or without mediation)
- Details of complaints and enquiries from previous months that were not previously responded to or not resolved. Status of responses to all representations including receipt and response to issues
- Details of any site inspections by visitors
- Confirmation that no contractor personnel has released or provided any information to any political representative, media or other organisations, or other person without the prior approval of Roads and Maritime
- Arising issues and/or risks
- Any other information considered relevant including ads, notices and other community contact.

8.2 Monitoring and evaluation

The community relations team, AFJV Project Director and Construction Manager will monitor the performance and effectiveness of the communication and community relations activities on a regular basis through meetings held at least fortnightly. The community relations team will modify processes and communication channels in light of any feedback or issues identified in the monitoring process. Activities to be monitored in particular include: responsiveness and effectiveness of communication with the community and stakeholders as well as information flow which is monitored by regular performance management sessions and at regular on-site senior construction management meetings.

Evaluation of the performance and effectiveness of the CIP will be undertaken every six-months. The evaluation will be undertaken by the Community Relations Manager and include liaison with other relevant members of the project team, including Roads and Maritime.

Key elements will include examining the adequacy of the CIP and its implementation in achieving the intent of the consultation as evidenced by the:

- Availability, quality and distribution of information about the project to the local community and stakeholders
- Currency and accuracy of the enquiries and complaints management systems
- Nature of issues/complaints raised and level of responsiveness and appropriateness of action taken by the team
- Response timeframes
- Quality of reporting
- Feedback received on such things as the:
 - Value of updates and other public information
 - Responsiveness of the joint venture team

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- Attendance at information sessions or meetings with stakeholders.

Appropriate modifications to the CIP will be made in light of any review. Major modifications to the CIP will be submitted to the Secretary: Department of Planning and Environment for review and approval.

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9. Fortnightly meetings with Roads and Maritime

Fortnightly meetings will be held between Roads and Maritime's Pacific Highway Office Communication and Stakeholder Strategy and Engagement team, the Roads and Maritime Representative (or his representative) and the AFJV community relations team.

Agendas for these meetings will be prepared by the Community Relations Manager. Agenda items will include, but not be limited, to the following:

- Consultation strategies
- Upcoming construction works and communication and consultation tools
- Status of complaints and enquiries
- Media coverage and inquiries
- Website updates
- Arising issues and risks.

These meetings will be held prior to the start of substantial construction and continue until as required by the Roads and Maritime Representative.

10. Working in partnership with Roads and Maritime

The Community Relations Manager will contact the Roads and Maritime Representative immediately in relation to planned or unplanned protests that may arise during the work.

The Community Relations Manager will notify Roads and Maritime's Representative prior to the project team donating any funds for community groups through on-site fundraising. The project team will also provide Roads and Maritime with the opportunity to do a good news story.

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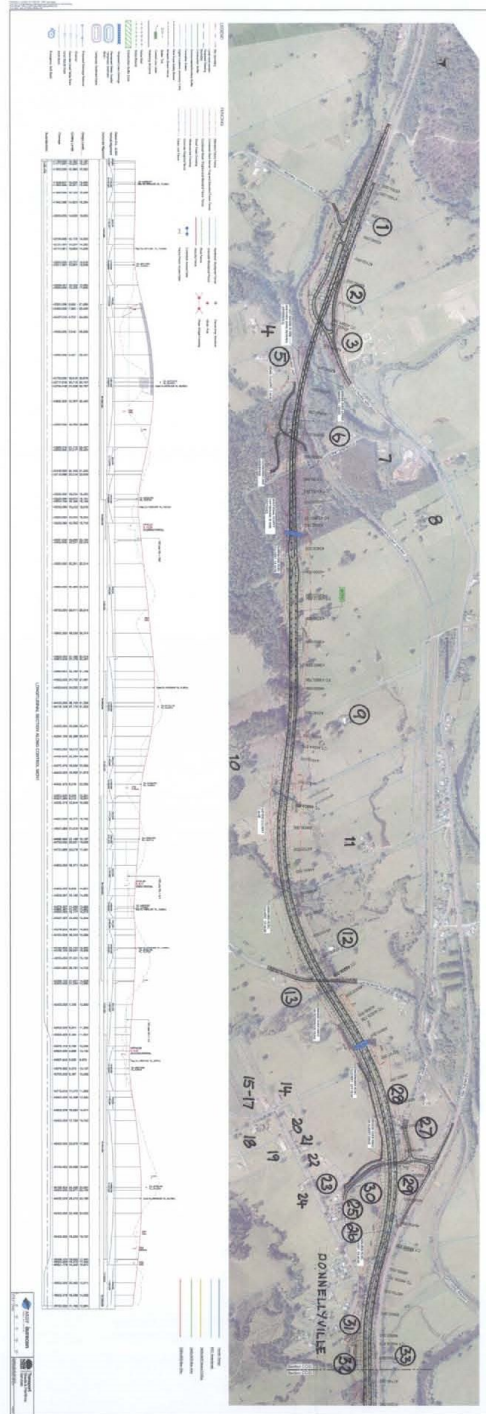
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11. Affected and adjoining landowners

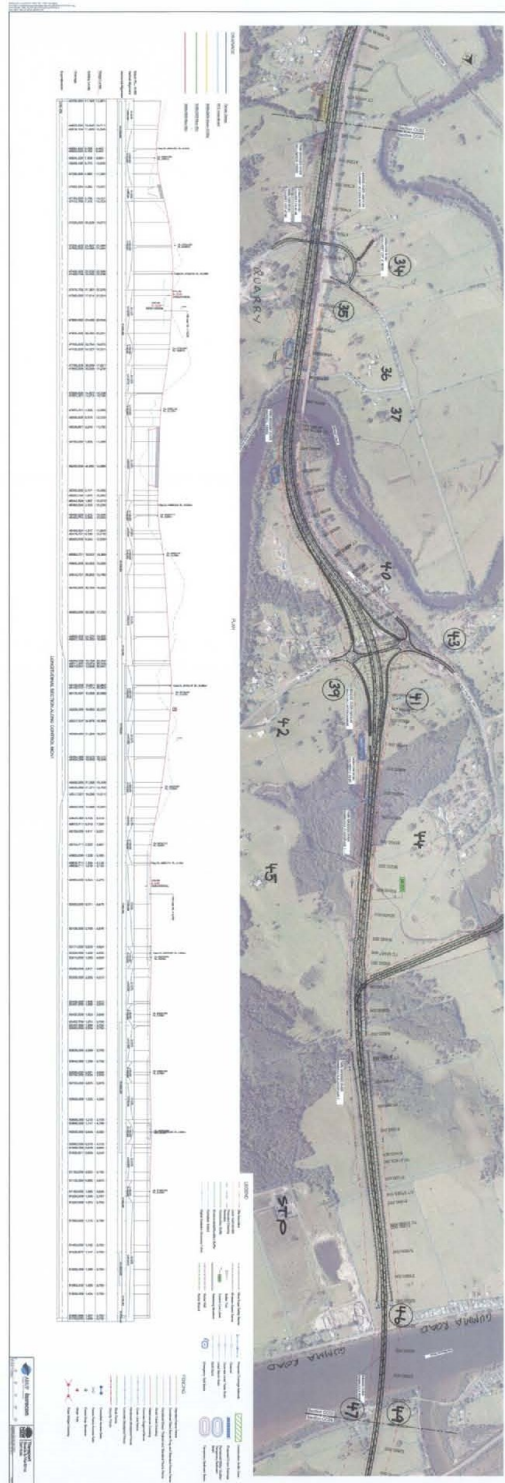
Maps – affected and adjoining landowners

Affected and adjoining landowners



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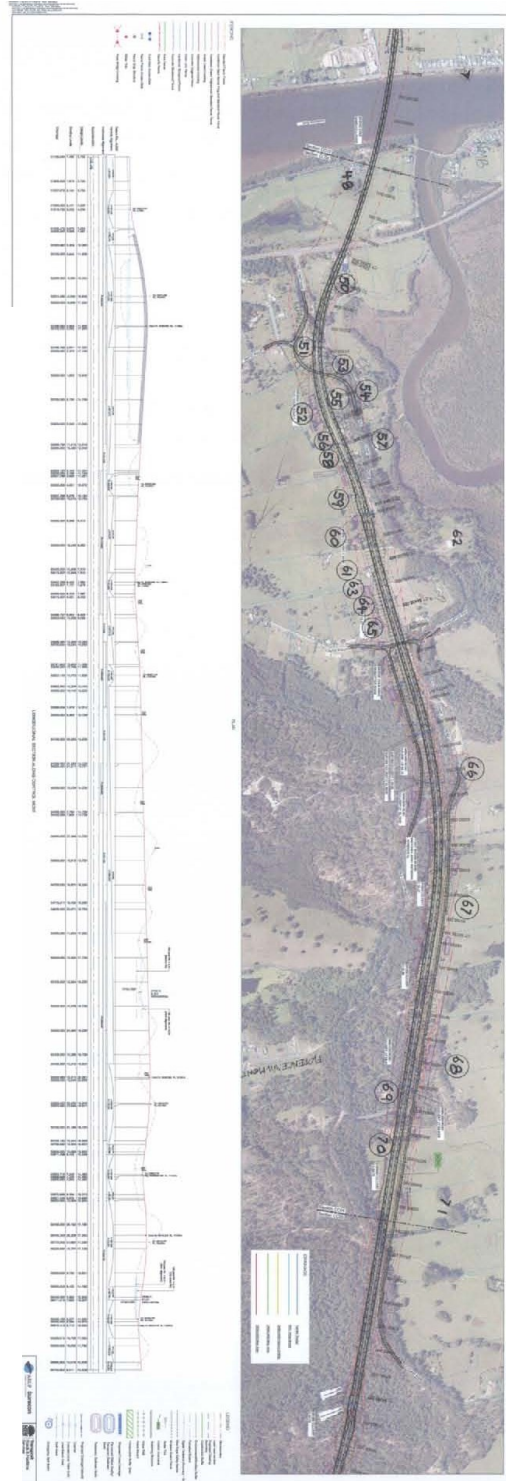
Appendix 1.1.1 Affected and adjoining landowners CC03



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Affected and adjoining landowners

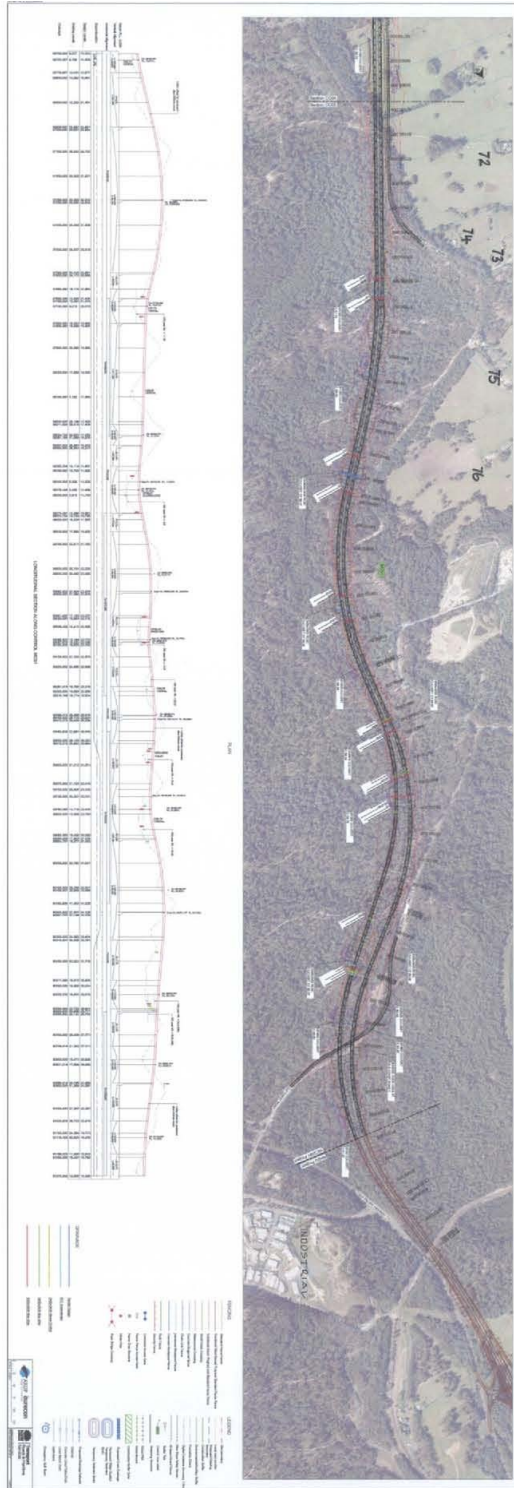




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Affected and adjoining landowners





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Table 11.1 Listing of preliminary affected and adjoining landowners and location in relation to works (corridor, close to corridor, directly impacted, boundary)

WC2NH Stakeholders						
Map ID	Map	Type	Name	Impact	Address	Phone
N/A		Gov	Nambucca Shire Council	N/A	44 Princess St, Macksville NSW 2447	(02) 6568 2555
N/A		Gov	Andrew Stoner - Member for Oxley (State)	N/A		
N/A		Gov	Luke Hartsuyker Member for Cowper (Federal)	N/A		
N/A		Fire	Macksville Fire Brigade	N/A	26 Wallace Street, Macksville NSW 2447	(02) 6568 1561
N/A		Medical	Macksville District Hospital	N/A	Boundary St, Macksville NSW 2447	(02) 6568 0666
N/A		Medical	Bawrunga Aboriginal Medical Service	N/A	37 Cooper St, Macksville NSW 2449	(02) 6568 4755
N/A		School	Macksville High School	N/A	40 Boundary St, Macksville NSW 2447	(02) 6568 1066
N/A		School	Macksville Public School	N/A	35a Wallace St, Macksville NSW 2447	(02) 6568 1800
N/A		School	Macksville Adventist School	N/A	11 Dudley St, Macksville NSW 2447	(02) 6568 2107
N/A		School	Frank Partridge VC Public School	N/A	Centenary Parade, Nambucca Heads NSW 2448	(02) 6568 7100
N/A		School	Nambucca Heads High School	N/A	Centenary Parade, Nambucca Heads NSW 2448	(02) 6568 6777
D	DD-GE-SKT-0010	Village		Close to corridor	Donnellyville - 17 properties (approx.)	
SM-K	DD-GE-SKT-0011	Cul-de-sac		Close to corridor	Kerr Drive	
SM-C	DD-GE-SKT-0011	Cul-de-sac		Close to corridor	Connors Cres	
SM-A	DD-GE-SKT-0011	Cul-de-sac		Close to corridor	Ainsworth Close	
SM-W	DD-GE-SKT-0011	Cul-de-sac		Close to corridor	Wedgewood Drive	
F	DD-GE-SKT-0011	Fire Service	NSW Rural Fire Service - Lower North Coast Zone	Close to corridor	Kelly Close, Macksville NSW 2447	(02) 6568 2536
Q	DD-GE-SKT-0011	Business	Boral Quarry	Close to corridor		
CD	DD-GE-SKT-0011	Depot	Council Depot	Works on boundary	29 Gumma Road, Macksville NSW 2447	
STP	DD-GE-SKT-0011	Water(?)	Sewerage Treatment Plant	Close to corridor		
GRW	DD-GE-SKT-0011	Waterfront		Close to corridor	Gumma Road (West of Corridor)	
GRE	DD-GE-SKT-0011	Waterfront		Close to corridor	Gumma Road (East of Corridor)	
NM-B	DD-GE-SKT-0012	Waterfront		Close to corridor	Bellevue Drive	
NM-L	DD-GE-SKT-0012	Cul-de-sac		DIRECTLY IMPACTED	Letitia Close - 13 properties (approx.)	
NM-M	DD-GE-SKT-0012	Cul-de-sac		DIRECTLY IMPACTED	Mattick Road - 9 properties (approx.)	
NH-F	DD-GE-SKT-0012	Cul-de-sac		Close to corridor	Florence Wilmont Drive, Nambucca Heads	
W	DD-GE-SKT-0013	Waste	Waste and Recycling Depot - Nambucca Shire Council	Close to corridor		
I	DD-GE-SKT-0013	Industrial	Industrial Zone - Nambucca Heads	Close to corridor		
1	DD-GE-SKT-0010	Property		Works on boundary	4201 Pacific Hwy, Congarinni	
2	DD-GE-SKT-0010	Property		Works on boundary	Lot 151 Pacific Hwy, Congarinni	
3	DD-GE-SKT-0010	Property		Works on boundary	4263 Pacific Highway, Congarinni	
4	DD-GE-SKT-0010	Property		Close to corridor	Unknown Cockburns Lane, Warrell Creek	



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5	DD-GE-SKT-0010	Property		Close to corridor	Unknown Cockburns Lane, Warrell Creek
6	DD-GE-SKT-0010	Property		Close to corridor	Unknown Cockburns Lane, Warrell Creek
7	DD-GE-SKT-0010	Property		Close to corridor	Unknown Cockburns Lane, Warrell Creek
8	DD-GE-SKT-0010	Property		Land impacted by corridor	Unknown Old Pacific Highway, Warrell Creek
9	DD-GE-SKT-0010	Property		Land impacted by corridor	4390 Pacific Highway, Warrell Creek
10	DD-GE-SKT-0010	Property		Land impacted by corridor	180 Rosewood Road, Warrell Creek
11	DD-GE-SKT-0010	Property		Land impacted by corridor	4478 Pacific Hwy, Warrell Creek
12	DD-GE-SKT-0010	Property		Land impacted by corridor	46 Rosewood Road, Warrell Creek
13	DD-GE-SKT-0010	Property		Works on boundary	69 Rosewood Road, Warrell Creek
14	DD-GE-SKT-0010	Property		Land impacted by corridor	66 O'Dells Road, Warrell Creek
15	DD-GE-SKT-0010	Property		Close to corridor	70 O'Dells Road, Warrell Creek
16	DD-GE-SKT-0010	Property		Close to corridor	92 O'Dells Road, Warrell Creek
17	DD-GE-SKT-0010	Property		Close to corridor	98 O'Dells Road, Warrell Creek
18	DD-GE-SKT-0010	Property		Close to corridor	57 O'Dells Road, Warrell Creek
19	DD-GE-SKT-0010	Property		Close to corridor	Unknown Henrys Lane, Warrell Creek
20	DD-GE-SKT-0010	Property		Close to corridor	Lot 3 O'Dells Road, Warrell Creek
21	DD-GE-SKT-0010	Property		Land impacted by corridor	46 O'Dells Road, Warrell Creek
22	DD-GE-SKT-0010	Property		Close to corridor	Lot 2 O'Dells Road, Warrell Creek
23	DD-GE-SKT-0010	Property		Close to corridor	Lot 1 O'Dells Road, Warrell Creek
24	DD-GE-SKT-0010	Property		Close to corridor	Lot 81 O'Dells Road, Warrell Creek
25	DD-GE-SKT-0010	Property		Works on boundary	71 Albert Drive, Donnellyville
26	DD-GE-SKT-0010	Property		Works on boundary	63 Albert Drive, Donnellyville
27	DD-GE-SKT-0010	Property		Works on boundary	124 Albert Drive, Warrell Creek
28	DD-GE-SKT-0010	Property		IN CORRIDOR	115 Albert Drive, Warrell Creek
29	DD-GE-SKT-0010	Property		IN CORRIDOR	94 Albert Drive, Donnellyville
30	DD-GE-SKT-0010	Property		Land impacted by corridor	Lot 4 Albert Drive, Donnellyville
31	DD-GE-SKT-0010	Property		Works on boundary	18 Albert Drive, Donnellyville
32	DD-GE-SKT-0010	Property		IN CORRIDOR	Lot 3 Albert Drive, Donnellyville
33	DD-GE-SKT-0011	Property		Close to corridor	4723 Pacific Highway, Donnellyville
34	DD-GE-SKT-0011	Property		Close to corridor	Lot 2/3 Pacific Highway, Way Way
35	DD-GE-SKT-0011	Property		Close to corridor	4 Scotts Head Road, Way Way
36	DD-GE-SKT-0011	Property		Close to corridor	2 Scotts Head Road, Way Way
37	DD-GE-SKT-0011	Property		Close to corridor	Unknown Scotts Head Road, Way Way
38	DD-GE-SKT-0011	Property		IN CORRIDOR	43 Bald Hill Road, Macksville
39	DD-GE-SKT-0011	Property		IN CORRIDOR	38 Bald Hill Road, Macksville
40	DD-GE-SKT-0011	Property		Close to corridor	58 Pacific Highway, Macksville
41	DD-GE-SKT-0011	Property		IN CORRIDOR	41 Bald Hill Road, Macksville
42	DD-GE-SKT-0011	Property		Close to corridor	105 Bald Hill Road, Macksville
43	DD-GE-SKT-0011	Property		Close to corridor	Lot 21 Pacific Highway, Macksville



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44	DD-GE-SKT-0011	Property		Land impacted by corridor	35 Wedgewood Drive, Macksville	
45	DD-GE-SKT-0011	Property		Land impacted by corridor	117 Bald Hill Road, Macksville	
46	DD-GE-SKT-0011	Property		IN CORRIDOR	Lot 92 Guumma Road, Macksville	
47	DD-GE-SKT-0012	Business	Onboard Motor Repairs	IN CORRIDOR	50-70 Nursery Road, North Macksville NSW 2447	6568 1149
48	DD-GE-SKT-0012	Property		IN CORRIDOR	35 Nursery Road, North Macksville	
49	DD-GE-SKT-0012	Property		IN CORRIDOR	47-49 Nursery Road, North Macksville	
50	DD-GE-SKT-0012	Property		IN CORRIDOR	83(?) Pacific Highway, North Macksville	
51	DD-GE-SKT-0012	Property		IN CORRIDOR	10 Letitia Close, North Macksville	
52	DD-GE-SKT-0012	Property		IN CORRIDOR	50 Old Coast Road, North Macksville	
53	DD-GE-SKT-0012	Property		Close to corridor	49 Old Coast Road, North Macksville	
54	DD-GE-SKT-0012	Property		Close to corridor	51 Old Coast Road, North Macksville	
55	DD-GE-SKT-0012	Property		IN CORRIDOR	64 Old Coast Road, North Macksville	
56	DD-GE-SKT-0012	Property		IN CORRIDOR	68 Old Coast Road, North Macksville	
57	DD-GE-SKT-0012	Property		IN CORRIDOR	53 Old Coast Road, North Macksville	
58	DD-GE-SKT-0012	Property		IN CORRIDOR	90 Old Coast Road, North Macksville	
59	DD-GE-SKT-0012	Property		IN CORRIDOR	96 Old Coast Road, North Macksville	
60	DD-GE-SKT-0012	Property		IN CORRIDOR	112 Old Coast Road, North Macksville	
61	DD-GE-SKT-0012	Property		Land impacted by corridor	124 Old Coast Road, North Macksville	
62	DD-GE-SKT-0012	Property		Close to corridor	Lot 2 Old Coast Road, North Macksville	
63	DD-GE-SKT-0012	Property		IN CORRIDOR	138 Old Coast Road, North Macksville	
64	DD-GE-SKT-0012	Property		IN CORRIDOR	2 Mattick Road, North Macksville	
65	DD-GE-SKT-0012	Property		IN CORRIDOR	4 Mattick Road, North Macksville	
66	DD-GE-SKT-0012	Property		Land impacted by corridor	247 Old Coast Road, North Macksville	
67	DD-GE-SKT-0012	Property		Land impacted by corridor	309 Old Coast Road, North Macksville	
68	DD-GE-SKT-0012	Property		Land impacted by corridor	349 Old Coast Road, North Macksville	
69	DD-GE-SKT-0012	Property		IN CORRIDOR	Lot 101 Old Coast Road, North Macksville	
70	DD-GE-SKT-0012	Property		IN CORRIDOR	Lot 102 Old Coast Road, North Macksville	
71	DD-GE-SKT-0012	Property		Close to corridor	Lot 116 Old Coast Road, North Macksville	
72	DD-GE-SKT-0013	Property		Close to corridor	469 Old Coast Road, North Macksville	
73	DD-GE-SKT-0013	Property		Close to corridor	539 Old Coast Road, North Macksville	
74	DD-GE-SKT-0013	Property		Close to corridor	525 Old Coast Road, North Macksville	
75	DD-GE-SKT-0013	Property		Close to corridor	Unknown Old Coast Road, North Macksville	
76	DD-GE-SKT-0013	Property		Close to corridor	Unknown, Unknown	



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12. Consultation material requirements and approval times

Communication needs and approval times are to be discussed with the Community Relations Manager well in advance of any activity which may require community consultation. The Roads and Maritime consultation material approval times in the table below only apply to the approval of consultation materials and do not apply to other review and/or approval processes by Roads and Maritime or agencies.

The construction event communication needs and approval times shown in the table below are to be used as a guide only. The Roads and Maritime consultation material approval times in the table below apply after the text and format of consultation materials have been agreed between the AFJV and the Roads and Maritime Representative.

Table 12 Consultation material approval matrix

Communication	Consultation material requirements	Roads and Maritime consultation material approval times following Roads and Maritime agreement to text and format of materials
Notifications – minor works (Stakeholders must be notified of a construction event before the event starts. No notification, no start)		
Batch plant	<ul style="list-style-type: none"> • Letterbox/email notification to impacted stakeholders • Website update • SMS 	<ul style="list-style-type: none"> • 10 business days before notification date – acceptance of final draft notification by Roads and Maritime Representative for approval • Five business days before commencing work – notify community • Five business days before commencing work – notification



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		provided to Roads and Maritime for uploading to website
Batch plant – out of hours work	<ul style="list-style-type: none"> Letterbox/email notification to impacted stakeholders Website update SMS 	<ul style="list-style-type: none"> 10 business days before notification date – acceptance of final draft notification by Roads and Maritime Representative for approval Notification only required if written agreements to undertake the work are required in accordance with the outcome of the acoustic investigation, works <5dB(A) above background noise levels do not require notification to residents Five business days before commencing work – notify community Five business days before commencing work – notification provided to Roads and Maritime for uploading to website
Blasting –no highway traffic impact	<ul style="list-style-type: none"> Letterbox/email notification to impacted stakeholders Website update SMS Targeted information and liaison 	<ul style="list-style-type: none"> 10 business days before notification date – acceptance of final draft notification by Roads and Maritime Representative for approval Five business days before commencing work – notify community Five business days before commencing work – notification provided to Roads and Maritime for uploading to website
Blasting –highway traffic impact	<ul style="list-style-type: none"> Letterbox/ email notification to impacted stakeholders Website update SMS Electronic message board signs Notification to emergency services and heavy vehicle industry organisations 	<ul style="list-style-type: none"> 10 business days before notification date – acceptance of final draft notification by Roads and Maritime Representative for approval Five business days before commencing work – notify community Five business days before commencing work – notification provided to Roads and Maritime for uploading to website



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<p>Bus stops – relocation/ changes to</p>	<ul style="list-style-type: none"> • Letterbox/email notification to impacted stakeholders • Website update • Signage • SMS 	<ul style="list-style-type: none"> • Before drafting notification get bus company agreement to relocate bus stop • 10 business days before notification date – acceptance of final draft notification by Roads and Maritime Representative for approval • Five business days before commencing work – notify community • Five business days before commencing work – notification provided to Roads and Maritime for uploading to website
<p>Cancellation of works – blasting etc</p>	<ul style="list-style-type: none"> • Letterbox/email notification to impacted stakeholders • Website update • SMS 	<ul style="list-style-type: none"> • 10 business days before notification date – acceptance of final draft notification by Roads and Maritime Representative for approval • Five business days before commencing work – notify community • Five business days before commencing work – notification provided to Roads and Maritime for uploading to website
<p>Drainage works (where resident and/or traffic impacts occur)</p>	<ul style="list-style-type: none"> • Letterbox/email notification to impacted stakeholders • Website update • SMS 	<ul style="list-style-type: none"> • 10 business days before notification date – acceptance of final draft notification by Roads and Maritime Representative for approval • Five business days before commencing work – notify community • Five business days before commencing work – notification provided to Roads and Maritime for uploading to website
<p>Early works – Geotechnical/survey</p>	<ul style="list-style-type: none"> • Letterbox/email notification to impacted stakeholders • Website update • SMS 	<ul style="list-style-type: none"> • 10 business days before notification date – acceptance of final draft notification by Roads and Maritime Representative for approval • Five business days before commencing work – notify



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		<p>community</p> <ul style="list-style-type: none"> • Five business days before commencing work – notification provided to Roads and Maritime for uploading to website
Finishing works	<ul style="list-style-type: none"> • Letterbox/email notification to impacted stakeholders • Website update • SMS 	<ul style="list-style-type: none"> • 10 business days before notification date – acceptance of final draft notification by Roads and Maritime Representative for approval • Five business days before commencing work – notify community • Five business days before commencing work – notification provided to Roads and Maritime for uploading to website
Local businesses – changes to access	<ul style="list-style-type: none"> • Letterbox/email notification to impacted stakeholders • Website update • Signage • SMS 	<ul style="list-style-type: none"> • 10 business days before notification date – acceptance of final draft notification by Roads and Maritime Representative for approval • Five business days before commencing work – notify community • Five business days before commencing work – notification provided to Roads and Maritime for uploading to website
Christmas and Easter closedowns and long weekends	<ul style="list-style-type: none"> • Letterbox/email notification to impacted stakeholders • Website update • VMS signage • SMS 	<ul style="list-style-type: none"> • 10 business days before notification date – acceptance of final draft notification by Roads and Maritime Representative for approval • Five business days before commencing work – notify community • Five business days before commencing work – notification provided to Roads and Maritime for uploading to website
Noise walls – construction	<ul style="list-style-type: none"> • Letterbox/email notification to impacted stakeholders 	<ul style="list-style-type: none"> • 10 business days before notification date – acceptance of final draft notification by Roads and Maritime Representative for approval



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	<ul style="list-style-type: none"> • Website update • SMS 	<ul style="list-style-type: none"> • Five business days before commencing work – notify community • Five business days before commencing work – notification provided to Roads and Maritime for uploading to website
Noisy work	<ul style="list-style-type: none"> • Letterbox/email notification to impacted stakeholders • Website update • SMS 	<ul style="list-style-type: none"> • 10 business days before notification date – acceptance of final draft notification by Roads and Maritime Representative for approval • Five business days before commencing work – notify community • Five business days before commencing work – notification provided to Roads and Maritime for uploading to website
Out of hours works - highway traffic impact	<ul style="list-style-type: none"> • Letterbox/email notification to impacted stakeholders • Website update • VMS signage • SMS 	<ul style="list-style-type: none"> • 10 business days before notification date – acceptance of final draft notification by Roads and Maritime Representative for approval • Apart from general notification written agreements to undertake the work are required in accordance with the outcome of the acoustic investigation, works <5dB(A) above background noise levels do not require notification to residents) • Five business days before commencing work – notify community • Five business days before commencing work – notification provided to Roads and Maritime for uploading to website
Out of hours works - local traffic impact	<ul style="list-style-type: none"> • Letterbox email notification to impacted stakeholders • Website update • VMS signage 	<ul style="list-style-type: none"> • 10 business days before notification date – acceptance of final draft notification by Roads and Maritime Representative for approval • Apart from general notification written agreements to



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	<ul style="list-style-type: none"> SMS 	<p>undertake the work are required in accordance with the outcome of the acoustic investigation, works <5dB(A) above background noise levels do not require notification to residents)</p> <ul style="list-style-type: none"> Five business days before commencing work – notify community Five business days before commencing work – notification provided to Roads and Maritime for uploading to website
Out of hours works - no traffic impact	<ul style="list-style-type: none"> Letterbox/email notification to impacted stakeholders Website update SMS 	<ul style="list-style-type: none"> 10 business days before notification date – acceptance of final draft notification by Roads and Maritime Representative for approval Apart from general notification written agreements to undertake the work are required in accordance with the outcome of the acoustic investigation, works <5dB(A) above background noise levels do not require notification to residents) Five business days before commencing work – notify community Five business days before commencing work – notification provided to Roads and Maritime for uploading to website
Oversized loads requiring road/lane closures	<ul style="list-style-type: none"> Letterbox/ email notification to impacted stakeholders Website update SMS 	<ul style="list-style-type: none"> 10 business days before notification date – acceptance of final draft notification by Roads and Maritime Representative for approval Five business days before commencing work – notify community Five business days before commencing work – notification provided to Roads and Maritime for uploading to website



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<p>Parking restrictions</p>	<ul style="list-style-type: none"> Letterbox/email notification to impacted stakeholders Website update SMS 	<ul style="list-style-type: none"> 10 business days before notification date – acceptance of final draft notification by Roads and Maritime Representative for approval Five business days before commencing work – notify community Five business days before commencing work – notification provided to Roads and Maritime for uploading to website
<p>Pre-construction property surveys</p>	<ul style="list-style-type: none"> Letterbox/email notification to impacted stakeholders 	<ul style="list-style-type: none"> 10 business days before notification date – acceptance of final draft notification by Roads and Maritime Representative for approval Five business days before commencing work – notify stakeholder
		<ul style="list-style-type: none"> Roads and Maritime
<p>Private property - access</p>	<p>Property owner/tenants approval needed</p>	<ul style="list-style-type: none"> As required
<p>Traffic updates</p>	<ul style="list-style-type: none"> Letterbox/email notification to impacted stakeholders Website update SMS 	<ul style="list-style-type: none"> Advise Roads and Maritime Representative on Thursday of each week
<p>Rail corridor - work requiring track possession</p>	<p>Not required –arranged by ARTC</p> <p>When dates are known impacted stakeholders to be notified.</p>	<ul style="list-style-type: none"> Obtain ARTC concurrence to proposed activity Work within the rail corridor needs to coincide with existing track possession dates. Future track possession dates need to be organised many months in advance



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Rail corridor - work not requiring track possession	As required.	<ul style="list-style-type: none"> • Obtain ARTC concurrence to proposed activity
Services relocation	<ul style="list-style-type: none"> • Letterbox/email notification to impacted stakeholders • Website update • SMS 	<ul style="list-style-type: none"> • Before drafting notification get utility authority concurrence to proposed activity • 10 business days before notification date – acceptance of final draft notification by Roads and Maritime Representative for approval • Notification only required if written agreements to undertake the work are required in accordance with the outcome of the acoustic investigation, works <5dB(A) above background noise levels do not require notification to residents) • Five business days before commencing work – notify community • Five business days before commencing work – notification provided to Roads and Maritime for uploading to website
Site compound establishment	<ul style="list-style-type: none"> • Letterbox/email notification to impacted stakeholders • Website update • SMS 	<ul style="list-style-type: none"> • Three months before - undertake discussions with the Roads and Maritime Representative, including a Major Consistency Review process and consultation with the local community. • 10 business days before notification date – acceptance of final draft notification by Roads and Maritime Representative for approval • Five business days before commencing work – notify community • Five business days before commencing work – notification provided to Roads and Maritime for uploading to website



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Stockpiling of materials	<ul style="list-style-type: none"> • Letterbox/email notification to impacted stakeholders • Website update • SMS 	<ul style="list-style-type: none"> • Three months before - undertake discussions with the Roads and Maritime Representative and obtain property owners approval • 10 business days before notification date – acceptance of final draft notification by Roads and Maritime Representative for approval • Five business days before commencing work – notify community • Five business days before commencing work – notification provided to Roads and Maritime for uploading to website
Structure construction (due to significance of structure)	<ul style="list-style-type: none"> • Letterbox/email notification to impacted stakeholders • Website update • SMS 	<ul style="list-style-type: none"> • 10 business days before notification date – acceptance of final draft notification by Roads and Maritime Representative for approval • Five business days before commencing work – notify community • Five business days before commencing work – notification provided to Roads and Maritime for uploading to website
Tree and vegetation clearing	<ul style="list-style-type: none"> • Letterbox/email notification to impacted stakeholders • Website update • SMS 	<ul style="list-style-type: none"> • 10 business days before notification date – acceptance of final draft notification by Roads and Maritime Representative for approval • Five business days before commencing work – notify community • Five business days before commencing work – notification provided to Roads and Maritime for uploading to website
Vibration - work involving rock blasting,	<ul style="list-style-type: none"> • Letterbox/email notification to impacted stakeholders • Website update 	<ul style="list-style-type: none"> • 10 business days before notification date – acceptance of final draft notification by Roads and Maritime Representative for approval



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<p>Piling and pile driving</p>	<ul style="list-style-type: none"> • SMS 	<ul style="list-style-type: none"> • Five business days before commencing work – notify community • Five business days before commencing work – notification provided to Roads and Maritime for uploading to website
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<p>Community Events – project milestones</p>		
<p>Start of construction</p>	<ul style="list-style-type: none"> • Advertising • Letterbox/email newsletter to impacted stakeholders • Website update • VMS signage • SMS • Event as required 	<ul style="list-style-type: none"> • Ongoing discussions must be held with the Roads and Maritime Representative regarding dates commencing at least 3 months prior to the anticipated occurrence of the event for major milestone • The contractor must give Roads and Maritime at least 8 weeks’ written notice of the date of commencement of construction and at least 8 weeks written notice of the date of opening of the works or any stage of the works and local road works to traffic • The contractor must provide draft updates to the Roads and Maritime Representative for approval not less than 8 weeks prior to the proposed print date • The contractor must submit suitable advertisements and media releases to the Roads and Maritime Representative no less than 21 business days prior to the publication broadcast date • Mailbox drops must occur 5 business days prior to



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		<p>the proposed construction activity</p> <ul style="list-style-type: none"> The contractor must submit all proposed website copy to the Roads and Maritime Representative at least 5 business days prior to the contractors planned date for Roads and Maritime to upload the material
<p>Major milestones</p>	<ul style="list-style-type: none"> Advertising Letterbox/email newsletter to impacted stakeholders Website update VMS signage SMS Event as required 	<ul style="list-style-type: none"> Ongoing discussions must be held with the Roads and Maritime Representative regarding dates commencing at least 3 months prior to the anticipated occurrence of the event for major milestone The contractor must give Roads and Maritime at least 8 weeks written notice of the date of commencement of construction and at least 8 weeks written notice of the date of opening of the works or any stage of the works and local road works to traffic The contractor must provide draft updates to the Roads and Maritime Representative for approval not less than 8 weeks prior to the proposed print date. The contractor must submit suitable advertisements and media releases to the Roads and Maritime Representative no less than 21 business days prior to the publication broadcast date Mailbox drops must occur 5 business days prior to the proposed construction activity The contractor must submit all proposed website copy to the Roads and Maritime Representative at least 5 business days prior to the contractors planned date for Roads and Maritime to upload the material



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<p>Traffic switches and permanent road closures</p>	<ul style="list-style-type: none"> • Advertising • Letterbox/email newsletter to impacted stakeholders • Website update • VMS signage • SMS • Event as required 	<ul style="list-style-type: none"> • Ongoing discussions must be held with the Roads and Maritime Representative regarding dates commencing at least 3 months prior to the anticipated occurrence of the event for major milestone • The contractor must give Roads and Maritime at least 8 weeks written notice of the date of commencement of construction and at least 8 weeks written notice of the date of opening of the works or any stage of the works and local road works to traffic • The contractor must provide draft updates to the Roads and Maritime Representative for approval not less than 8 weeks prior to the proposed print date. • The contractor must submit suitable advertisements and media releases to The Roads and Maritime Representative no less than 21 Business days prior to the publication broadcast date • Mailbox drops must occur 5 business days prior to the proposed construction activity • The contractor must submit all proposed website copy to the Roads and Maritime Representative at least 5 business days prior to the contractors planned date for Roads and Maritime to upload the material
<p>Stage openings</p>	<ul style="list-style-type: none"> • Advertising • Letterbox/email newsletter to impacted stakeholders • Website update • VMS signage • SMS 	<ul style="list-style-type: none"> • Ongoing discussions must be held with the Roads and Maritime Representative regarding dates commencing at least 3 months prior to the anticipated occurrence of the event for major milestone • The contractor must give Roads and Maritime at least 8 weeks written notice of the date of



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	<ul style="list-style-type: none"> • Event as required 	<p>commencement of construction and at least 8 weeks written notice of the date of opening of the works or any stage of the works and local road works to traffic</p> <ul style="list-style-type: none"> • The contractor must provide draft updates to the Roads and Maritime Representative for approval not less than 8 weeks prior to the proposed print date. • The contractor must submit suitable advertisements and media releases to the Roads and Maritime Representative no less than 21 Business days prior to the publication broadcast date • Mailbox drops must occur 5 business days prior to the proposed construction activity • The contractor must submit all proposed website copy to Roads and Maritime Representative at least 5 business days prior to the contractors planned date for Roads and Maritime to upload the material
Community display centre (main site compound)	<ul style="list-style-type: none"> • Display materials 	<ul style="list-style-type: none"> • Contractor must establish a community display centre for the period from eight weeks after the date of the deed until eight weeks after the date of Construction Completion. • The contractor must provide all required text and images to the Roads and Maritime Representative at least 8 weeks prior to proposed use of the material • Project display must be updated monthly and when key project milestones are reached.
Temporary community display centre	<ul style="list-style-type: none"> • Display materials 	<ul style="list-style-type: none"> • Contractor may establish a temporary display centre for the period from eight weeks after the date of the



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		deed until the commencement of construction
Quarterly Project Updates	<ul style="list-style-type: none"> • Letterbox/email notification to impacted stakeholders • Website update • SMS • Advertising • Notification Website 	<ul style="list-style-type: none"> • The contractor must provide input to the Roads and Maritime managed quarterly project updates from the date of commencement of construction of the project works until the date of construction completion
Community information sessions	<ul style="list-style-type: none"> • Letterbox/email notification to impacted stakeholders • Website update • SMS • Advertising • Website 	<ul style="list-style-type: none"> • The contractor must submit suitable advertisements to the Roads and Maritime Representative no less than 21 Business days prior to the publication broadcast date • A community information session must be held at least every six months for the period from 12 weeks after the date of deed until eight weeks after the date of construction completion. • The information sessions must be held between the hours of 4pm and 7pm Monday to Friday or between the hours 10am to 1pm on Saturday, or at times agreed by all parties.
	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Roads and Maritime
Public displays	<ul style="list-style-type: none"> • Letterbox/email notification to impacted stakeholders • Website update • SMS • Advertising 	<ul style="list-style-type: none"> • The contractor must establish limited duration public displays in public locations, as requested by Roads and Maritime. • The displays can be held when significant milestones are achieved and if significant changes occur in the



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	<ul style="list-style-type: none"> • Notification • Website 	design or construction of the project or temporary works or any aspect of the contractors work.
Design development	<ul style="list-style-type: none"> • Letterbox/email notification to impacted stakeholders • Website update • SMS • Advertising • Notification 	<ul style="list-style-type: none"> • The contractor must consult with the community on any design development that differs from that of the design in environmental documents • The contractor must provide a draft copy of consultation material to the Roads and Maritime Representative for approval not less than eight weeks prior to the proposed print date.
Traffic conditions	<ul style="list-style-type: none"> • Advertising • ASMS • email 	<ul style="list-style-type: none"> • The contractor must provide information on forecasted traffic conditions to the Roads and Maritime Representative to facilitate preparation of traffic alerts for major traffic changes or disruptions • The contractor must submit all proposed material to the Roads and Maritime Representative for approval at least five business days prior to the planned distribution of the notification.
Community representations	<ul style="list-style-type: none"> • Acknowledgement of and response to representations 	<ul style="list-style-type: none"> • The contractor must acknowledge all written representations within five business days of receipt • The contractor must respond to representations within 10 business days of receipt if the complaint or enquiry has not been resolved by the initial response.
Project documentation	<ul style="list-style-type: none"> • Monthly reports, photographs and other required documentation 	<ul style="list-style-type: none"> • The contractor must provide the Roads and Maritime Representative with monthly reports, photographs and other documentation of the contractor works,



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		the project works and the temporary works.
Media/community events	<ul style="list-style-type: none"> Materials for events 	<ul style="list-style-type: none"> Ongoing discussions must be held with the Roads and Maritime Representative regarding dates commencing at least 3 months prior to the anticipated occurrence of the event for major milestone/ traffic switches and the opening of any stage of the works and local road works to traffic The contractor must give Roads and Maritime at least 8 weeks written notice of the date of commencement of construction and at least 8 weeks written notice of the date of opening of the works or any stage of the works and local road works to traffic.
Promotional displays (field days, local shows etc)	<ul style="list-style-type: none"> Promotional display materials 	<ul style="list-style-type: none"> The contractor must participate with Roads and Maritime in promotional displays associated with key local shows and exhibitions as required by Roads and Maritime Representative.

Communication tools		
Advertising	<ul style="list-style-type: none"> Advertisements 	<ul style="list-style-type: none"> Advertisements must be placed in newspapers and on the radio, as per SWTC Section 8.5 before any detour, disruption or changes occur The contractor must submit suitable advertisements and media releases to the Roads and Maritime Representative as per SWTC Section 8.5 prior to



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		the publication broadcast date.
Construction activity advertisements	<ul style="list-style-type: none"> Advertisements 	<ul style="list-style-type: none"> Draft advertisements including text and line drawings must be provided to the Roads and Maritime Representative for approval a minimum of 15 business days prior to the proposed newspaper copy deadline Advertisements must be placed in local newspapers and on the radio as appropriate at least 7 days before any detour, disruption or changes commence.
Leaflets for distribution	<ul style="list-style-type: none"> Leaflets 	<ul style="list-style-type: none"> Mailbox drops must occur 5 business days prior to the proposed construction activity All proposed leaflets must be submitted to the Roads and Maritime Representative for approval a minimum of 10 business days prior to the proposed print date. Leaflets must be distributed within a 750 metre radius of the construction site, community members on the contact database and other stakeholders assessed by the Roads and Maritime Representative as potentially affected by the activities described in the leaflet.
Website	<ul style="list-style-type: none"> Website materials 	<ul style="list-style-type: none"> The contractor must provide to the Roads and Maritime Representative updated material for the website as new information becomes available or a minimum monthly The contractor must submit all proposed website copy to the Roads and Maritime Representative at least 5 business days prior to the contractors planned date



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		for Roads and Maritime to upload the material.
Staff training	<ul style="list-style-type: none"> • Site inductions • Toolbox sessions 	<ul style="list-style-type: none"> • All the contractors personnel involved in the contractors work must be: <ul style="list-style-type: none"> • Trained on how to respond to community enquiries • Aware of and abide by the requirements for the release of information in section 8.1 of the scope of works and technical criteria • Advised on the identity of the community within which they are working.



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13. Crisis communication plan

A crisis communication plan has been developed for an external communications protocol for a major incident in alignment with the AFJV Emergency Response Plan and the Pollution Incident Response Management Plan.

The plan is set out in the table below.

Action	Timeframe
1. Incident occurs (refer to CEMP, PIRMP, Emergency Response Plan for definition of incident)	
2. AFJV Community Relations Manager contacts Roads and Maritime Pacific Highway site-based Project Officer immediately. Phone numbers of key on-site/senior AFJV staff also to be provided.	Immediate
3. Roads and Maritime site-base Project Officer to discuss issue with Roads and Maritime Communications and Strategy Engagement Manager and other Roads and Maritime senior staff.	Immediate
4. Communications and Strategy Engagement Manager contacts Roads and Maritime's Media Unit with verbal advice.	Within 2 to 6 hours
5. Holding statement prepared by Communications and Strategy	Immediate



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Engagement Manager in conjunction with media unit.	
6. Holding statement sent to contractor, via the Community Relations Manager, for concurrence.	Immediate
7. Communications and Strategy Engagement Manager sends holding statement to senior Roads and Maritime staff for approval.	Immediate
8. Communications and Strategy Engagement Manager to receive regular telephone updates on the issue from the Community Relations Manager.	Every 2 hours
9. Updates sent to media unit by Communications and Strategy Engagement Manager.	Ongoing during the incident

All communications regarding the incident should, in the first instance, be undertaken by the contractor Community Relations Manager, the Roads and Maritime site-based Project officer and the Pacific Highway Communications and Strategy Engagement Manager.

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