

# WOOLGOOLGA TO BALLINA

## Communications and Stakeholder Engagement Strategy

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Confidentiality:

DOCUMENT CONTROL

Objective References

Objective ID		Objective File ID	
Objective Document Location			

Version History

Version	Author	Date	Details
0.1			
0.2			
1.0			1 <sup>st</sup> approved release
2.0		08/05/15	Department of Environment and Planning- reviewed.
3.0		08/05/15	Department of Environment and Planning- rev 2
4.0		12/05/15	Department of Environment and Planning- rev 3

Distribution and Approval

For Approval:			
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## 1. BACKGROUND

### 1.1. Overview

An upgraded Pacific Highway must meet the needs of the travelling public and enable transport efficiencies, while also ensuring ecological sustainability and connecting the growing coastal communities along the highway.

The Woolgoolga to Ballina upgrade (Project) involves an upgrade of 155 kilometres to a four lane dual carriageway, and is one of the largest single highway upgrade projects ever undertaken in Australia.

The Australian and NSW governments have a shared commitment to completing the Pacific Highway duplication by 2020.

The project has been approved by the NSW and Australian governments. When complete, the 155 kilometre project will:

- Reduce overall length from 180 kilometres to 167 kilometres, saving about 13 kilometres in travel distance
- Allow for a higher posted speed limit of up to 110 km/h
- Reduce travel time from 130 minutes to about 105 minutes, saving 25 minutes
- Reduce crash rates by an expected 27 per cent due to divided carriageways
- Improve travel reliability through better flood immunity, fewer incidents and more readily available alternative routes.

### 1.2. Project location

The project starts about six kilometres north of Woolgoolga (north of Coffs Harbour) and ends about six kilometres south of Ballina.

The project is located across four (4) local government areas (LGAs), NSW electorates of Coffs Harbour, Clarence and Richmond, and Federal Page and Cowper electorates.

Key features of the upgrade include:

- Duplication of 155 kilometres of the Pacific Highway to a motorway standard (Class M) or arterial road (Class A), with two lanes in each direction and room to add a third lane if required in the future
- Split-level (grade-separated) interchanges at Range Road, Glenugie, Tyndale, Maclean, Yamba / Harwood, Woombah (Iluka Road), Woodburn, Broadwater and Wardell
- Bypasses of South Grafton, Ulmarra, Woodburn, Broadwater and Wardell
- About 40 bridges over rivers, creeks and floodplains, including major bridges crossing the Clarence and Richmond rivers
- Bridges over and under the highway to maintain access to local roads that cross the highway
- Access roads to maintain connections to existing local roads and properties
- Structures designed to encourage animals over and under the upgraded highway where it crosses key animal habitat or wildlife corridors
- Rest areas located at about 50 kilometre intervals at Pine Brush (Tyndale), north of Mororo Road and north of the Richmond River
- A heavy vehicle checking station near Halfway Creek and north of the Richmond River.

A map of project location is available in Appendix A.

### 1.3. Conditions of approval

Table 1.1 outlines the Conditions of Approval and where they are addressed in this document.

**Table 1-1 Conditions of Approval**

<b>Community and information reporting</b>	
<p><b>C1</b> Prior to the commencement of construction or as otherwise agreed by the Secretary, the Applicant shall prepare and implement a Community Communication Strategy to the satisfaction of the Secretary.</p> <p>The Strategy shall provide mechanisms to facilitate communication between the Applicant (and its contractor(s)), the Environmental Representative (see condition D22), the relevant council and community stakeholders (particularly adjoining landowners) on the construction environmental management of the SSI. The Strategy shall include, but not be limited to:</p>	<p><b>This document</b></p>
<p>(a) identification of stakeholders to be consulted as part of the Strategy, including affected and adjoining landowners</p>	<p><b>Section 3 – stakeholder analysis</b> Table 3.1 Number of identified stakeholders by project section Table 3.3 Stakeholder identification and analysis</p>
<p>(b) procedures and mechanisms for the regular distribution of information to community stakeholders on construction progress and matters associated with environmental management</p>	<p><b>Section 3 – stakeholder analysis</b> Table 3.3 stakeholder identification and analysis <b>Section 5 Approach</b> Section 5.1 activities to provide information – project notifications Section 5.2 Activities to provide information and opportunity for input Table 5-1. Overview of Project Consultation Activities <b>Section 6 Overarching communication action plan</b> Table 6-1 Overarching Woolgoolga to Ballina communication action plan</p>
<p>(c) the formation of community-based focus groups for key environmental management issues for the SSI. The Strategy shall provide detail on the structure, scope, objectives and frequency of the community-based focus groups</p>	<p><b>Section 5 Approach</b> <b>Table 5-1 Overview of project consultation activities</b> Section 5.2.5 Community focus groups <b>Section 6 Overarching communication action plan</b> Table 6.1 Overarching Woolgoolga to Ballina communication action – Community contacts database Consultation Manager</p>
<p>(d) procedures and mechanisms through which the community stakeholders can discuss or provide feedback to the Applicant and/or Environmental Representative in relation to the environmental management and delivery of the SSI</p>	<p><b>Section 5 Approach</b> Section 5.2.5 Community focus groups Section 5.2 Activities to provide information and opportunity for input <b>Section 7 –complaint management system</b> Escalating complaints</p>
<p>(e) procedures and mechanisms through which the Applicant can respond to enquiries or feedback from the community stakeholders in</p>	<p><b>Section 5 Approach</b> Section 5.1 activities to provide information – project notifications</p>

relation to the environmental management and delivery of the SSI	Section 5.2 Activities to provide information and opportunity for input Table 5.1 Overview of Project Consultation Activities <b>Section 6 Overarching communication action plan</b> Table 6.1 Overarching Woolgoolga to Ballina communication action plan
(f) procedures and mechanisms that would be implemented to resolve issues/ disputes that may arise between parties on the matters relating to environmental management and the delivery of the SSI. This may include the use of an appropriately qualified and experienced independent mediator.	<b>Section 7 Complaints management system</b>
Issues that shall be addressed through the community Communication strategy include but are not limited to:  (i) Traffic management (including property access, pedestrian access); (ii) Heritage matters; (iii) Landscaping and urban design matters; (iv) Construction staging, hours and activities; (v) Noise and vibration mitigation and management ; (vi) Air quality and dust; (vii) Water quality, hydrology and flooding matters; and (viii) Biodiversity matters	<b>Section 3 Stakeholder analysis</b> Table 3.3 stakeholder identification and analysis <b>Section 4 Key messages</b> <b>Section 5 Approach</b> Table 5.1 Overview of project consultation activities <b>Section 6 Overarching communication action plan</b> Table 6-1 Overarching Woolgoolga to Ballina communication action plan
The Applicant shall maintain and implement the Strategy throughout construction of the SSI.	
<b>Complaints and enquiries procedure</b>	
<b>C2.</b> Prior to the commencement of pre-construction and construction, or as otherwise agreed by the Secretary, the Applicant shall ensure that the following are available for community enquiries and complaints for the duration of construction:	
(a) a 24 hour telephone number(s) on which complaints and enquiries about the SSI may be registered;	<b>Section 6 Overarching communication action plan</b> Table 6.1 Overarching Woolgoolga to Ballina communication action plan – Maintain project information line and email address <b>Section 7 Complaints Management System</b>
(b) a postal address to which written complaints and enquires may be sent;	<b>Section 7 Complaints Management System</b>
(c) an email address to which electronic complaints and enquiries may be transmitted; and	<b>Section 6 Overarching communication action plan</b> Table 6.1 Overarching Woolgoolga to Ballina communication action plan – Maintain project information line and email address <b>Section 7 Complaints Management System</b>
(d) a mediation system for complaints unable to be resolved.	<b>Section 7 Complaints Management System</b>
The telephone number, the postal address and the email address shall be published in newspaper(s) circulating in the local area prior to the commencement of construction and prior	<b>Section 6 Overarching communication action plan</b> Table 6.1 Overarching Woolgoolga to Ballina communication action – Advertisement

<p>to the commencement of operation. This information shall also be provided on the website (or dedicated pages) required by this approval.</p>	
<p><b>C3.</b> Prior to the commencement of pre-construction and construction, or as otherwise agreed by the Secretary, the Applicant shall prepare and implement a Construction Complaints Management System consistent with AS 4269: Complaints Handling and maintain the System for the duration of construction and up to 12 months following completion of the SSI.</p> <p>Information on all complaints received, including the means by which they were addressed and whether resolution was reached, with or without mediation, shall be maintained in a complaints register and included in the construction compliance reports required by this approval. The information contained within the System shall be made available to the Secretary on request.</p>	<p><b>Section 6 Overarching communication action plan</b> Table 6-1 Overarching Woolgoolga to Ballina communication action – Community contacts database Consultation Manager</p> <p><b>Section 7 Complaints Management System</b> <a href="http://www.rms.nsw.gov.au/projects/northern-nsw/coffs-harbour-ballina/woolgoolga-ballina/index.html">http://www.rms.nsw.gov.au/projects/northern-nsw/coffs-harbour-ballina/woolgoolga-ballina/index.html</a></p>
<b>Provision of electronic information</b>	
<p><b>C4.</b> Prior to the commencement of pre-construction and construction, or as otherwise agreed by the Secretary, the Applicant shall establish and maintain a new website, or dedicated pages within an existing website, for the provision of electronic information associated with the SSI, for the duration of construction and for 12 months following completion of the SSI. The Applicant shall, subject to confidentiality, publish and maintain up-to-date information on the website or dedicated pages including, but not necessarily limited to:</p>	<p><a href="http://www.rms.nsw.gov.au/w2b">www.rms.nsw.gov.au/w2b</a></p>
<p>(a) information on the current implementation status of the SSI;</p>	<p><b>Section 6 Overarching communication action plan</b> Table 6-1 Overarching Woolgoolga to Ballina communication action plan: Update and maintain web page <a href="http://www.rms.nsw.gov.au/w2b">www.rms.nsw.gov.au/w2b</a></p>
<p>(b) a copy of the documents listed in condition A2, and any documentation supporting modifications to this approval that may be granted from time to time;</p>	<p><b>Section 6 Overarching communication action plan</b> Table 6-1 Overarching Woolgoolga to Ballina communication action plan: Update and maintain web page <a href="http://www.rms.nsw.gov.au/projects/northern-nsw/coffs-harbour-ballina/woolgoolga-ballina/project-documents.html">http://www.rms.nsw.gov.au/projects/northern-nsw/coffs-harbour-ballina/woolgoolga-ballina/project-documents.html</a></p>
<p>(c) a copy of this approval and any future modification to this approval;</p>	<p><b>Section 6 Overarching communication action plan</b> Table 6-1 Overarching Woolgoolga to Ballina communication action plan: Update and maintain web page <a href="http://www.rms.nsw.gov.au/projects/northern-nsw/coffs-harbour-ballina/woolgoolga-ballina/about-this-project.html">http://www.rms.nsw.gov.au/projects/northern-nsw/coffs-harbour-ballina/woolgoolga-ballina/about-this-project.html</a></p>



	<a href="http://www.rms.nsw.gov.au/projects/northern-nsw/coffs-harbour-ballina/woolgoolga-ballina/project-documents.html">http://www.rms.nsw.gov.au/projects/northern-nsw/coffs-harbour-ballina/woolgoolga-ballina/project-documents.html</a>
(d) a copy of each relevant environmental approval, licence or permit required and obtained in relation to the SSI;	<p><b>Section 6 Overarching communication action plan</b></p> <p>Table 6-1 Overarching Woolgoolga to Ballina communication action plan:</p> <p>Update and maintain web page</p> <p><a href="http://www.rms.nsw.gov.au/projects/northern-nsw/coffs-harbour-ballina/woolgoolga-ballina/project-documents.html">http://www.rms.nsw.gov.au/projects/northern-nsw/coffs-harbour-ballina/woolgoolga-ballina/project-documents.html</a></p>
(e) a copy of each current strategy, plan, program or other document required under this approval;	<p><b>Section 6 Overarching communication action plan</b></p> <p>Table 6-1 Overarching Woolgoolga to Ballina communication action plan:</p> <p>Update and maintain web page</p> <p><a href="http://www.rms.nsw.gov.au/projects/northern-nsw/coffs-harbour-ballina/woolgoolga-ballina/project-documents.html">http://www.rms.nsw.gov.au/projects/northern-nsw/coffs-harbour-ballina/woolgoolga-ballina/project-documents.html</a></p>
(f) the outcomes of compliance tracking in accordance with condition D27 of this approval; and	<p><b>Section 6 Overarching communication action plan</b></p> <p>Table 6-1 Overarching Woolgoolga to Ballina communication action plan:</p> <p>Update and maintain web page</p> <p><a href="http://www.rms.nsw.gov.au/w2b">www.rms.nsw.gov.au/w2b</a></p>
(g) details of contact point(s) to which community complaints and enquiries may be directed, including a telephone number, a postal address and an email address.	<p><b>Section 6 Overarching communication action plan</b></p> <p>Table 6-1 Overarching Woolgoolga to Ballina communication action plan:</p> <p>Maintain project information line and email address</p> <p>Update and maintain web page</p> <p><b>Section 7 Complaints Management System</b></p> <p><a href="http://www.rms.nsw.gov.au/projects/northern-nsw/coffs-harbour-ballina/woolgoolga-ballina/index.html">http://www.rms.nsw.gov.au/projects/northern-nsw/coffs-harbour-ballina/woolgoolga-ballina/index.html</a></p>

Figure 1-1 Project milestones

# Master Delivery Plan

Activity	2014				2015				2016				2017				2018				2019				2020			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Preconstruction Activities</b>																												
Project approval																												
Land Acquisitions																												
Site investigation & management plans																												
Compensatory habitat																												
<b>Enabling works</b>																												
Public utility relocations																												
Stage 2 Pimlico to Teven																												
Soft soil treatments																												
<b>Main Construction</b>																												
Sections 1 & 2																												
Procure Delivery Partner																												
Other sections																												
Fully open to traffic																												
Handover																												

## **2. COMMUNICATION AND ENGAGEMENT OBJECTIVES**

The following objectives are considered appropriate for this project:

- Provide clear, consistent and timely information about the project to local communities, road users and stakeholder groups
- Raise awareness of the project and develop relationships with communities and key stakeholders
- Provide a single point of contact for communities
- Anticipate and manage local issues
- Manage community feedback and complaints in a timely fashion
- Identify opportunities for local and regional communities and stakeholder groups to be involved in the project
- Inform government and other major stakeholders, including emergency services of project progress
- Monitor and evaluate feedback to measure success and review overarching communications and community involvement strategy (Strategy) and actions plans as required.

### 3. STAKEHOLDER ANALYSIS

For planning and development purposes Roads and Maritime has considered the upgrade in 11 sections, from south to north. Within these sections Roads and Maritime has identified more than 5000 stakeholders. The primary tools used to identify stakeholder contact include:

#### 3.1. Community contacts database – Consultation Manager

The database is used to record: contact with stakeholders including inquiries and complaints; consultation events; distribution of communication materials; property access and acquisition; field investigations; key issues and submissions.

The database identifies stakeholders within each section of the upgrade as well as those interested in the project who do not live in the area. Property ownership, place of residence, business location and potential travel between sections was used to identify stakeholders in each section.

#### 3.2. GIS mapping

Mapping tool application provides access to all sets of data, collected in the development of the project. The mapping tool has four portals for use by Roads and Maritime staff and other project team members. The data sets include property details, ownership and acquisition status as well as environmental, design and utility information.

- W2B project team portal provides access to all data sets.
- W2B RMS project portal, provide access to all base (GIS) information related to the project excluding sensitive non –published information
- W2B environmental portal, developed for environmental survey data and access to environmental information
- W2b utilities portal, developed for the assessment of utilities and utility relocation.

Table and Figure 3.1 provide detail on the location, chainage start and end, length of each section as well as the number of identified stakeholders.

**Table 3-1 Number of identified stakeholders by project section**

Upgrade section	Location	Chainage start	Chainage finish	Length (km)	Number of identified stakeholders
Section 1	Woolgoolga to Halfway Creek	0	17.000	17.0	728
Section 2	Halfway Creek to Glenugie upgrade	17.000	28.700	11.7	534
Glenugie	Glenugie upgrade	28.700	33.800	–	–
**Section 3	Glenugie upgrade to Tyndale	33.800	68.800	35.0	834
Section 4	Tyndale to Maclean	68.800	82.000	13.2	1208
Section 5	Maclean to Iluka Road, Mororo	82.000	96.400	14.4	1160

<b>Upgrade section</b>	<b>Location</b>	<b>Chainage start</b>	<b>Chainage finish</b>	<b>Length (km)</b>	<b>Number of identified stakeholders</b>
Section 6	Iluka Road to Devil's Pulpit Upgrade	96.400	105.408	9.2	527
Devil's Pulpit	Devil's Pulpit upgrade	105.600	111.100	–	–
**Section 7	Devil's Pulpit upgrade to Trustums Hill	111.100	126.400	15.3	565
Section 8	Trustums Hill to Broadwater National Park	126.400	137.608	11.2	521
Section 9	Broadwater National Park to Richmond River	137.608	145.108	7.5	290
Section 10	Richmond River to Coolgardie Road	145.108	158.600	13.5	357
Section 11	Coolgardie Road to Ballina bypass	158.600	164.00	5.4	532

\*\* Upgrade sections three (3) and seven (7) in Consultation Manager include stakeholders within the completed Glenugie and Devils Pulpit upgrade areas.

Figure 3-1 Upgrade section map



Table 3.2 outlines the suburbs included in each stakeholder group within the community contacts database.

**Table 3-2 Suburbs included in Consultation Manager project section categories**

<b>Section</b>	<b>Suburbs included in the section</b>		
Section 1	Arrawarra Corindi Beach Red Rock	Coffs Harbour Dirty Creek Woolgoolga	Corindi Halfway Creek
Section 2	Halfway Creek	Glenugie	Wells Crossing
Section 3	Brushgrove Cowper Minnie Water Swan Creek Ulmarra	Clarenza Coutts Crossing Pillar Valley Tucabia Woodford	Coldstream Glenugie South Arm Tyndale Woodford Island
Section 4	Brooms Head Gulmarrad Palmers Channel South Arm Tyndale	Brushgrove Ilarwill Palmers Island South Grafton Ulmarra	Grafton Maclean Shark Creek Townsend Woodford Island
Section 5	Ashby Goodwood Island James Creek Lawrence Warregah Island	Chatsworth Harwood Iluka Palmers Island Woombah	Chatsworth Island Harwood Island Maclean Townsend Yamba
Section 6	Devils Pulpit Mororo Tullymorgan	Iluka Swan Lake Woombah	Jackbulbin Tabbimobile
Section 7	Bagotville Tabbimobile Woodburn	Devils Pulpit The Gap	New Italy Trustums Hill
Section 8	Bagotville Kilgin North Woodburn	Doonbah Lang Hill Trustums Hill	Evans Head New Italy Woodburn
Section 9	Broadwater Riley	Cabbage Tree Island	Coraki
Section 10	Cabbage Tree Meerchaum Vale	Coolgardie Meridian Heights	Goat Island Wardell
Section 11	Ballina Lismore South Ballina Woolongbar	Coolgardie Meerchaum Vales Uralba	Lennox Head Pimlico West Ballina
Section 12	All suburbs outside project boundary		

Figure 3.2 provides an overview of preferred methods of communication by suburb as at 2013.

Figure 3-2 Preferred communication methods by suburb





**Table 3-3 Stakeholder identification and analysis**

Stakeholder	Relationship to project	Engagement needs - Tools and resources	Key message	Notes
Minister for Transport Minister for Roads and Ports Federal Members for: <ul style="list-style-type: none"> <li>• Cowper</li> <li>• Page</li> </ul> State Members for: <ul style="list-style-type: none"> <li>• Coffs Harbour</li> <li>• Clarence</li> <li>• Ballina</li> </ul>	Government stakeholder	Correspondence and briefings (as required) Response to Ministerial	<ul style="list-style-type: none"> <li>• Project details, benefits and contact information</li> <li>• Timeframe of construction and project milestones</li> <li>• Impacts on local businesses</li> <li>• Impacts on local community</li> <li>• Impacts on local plant and animals</li> <li>• Impacts on commuters – potential service disruptions.</li> </ul>	
Council mayors and Members of Parliament from: <ul style="list-style-type: none"> <li>• Coffs Harbour</li> <li>• Clarence Valley</li> <li>• Richmond River</li> <li>• Ballina Shire</li> <li>• Lismore City</li> </ul>	Local government stakeholder	Stakeholder briefings (as required) Advertisements Project updates 1800 information line Project email Project website Notification letters Community information session	<ul style="list-style-type: none"> <li>• Project details, benefits and contact information</li> <li>• Timeframe of construction and project milestones.</li> <li>• Impact on local businesses</li> <li>• Impact on local plants and animals – environmental control measures</li> <li>• Impact on local road network – traffic management and control measures</li> <li>• Impact on local residents from construction activities</li> <li>• Impact on directly affected landowners – property leasing and acquisition</li> <li>• Social impacts – Aboriginal and non indigenous heritage</li> <li>• Site rehabilitation</li> <li>• Biodiversity offset.</li> </ul>	

Department of Primary Industries	Approval agency	Government stakeholder correspondence and briefings (as required)	<ul style="list-style-type: none"> <li>• Infrastructure crossings of waterways for the Project</li> <li>• Outcomes of environmental investigations</li> <li>• Proposed environmental control measures</li> <li>• Environmental studies progress and results</li> <li>• Impact on threatened fish species</li> <li>• Implementation of environmental control measures.</li> </ul>	
Heritage Council of NSW	Approval agency	Government stakeholder correspondence and briefings (as required)	<ul style="list-style-type: none"> <li>• Adequacy of studies and addressing DGRs and stakeholder concerns</li> <li>• Environmental impacts with particular reference to: <ul style="list-style-type: none"> <li>○ Environmental management</li> <li>○ Compliance with guidelines and legislation</li> <li>○ Air quality and emissions</li> <li>○ Noise and vibration</li> <li>○ Ecology</li> <li>○ Climate change</li> <li>○ Sustainability</li> <li>○ Waste</li> <li>○ Aboriginal and non-indigenous heritage.</li> </ul> </li> </ul>	
Marine Parks Authority NSW	Agency stakeholder	Government stakeholder correspondence and briefings (as required)	<ul style="list-style-type: none"> <li>• Project details, benefits and contact information</li> <li>• Timeframe of construction and project milestones</li> <li>• Adequacy of studies and addressing stakeholder concerns.</li> </ul>	
Maritime Services	Internal customer	Government stakeholder correspondence and briefings (as required)	<ul style="list-style-type: none"> <li>• Impacts on customers – potential service disruptions</li> <li>• Impacts to transport operators</li> <li>• Community perception of industry</li> <li>• Community perception of environmental assessment process.</li> </ul>	
NSW Office of Water	Agency stakeholder	Government stakeholder correspondence and briefings (as required)	<ul style="list-style-type: none"> <li>• Project details, benefits and contact information</li> <li>• Timeframe of construction and project milestones</li> <li>• Adequacy of studies and addressing stakeholder concerns.</li> </ul>	

Office of Environment and Heritage Environment Protection Authority	Approval agency	Government stakeholder correspondence and briefings (as required)	<ul style="list-style-type: none"> <li>• Concerns with wetlands, floodplains and threatened plants and animals</li> <li>• Adequacy of studies and addressing DGRs and stakeholder concerns</li> <li>• Environmental impacts with particular reference to: <ul style="list-style-type: none"> <li>○ Environmental management</li> <li>○ Compliance with guidelines and legislation</li> <li>○ Air quality and emissions</li> <li>○ Noise and vibration</li> <li>○ Ecology</li> <li>○ Climate change</li> <li>○ Sustainability</li> <li>○ Waste</li> <li>○ Aboriginal and non indigenous heritage.</li> </ul> </li> </ul>	
Department of the Environment	Approval agency	Government stakeholder correspondence and briefings (as required)	<ul style="list-style-type: none"> <li>• Concerns with federally listed plants and animals</li> <li>• Infrastructure crossings of waterways for the project</li> <li>• Outcomes of environmental investigations</li> <li>• Proposed environmental control measures</li> <li>• Environmental studies progress and results.</li> </ul>	
NSW Department of Planning and Environment	Approval agency	Government stakeholder correspondence and briefings (as required)	<ul style="list-style-type: none"> <li>• Description of the project seeking approval</li> <li>• Adequacy of studies and compliance</li> <li>• Submissions and consultation.</li> </ul>	
Department of Trade and Investment	Agency stakeholder	Government stakeholder correspondence and briefings (as required)	<ul style="list-style-type: none"> <li>• Employment and trade opportunities</li> <li>• Economic benefits/ impacts locally and regionally</li> <li>• Competing land uses potential impact on agricultural land.</li> </ul>	
Transport for NSW	Funding sponsor	Government stakeholder correspondence and briefings (as required)	<ul style="list-style-type: none"> <li>• Impacts on commuters – potential service disruptions</li> <li>• Impacts to transport operators</li> <li>• Community perception of industry</li> <li>• Community perception of environmental assessment process.</li> </ul>	

Department of Infrastructure and Regional Development	Funding sponsor	Government stakeholder correspondence and briefings (as required)	<ul style="list-style-type: none"> <li>• Project details including timeframe and project milestones</li> <li>• Impact on and adequacy of existing road infrastructure</li> <li>• Crossovers with roads (bridges, tunnels)</li> <li>• Changed access conditions</li> <li>• Potential for increased traffic movement</li> <li>• Permanent and construction traffic changes and/or obstructions</li> <li>• Employment and trade opportunities</li> <li>• Economic benefits/ impacts locally and regionally</li> <li>• Competing land uses potential impact on agricultural land.</li> </ul>	
Ballina Shire, Richmond River, Lismore City, Clarence Valley and Coffs Harbour City councils	Handover of existing Pacific Highway transferred to Council	Stakeholder briefings (as required) Advertisements Project updates 1800 information line Project email Project website notification letters Community information session	<ul style="list-style-type: none"> <li>• Project details, benefits and contact information</li> <li>• Timeframe of construction and project milestones</li> <li>• Impact on local businesses</li> <li>• Impact on local plants and animals – environmental control measures</li> <li>• Impact on local road network – traffic management and control measures</li> <li>• Impact on local residents from construction activities</li> <li>• Impact on directly affected landowners- property leasing and acquisition</li> <li>• Social impacts- indigenous and non indigenous heritage</li> <li>• Site rehabilitation</li> <li>• Biodiversity offset.</li> </ul>	
Rous Water	Utility provider	Stakeholder briefings (as required) Advertisements Project updates	<ul style="list-style-type: none"> <li>• Project details, benefits and contact information</li> <li>• Timeframe of construction and project milestones.</li> </ul>	

		<p>1800 information line</p> <p>Project email</p> <p>Project website</p> <p>Notification letters</p> <p>Community information session</p>		
<p>Clarence River Catchment Authority</p> <p>Richmond River County Council</p>	Agency stakeholder	<p>Stakeholder briefings (as required)</p> <p>Advertisements</p> <p>Project updates</p> <p>1800 information line</p> <p>Project email</p> <p>Project website</p> <p>Notification letters</p> <p>Community information session</p>	<ul style="list-style-type: none"> <li>• Project details, benefits and contact information</li> <li>• Timeframe of construction and project milestones</li> <li>• Adequacy of studies and addressing stakeholder concerns</li> <li>• Impacts on local plants and animals – environmental control measures.</li> <li>• Management of natural resources on rivers and floodplains.</li> </ul>	
Utility and service providers	Utility provider	<p>Stakeholder briefings (as required)</p> <p>Advertisements</p> <p>Project updates</p> <p>1800 information line</p> <p>Project email</p> <p>Project website</p> <p>Notification letters</p> <p>Community information session</p>	<ul style="list-style-type: none"> <li>• Project details, benefits and contact information</li> <li>• Timeframe of construction and project milestones</li> <li>• Adequacy of studies and addressing stakeholder concerns.</li> </ul>	

Clarence and Richmond Canegrowers Association	Local industry	<p>One-on-one briefings with directly affected landowners</p> <p>Advertisements</p> <p>Project updates</p> <p>1800 information line</p> <p>Project email</p> <p>Project website</p> <p>Notification letters</p> <p>Community information session</p>	<ul style="list-style-type: none"> <li>• Traffic access and design, noise, water quality, flooding</li> <li>• Project details, benefits and contact information</li> <li>• Timeframe of construction and project milestones</li> <li>• Construction of new upgrade and associated infrastructure</li> <li>• General construction impacts: <ul style="list-style-type: none"> <li>○ construction traffic</li> <li>○ construction noise, dust, disruption, etc) and mitigation measures</li> <li>○ Construction sites</li> <li>○ Material storage</li> <li>○ Impact to local road network- traffic management and control measures</li> <li>○ Traffic management changes/issues during construction</li> <li>○ Permanent and construction traffic changes and/or obstructions</li> <li>○ Potential for increased traffic movement</li> <li>○ Safety of work sites and area surrounding construction activities</li> <li>○ Potential interfaces and disruptions to services (such as water, electricity and access</li> </ul> </li> <li>• Property acquisition or leasing</li> <li>• Property adjustment</li> <li>• Impacts on local plants and animals – environmental control measures</li> <li>• Short term change in community character and demographic (construction workforce)</li> <li>• Site rehabilitation.</li> </ul>	
Special interest group: Local Aboriginal Councils	Aboriginal heritage	Consultation with Heritage consultant	<ul style="list-style-type: none"> <li>• Social impacts – indigenous heritage</li> <li>• Potential disruption of significant sites</li> </ul>	

		<p>Advertisements</p> <p>Project updates (email)</p> <p>1800 project information line</p> <p>Project email</p> <p>Project website</p> <p>Notification letters</p> <p>Aboriginal focus group meetings</p>	<ul style="list-style-type: none"> <li>Salvage activities, including employment opportunities.</li> </ul>	
<p>Special interest group:</p> <ul style="list-style-type: none"> <li>Friends of the Koala</li> <li>Ballina – Save the Koalas</li> </ul>	Environment	<p>1800 project information line</p> <p>project email</p> <p>project website</p> <p>notification letters</p> <p>project updates</p>	<ul style="list-style-type: none"> <li>Project details, timeframes and contact information</li> <li>Environmental assessment and rigour</li> <li>Wanting to be kept informed</li> <li>Environmental impacts</li> <li>Environmental management</li> <li>Reform of approval process</li> <li>Site rehabilitation.</li> </ul>	
<p>Special interest groups:</p> <ul style="list-style-type: none"> <li>TAFE NSW</li> <li>Local chambers of commerce</li> </ul>	Local industry partner	<p>Stakeholder briefings (as required)</p> <p>Project brochures</p> <p>Community information sessions</p> <p>Advertisements</p> <p>1800 project information line</p> <p>Project email</p> <p>Project website</p> <p>Local industry field days</p>	<ul style="list-style-type: none"> <li>Economic benefits/ impacts locally and regionally</li> <li>Impacts on local cultural and tourism events</li> <li>Employment opportunities</li> <li>Environmental studies progress and results</li> <li>Consultation process</li> <li>Community benefits</li> <li>Short term change in community character and demographic (construction workforce).</li> </ul>	
Local businesses	<p>Provision of services</p> <p>Local industry partner</p>	<p>Stakeholder briefings (as required)</p> <p>Advertisements</p>	<ul style="list-style-type: none"> <li>Project details, benefits and contact information</li> <li>Short term change in community character and demographic (construction workforce)</li> </ul>	

		<p>Project updates</p> <p>1800 project information line</p> <p>Project email</p> <p>Project website</p> <p>Notification letters</p> <p>Local industry field day</p>	<ul style="list-style-type: none"> <li>• Timeframe of construction and project milestones</li> <li>• Increased trade during construction</li> <li>• Construction traffic haulage route and potential disruptions due to construction.</li> </ul>	
Commuters and through traffic	Customer	<p>1800 project information line</p> <p>Project email</p> <p>Project website</p>	<ul style="list-style-type: none"> <li>• Project details, timeframes and contact information</li> <li>• Potential for increased traffic movement</li> <li>• Traffic disruptions on local road network</li> <li>• Permanent traffic and pedestrians changes.</li> </ul>	
Transport operators	Customer	<p>1800 project information line</p> <p>Project email</p> <p>Project website</p>	<ul style="list-style-type: none"> <li>• Project details, timeframes and contact information</li> <li>• Potential for increased traffic movement</li> <li>• Traffic disruptions on local road network</li> <li>• Permanent traffic and pedestrians changes.</li> </ul>	
Broader community	Customer	<p>Advertisements</p> <p>Project updates</p> <p>1800 information line</p> <p>Project email</p> <p>Project website</p> <p>Notification letters</p> <p>Community information session</p> <p>Static displays</p> <p>Staffed drop in sessions</p>	<ul style="list-style-type: none"> <li>• Project details, benefits and contact information</li> <li>• Timeframe of construction and project milestones</li> <li>• Construction of new upgrade and associated infrastructure</li> <li>• General construction impacts: <ul style="list-style-type: none"> <li>○ construction traffic</li> <li>○ construction noise, dust, disruption, etc) and mitigation measures</li> <li>○ Construction sites</li> <li>○ Material storage</li> <li>○ Impact to local road network- traffic management and control measures</li> <li>○ Traffic management changes/issues during construction</li> <li>○ Permanent and construction traffic changes and/or obstructions</li> </ul> </li> </ul>	



			<ul style="list-style-type: none"> <li>○ Potential for increased traffic movement.</li> <li>○ Safety of work sites and area surrounding construction zone</li> <li>● Impacts on local plants and animals – environmental control measures</li> <li>● Short term change in community character and demographic (construction workforce)</li> <li>● Traffic management changes/issues during construction</li> <li>● Site rehabilitation.</li> </ul>	
Adjoining land owners	Affected stakeholder	<p>One-on-one briefings with directly affected landowners</p> <p>Advertisements</p> <p>Project updates</p> <p>1800 project information line</p> <p>Project email</p> <p>Project website</p> <p>Notification letters</p> <p>Community information session</p>	<ul style="list-style-type: none"> <li>● Traffic access and design, noise, water quality, flooding</li> <li>● Project details, benefits and contact information</li> <li>● Timeframe of construction and project milestones</li> <li>● Construction of new alignment and associated infrastructure</li> <li>● General construction impacts: <ul style="list-style-type: none"> <li>○ Construction traffic</li> <li>○ Construction noise, dust, disruption, etc) and mitigation measures</li> <li>○ Construction sites</li> <li>○ Material storage.</li> <li>○ Impact to local road network- traffic management and control measures.</li> <li>○ Traffic management changes/issues during construction.</li> <li>○ Permanent and construction traffic changes and/or obstructions.</li> <li>○ Potential for increased traffic movement.</li> <li>○ Safety of work sites and area surrounding construction activities.</li> </ul> </li> <li>● Potential interfaces and disruptions to services (such as water, electricity and access)</li> </ul>	

			<ul style="list-style-type: none"> <li>• Possible service disruptions due to construction</li> <li>• Property acquisition or leasing</li> <li>• Property adjustments</li> <li>• Impacts on local plants and animals – environmental control measures</li> <li>• Short term change in community character and demographic (construction workforce)</li> <li>• Site rehabilitation.</li> </ul>	
NSW Emergency Services Local ambulance services Police stations Local fire stations Local rural fire stations	Agency stakeholder and service provider	Advertisements Project updates 1800 project information line Project email Project website Notification letters Community information session	<ul style="list-style-type: none"> <li>• Project details, benefits and contact information</li> <li>• Timeframe of construction and project milestones</li> <li>• Vehicular access or changes to roads</li> <li>• Interested in potential hazards and risk.</li> </ul>	

## 4. KEY MESSAGES

The Woolgoolga to Ballina upgrade is of interest to a diverse group of stakeholders, each having different and sometimes conflicting positions on issues. Stakeholders include road users, residents, businesses, transport companies, local councils, regional organisations of councils, environmental groups, recreational groups and Federal and State Members of Parliament.

Key messages will be developed and updated as the project progresses to ensure consistency across all communication and engagement activities. Emerging issues are to be categorised as primary or secondary following a situational analysis, key messages should then be prepared.

Project team members are required to be aware of key messages to ensure the consistency of information shared with the community and stakeholders.

### 4.1. Primary

#### 4.1.1 Pacific Highway upgrade

The Australian and NSW governments have been jointly upgrading the Pacific Highway since 1996.

The Pacific Highway upgrade program is being completed in three phases:

- Between Hexham and Port Macquarie, around the growing suburbs of Coffs Harbour and between Ballina and the Queensland border, targeted for completion in 2015
- Between Port Macquarie and Coffs Harbour – five major projects spanning 105 kilometres will all be in major work by the end of 2014 and will progressively open to traffic by 2020
- Between Woolgoolga and Ballina – major upgrades have been completed at Glenugie, Halfway Creek and Devils Pulpit, with planning and preconstruction activities preparing the remaining lengths for major work in early 2015.

Key messages:

The Australian and NSW governments have a shared commitment to completing the Pacific Highway duplication by 2020.

This means we are closing in on the final section of a high standard road link for the full length of the Melbourne-Sydney-Brisbane transport corridor.

An upgraded Pacific Highway must meet the needs of the travelling public and enable transport efficiencies, while also ensuring ecological sustainability and connecting the growing coastal communities along the highway.

Overall program objectives are to:

- Significantly reduce road crashes and injuries
- Reduce travel times
- Improve freight and transport efficiencies
- Engage the community and consider its interests
- Support economic development
- Ensure ecologically sustainable development
- Create public value.

#### 4.1.2 Environment

There has been broad support for the delivery of such important infrastructure but sectional voices, particularly environmental, have put pressure on the overall project. As such, this project has a high level of public and government interest.

Key messages:

Roads and Maritime Services takes environmental conservation and protection seriously and seeks to avoid, where possible, minimise, mitigate or compensate for impact on sensitive ecology in all our highway upgrade projects

Roads and Maritime is committed to implementing appropriate management and mitigation measures at all stages of the project, beyond development and construction.

We welcome the opportunity to work with communities and stakeholders to ensure we get the best possible outcome for both the communities along the Pacific Highway and the environment surrounding it.

We want to ensure the ongoing safe movement of local wildlife under or over the new highway now and in the future.

On the Pacific Highway upgrade program in particular, we have extensive experience and success in managing major infrastructure projects that pass through ecologically sensitive natural environments and habitat areas.

#### 4.1.3 Threatened species – Koala (section 10)

Communication activities related to koala management or alternative route proposals for Section 10 of the upgrade are managed in line with the Roads and Maritime *Management of Koalas on the Pacific Highway, Communications and Stakeholder Engagement Strategy*.

Roads and Maritime will organise workshops bringing together environmental professionals recognised for their expertise in koala ecology, conservation and environmental management to develop a detailed koala management plan. We will also consult with local environmental groups, conservation organisations and key community representatives.

Key messages:

For the Woolgoolga to Ballina, section 10, Roads and Maritime will install exclusion fencing and build a number of connectivity structures early, before major work starts, to minimise the risk to koalas.

There will be clear protocols and training procedures for construction workers on how to manage potential koala incidents on work sites. This will form part of our overall strategy to manage and mitigate impact on all species.

Measures we will implement include:

- Fully fencing nearly 16 kilometres of both sides of the new highway which will be connected to the fauna crossing structures
- Increasing the number of fauna crossings suitable for koalas by more than 400 per cent to that proposed in the December 2013 Submissions and Preferred Infrastructure Report (from six to about 25 structures by increasing the size of drainage structures for use by koalas)
- Building a land-bridge (at least 30 metres wide) north of the Richmond River crossing
- Planting about 130 hectares of koala food trees on Roads and Maritime owned land near the new highway corridor where at least 50 per cent will be planted before major work and the remainder after building is complete. More land may become available for planting as we complete the property acquisition for this section for the highway upgrade.

#### 4.1.4 Proposed alternative route/ legitimacy of chosen route

When selecting a route for any road upgrade, we need to consider a range of factors, including impact on plants and animals, Aboriginal and non-Aboriginal heritage, ease of building, cost, and safety.

No one factor is considered in isolation and a preferred route is identified based on the best balance of all aspects.

#### 4.1.5 Threatened species – Emu

Roads and Maritime has prepared a coastal emu management strategy as part of early work for the Woolgoolga to Ballina Pacific Highway upgrade.

Key features of the strategy include:

- Management and mitigation measures to be used before, during and after building the upgrade. This includes a program for monitoring emus and their habitat using ground surveys that record emu presence and signs and compare the results of impact versus control sites.
- Aerial survey to record emu distribution and habitat use to the east and west of the highway corridor between Pillar Valley and Maclean.
- The emu fencing strategy trials including monitoring fence types and locations in high emu activity areas prior to building the upgrade. The fencing allows emus to become accustomed to where the proposed crossing zones will be prior to building work.

#### 4.1.6 Threatened species – Long nosed potoroo

Roads and Maritime is aware of the long-nosed potoroo population in the heathlands west of Wardell and has carefully considered the impact of the Woolgoolga to Ballina Pacific Highway upgrade on populations neighbouring the approved route.

Recently, we have carried out 38 site surveys in collaboration with experienced ecologists informed by their specialist knowledge of the species and their habitats. The results of these surveys have confirmed the type and location of connectivity structures along the approved route. The results will also inform ongoing monitoring locations to assess the effectiveness of our mitigation measures.

## 4.2. Secondary

### 4.2.1 Delivery model

The final section of the Pacific Highway upgrade will be delivered using an innovative delivery partner model first used in the London Olympics, tailored to meet the specific needs of the Woolgoolga to Ballina project. Roads and Maritime invited Expressions of Interest internationally in search of an industry partner to assist in the delivery of the Woolgoolga to Ballina Pacific Highway upgrade.

Pacific Complete (Laing O'Rourke and Parsons Brinckerhoff) has been chosen as the preferred delivery partner for the 155 kilometre Woolgoolga to Ballina section of the Pacific Highway upgrade.

Under this model, Pacific Complete will work with Roads and Maritime's Pacific Highway Office to oversee the project and handle multiple contracts for professional services and building the upgrade.

Key messages:

#### **Why use a Delivery Partner?**

We recognise we need industry support to provide new and innovative solutions. The delivery partner model was credited with the successful delivery of infrastructure for the London Olympics and has been tailored to suit the needs of the Woolgoolga to Ballina upgrade.

### **What is different about this model compared to other delivery models used on the highway upgrade?**

The delivery partner model encourages the best ideas and solutions from the private sector and draws on Roads and Maritime knowledge to deliver better engineering and design, customer outcomes and public value, including:

- Greater access to resources and optimising resources from within the public and private sector
- Greater flexibility in resource use, to better respond to delays and disruptive events such as flooding
- Better customer outcomes, through a consistent and coordinated approach
- Economies of scale and better access to competitive suppliers and subcontractors
- Direct engagement of design, management, and construction skills to fast track the upgrade.

The delivery partner model supports collaboration and innovation by bringing businesses, workers, consumers and suppliers together.

### **When will major work start?**

Preliminary work has already started on the first two sections of the Woolgoolga to Ballina upgrade, between Woolgoolga and Glenugie. Preliminary work includes establishing site offices for the projects, minor vegetation clearing, planning for utilities relocation, installing nest boxes and weather gauges and implementing local road changes to ensure safe access to work sites.

### **How many jobs will be sustained as part of this project?**

There will be an average of 1500 direct and 5100 indirect jobs in the life of the project's major work. At its peak, there will be about 2500 direct workers and 7500 indirect jobs created

Across the Pacific Highway upgrades there will be about 4,000 direct jobs and 12,000 indirect jobs at peak major work.

### **Where will the workforce come from?**

Pacific Highway projects have to comply with the relevant procurement guidelines. While these guidelines do not have a specific requirement for the use of local employment, Roads and Maritime seeks to support local employment opportunities wherever possible.

The sourcing of employees and subcontractors on Pacific Highway projects is the responsibility of the contractors Roads and Maritime Services engages to build the upgrades. These companies will often advertise employment opportunities in the local project area.

Roads and Maritime is also working closely with NSW Procurement, North Coast TAFE and organisations such as the Nyungga Black Group to identify and prepare individuals and businesses for Indigenous employment opportunities.

The overall Pacific Highway upgrade currently has about a 10 per cent Indigenous employment rate across its projects.

### **Will there be opportunities for local businesses and local people?**

Organisations including North Coast TAFE and Clarence Valley Council have started hosting information sessions to equip local contractors with the skills to apply for tenders on major projects, including the Pacific Highway.

Richmond Valley Council has also started discussions with the towns being bypassed by the upgrade to start thinking about how they can best position themselves during and after the project.

Roads and Maritime will continue to work closely with Coffs, Clarence Valley, Richmond Valley, Lismore and Ballina councils to ensure local communities are involved and kept informed of the project and the many opportunities it will bring to the local area.

#### 4.2.2 Early work and soft soils

The Australian and NSW governments have provided \$550 million to complete early work and planning including treating soft soil sites near Tyndale and Maclean, Chatsworth Island at Harwood, to the south of Woodburn and north of Broadwater. The work involves a range of stabilising measures such as installing vertical wick drains into the soft soils, building of the road embankment and allowing it to settle before construction of the road pavements.

Key messages:

For major work to start on the highway, underlying soft soil in floodplains along the route must first be stabilised. By carrying out this stabilisation work early in the process, delays to the main construction timeline can be minimised.

Golding Contractors is the successful tenderer for the first wave of treatment from north of Farlows Lane to Yamba Road, as well as locations at Harwood and through to Chatsworth Road.

The second wave of soft soil treatment from Whytes Lane to Pimlico Road, just south of Ballina has been awarded to SEE Civil Pty Ltd.

The contract for wave three of the soft soil work is currently being prepared. Once on board, the Delivery Partner will progress the procurement for this major contract.

Treatment of the soft soil areas is expected to start mid-2015.

#### 4.2.3 Noise

Roads and Maritime recognises traffic noise and construction noise can be a major annoyance, especially in residential areas. We are committed to managing road traffic and construction noise levels and limiting noise impacts from new or upgraded roads.

- Operational road traffic noise

Roads and Maritime is guided by the *Road Noise Policy* (2011), and for projects approved before 2011, the *Environmental Criteria for Road Traffic Noise* (1999) as set out from the Office of Environment and Heritage. These documents provide the framework for managing road traffic noise in NSW, including the acceptable and equitable levels of road traffic noise.

We also have our own guide, *The Roads and Maritime Environmental Noise Management Manual* (December 2001), which provides detailed guidelines on assessing and managing road traffic noise within this framework, and possible noise reduction measures.

Key messages:

Noise is generally defined as 'unwanted sound' and is perceived differently from one person to the next.

Noise is measured on a scale of units called decibels or dB for short. Measurements are adjusted to reflect how the human ear perceives noise by giving it an A weighting, or dB(A). This is how we measure noise.

The relationship between noise and sleep disturbance is not defined anywhere in the world, however we recognise this can be an issue for the community.

Sleep disturbance issues are considered when during the night-time period (10pm-7am), the difference between the predicted maximum traffic noise levels compared to ambient noise levels exceeds 15 dB(A).

Within 12 months of a project opening additional noise and traffic modelling is carried out to compare actual noise levels against predicted noise levels and confirm the project complies with the noise guidelines. If noise levels are found to exceed the project's approved criteria, further consultation will be carried out with the affected noise-sensitive locations and additional noise mitigation measures will be considered.

- Construction work noise

Construction noise by its very nature is temporary and generally shifts as construction and roadwork progresses. Likely construction noise impacts are assessed throughout the development of a project and captured in an impact assessment.

Key messages:

In many instances, options available for reducing construction noise are limited given the type and range of machinery and equipment able to carry out the required tasks.

Roads and Maritime is, however, committed to reducing impacts on the community where we can.

Noise mitigation measures that could be adopted during construction and roadwork include:

- Maximising the distance between noisy equipment and noise-sensitive locations
- Minimising simultaneous operation of noisy machinery
- Scheduling substantially noisy work at less sensitive time periods (during work hours, rather than at night where possible)
- Regular equipment maintenance
- Installing noise control equipment such as exhaust bafflers on machinery and equipment
- Carrying out noise compliance monitoring
- Locating compounds, stockpiles, and crushing plants as far as possible away from noise-sensitive locations
- Installing temporary noise barriers, where possible
- Using respite periods for high noise activities, such as rock crushing
- Building permanent noise barriers as early as possible in the construction program, if applicable
- Installing at-house road traffic noise mitigation treatments as early as possible to provide additional relief during construction
- Scheduling local noise generating activities outside of school examination periods.



## 5 APPROACH

Effective consultation is the key to managing community expectations and perceptions. The style of communication and/or consulting with the community and stakeholders depends on their level of influence and interest. This may change as the Project progresses.

A variety of consultation tools and activities will be used to inform and engage the community and stakeholders about the Project as work progresses.

### 5.2 Activities to provide information –project notifications

#### 5.2.1 Community brochure

Coloured community brochures will be prepared for major project milestones. Community brochures will be:

- Distributed to all stakeholders registered on the community consultation database, potentially affected community members and relevant authorities and agencies
- Available on the website; displayed on community noticeboards in relevant locations
- Available from Pacific Highway Office, Grafton NSW.

Every community brochure will contain project contact details including the project 1800 number, email and postal address.

#### 5.2.2 Community update

Community updates will be used regularly to distribute information to community stakeholders ensuring a no surprises approach. Information may include:

- Start of construction
- Quarterly construction/project updates
- Opening of lengths of either single or dual carriageway to traffic
- Opening of the work to traffic.

Community updates will be distributed to:

- All affected residences within a 750 metre radius of works
- Community members, on the community contacts database at the time of distribution, assessed as being potentially affected
- Community members/ stakeholder groups assessed as being potentially affected or interested in the activities described in the update.

Community updates will be available at:

- Static and or staffed displays
- Project website
- Community noticeboards in relevant locations
- Pacific Highway Office, 21 Prince Street Grafton NSW.

Every community update will contain project contact details including the project 1800 number, email and postal address.

### 5.2.3 Letters

Letters provide an ongoing form of communication with stakeholders and community members. Letters will be used to reply to correspondence, when this is the preferred method of contact or no email address has been provided, and to provide information in smaller targeted consultation activities. Every letter will contain project contact details including the project 1800 number, email and postal address.

### 5.2.4 Project website

Roads and Maritime will maintain a project website to enable the wide dissemination of information.

All website material must comply with requirements of Web Content Accessibility Guidelines (WCAG) 2.0 Level AA.

Website content includes but is not limited to:

- Key project information such as predicted milestones and detailed information about upcoming activities
- Information for motorists and public transport users, including predicted periods of delay and alternative routes
- Telephone, email and address details where complaints and inquiries can be registered
- Background information on the project
- Relevant reports and documents including environmental investigations and those as required by conditions of approval.

### 5.2.5 Press advertising

Roads and Maritime will place advertisements within the major local papers as required under conditions of approval or environmental protection licence.

### 5.2.6 Media release

Media releases will be used as a proactive tool to factually address identified issues and generate strategic support for the Project. Media releases will be issued by the Roads and Maritime Media Unit to key media outlets within the project area. The Media officer will produce and distribute and project team members are to assist as required.

### 5.2.7 Traffic alert – notification of traffic conditions

Traffic alerts will be used to notify of major traffic changes or disruptions. Traffic alerts will be issued by the Roads and Maritime Media Unit to key media outlets within the project area.

Traffic alerts will also be provided to the project team to issue via email or SMS to advise stakeholders of traffic conditions.

### 5.2.8 Static information display

Static information displays will be held in public locations in line with project milestones and on an as needed basis.

### 5.2.9 SMS alerts

SMS alerts may be used to inform stakeholders about important events or situations. These SMS alerts can be automated or triggered by specific events. SMS alerts may be used to send construction notifications and other time-critical information to all stakeholders in the database who provided mobile numbers.

### 5.2.10 Info graphics

Roads and Maritime are increasing the use of info graphics on communication materials. Info graphics quickly transfer of information visually to stakeholders. All info graphics developed and used on the project will be developed in line with Roads and Maritime branding guidelines.

### 5.2.11 Visualisations

To assist the community with understanding project design and provide a perspective of how the project is going to look upon completion a visualisation, or 3D fly around video animation, has been developed for the Woolgoolga to Ballina upgrade.

The visualisation has been produced in formats suitable for inclusion on Roads and Maritime web page, TV media news and presentations. The visualisation shows key interchanges along the 155km upgrade as well as key sections of the project.

The current visualisation shows the concept design at time of environmental impact statement (November 2012) and only shows the general nature of existing features. The visualisation will be updated progressively as project design develops.

## 5.3 Activities to provide information and opportunity for input

### 5.3.1 Community information sessions

Community information sessions will be carried out on an as needed basis, in line with project milestones. Information sessions enable the project team to provide information, receive feedback and answer questions. The Environmental Representative (ER) may, together with other team members, attend information sessions to respond to questions.

It is expected the ER will attend community information sessions where the community have contacted the ER about specific environmental issues.

Community information sessions involve:

- A PowerPoint presentation to the community
- Venues that are signposted, clearly visible, accessible to the community and provide access for mobility impaired people
- Community contacts register (Appendix B) to encourage attendees to sign to update contact details / add new details to the community contacts database.
- Issues raised by the community will be summarised and included in internal monthly progress reports.

### 5.3.2 Staffed information displays

Staffed information displays are an informal drop-in event held over a minimum of three (3) hours. This format provides flexibility for community members as they determine when to arrive and how long to stay. Attendees will be encouraged to sign a community contacts register to update contact details / add new details to the community contacts database

Staffed information displays will be held in line with project milestones and on an as needed basis. Information displays and community updates/ fact sheets will be used to inform communities of project status and describe significant events or changes. Team members will be available to provide information, receive feedback and answer questions.

Issues raised by the community will be summarised and reported monthly.

### 5.3.3 Face-to-face meetings

Face-to-face meetings assist to develop relationships of trust and confidence by listening and responding to people's issues and concerns. They enable focussed /detailed discussion/ negotiation as well as discussions about private information.

Where appropriate, or requested, face-to-face meetings will be arranged with affected property owners, stakeholder groups and community members. It is recommended a minimum of two Project representatives attend.

Meeting notes summarising issues raised will be provided to the engagement team for input into the community contacts database. Issues raised will be included in internal monthly progress reports

### 5.3.4 Woolgoolga to Ballina project information centre

Roads and Maritime will establish and maintain the Woolgoolga to Ballina information centre. This may include:

- Project display material to encourage and enable people to inform themselves comprehensively about the project.
- Access information for temporary and permanent works, including pedestrian/cyclist access and temporary traffic arrangements
- Details of proposed urban and landscape treatments and designs, including concepts, cross section treatments, and perspective views and details
- Details on significant structures or structures of interest to the community
- Details on construction and operational water quality treatment
- Information on noise treatments, including artist impressions and plans showing locations, details and finishes
- Information on recent and upcoming community involvement activities, including photographs of site tours and school visits
- Information on measures to protect environmental and cultural features
- Contact details for obtaining more information.

### 5.3.5 Community focus groups

Development of community focus groups to be discussed with Roads and Maritime prior to implementation.

Where required, specific groups will be formed this may include members of the project team, specialised in areas of interest as well as ER for the project.

It is expected the ER will attend focus groups where the community have contacted the ER about specific environmental issues.

Roads and Maritime recognises the diverse information and consultation needs of all these communities and commits to robust consultation which is inclusive and participative in nature.

Targeted and on-going consultation with the community and established focus groups such as the Aboriginal focus groups and the two floodplain focus groups, will continue. They will be consulted on issues of relevance to them on an as needed basis.

At the time of forming specific groups a strategy shall be developed to provide detail on the structure, scope, objectives and frequency of the community-based focus groups.

### 5.3.6 1800 number and project email

The 1800 number is an opportunity for members of the community who do not have access to a computer to obtain information about the project and to ask questions. The 1800 number has been established and will be maintained as required by conditions of approval or environmental protection licence

Roads and Maritime has established a project specific email address which will be maintained as required by conditions of approval or environmental protection licence. Email will be used to receive and respond to inquiries.

The 1800 number and project email:

- Provide a means by which the community can receive information about the project in real time
- Provide a method by which complaints and incidents can be reported and recorded
- Assist to develop relationships of trust and confidence by listening and responding to community issues and concerns.

### 5.3.7 Mapping tools

The collaborative map is an online resource to provide information about route alignment available at [www.collaborativemap.org/woolgoolgatoballina](http://www.collaborativemap.org/woolgoolgatoballina)

Habitat and species mapping tool provides online data about vegetation and species identified through project habitat and species surveys and the Atlas of NSW Wildlife information. In order to protect sensitive ecological communities, data is shown as indicative locations only. The map is available at <http://giswebapps.aecomonline.net/w2b/habitatmap/index.html>

**Table 5-1. Overview of project consultation activities**

Engagement Activity	Engagement Aim	Group
Project notifications	Information distribution	Stakeholders and community members
Variable message signage (VMS)	Information distribution	Commuters and local community
Community information session	Information exchange and distribution. Identification of key stakeholder topics and community groups	Stakeholders and community members
Staffed information display	Information exchange and distribution. Identification of key stakeholder topics and community groups	Stakeholders and community members

<b>Engagement Activity</b>	<b>Engagement Aim</b>	<b>Group</b>
Stakeholder briefings	Information exchange and distribution. Identification of key stakeholder topics	Elected representatives Environmental and community groups Industry and government
Face-to-face meetings	Information distribution and establish/maintain successful relationship with community and affected stakeholders	Affected landowners Elected representatives Community and environmental groups
Woolgoolga to Ballina information centre	Information exchange and distribution. Identification of key stakeholder topics	Stakeholders and community members
Community focus groups	Information distribution and establish/maintain successful relationship with community and affected stakeholders	Affected landowners Community and environmental group representatives Project environmental representatives
1800 information line	Information collection, exchange and distribution	All stakeholders and community members
Email	Information collection, exchange and distribution	All stakeholders and community members
Collaborative map	Information exchange and distribution. Identification of key stakeholder topics	All stakeholders and community members
Community contact database and complaints handling procedure	Information collection, exchange and distribution	All stakeholders and community members
Reporting on consultation	Information distribution and exchange	Project team

## 6 OVERARCHING COMMUNICATION ACTION PLAN

The following activities are planned and will be monitored throughout implementation with adjustments made as required.

**Table 6-1 Overarching Woolgoolga to Ballina communication action plan**

Activity/ CoA reference	Rationale	Task/details	Responsibility	Timeframe
<b>Community communication strategy</b> <b>Condition of Approval (CoA): C1 a</b> <b>CoA: C1 b</b> <b>CoA: C1 d</b> <b>CoA: C1 e</b> <b>CoA: C1 f</b>	Identify stakeholders, communication tools and effects on contractors, adjacent residents and public authorities. Includes community concerns and issues identified during the project's development.	Identify stakeholders, key issues and communication tools.	Roads and Maritime	Complete
<b>Action plan</b> <b>CoA: C1 a</b> <b>CoA: C1 b</b> <b>CoA: C1 c</b> <b>CoA: C1 e</b>	<p>Ensure that community involvement throughout all stages of the project meets the consultation objectives outlined in this community consultation strategy.</p> <p>To ensure flexible and tailored consultation throughout the development and delivery of the Project.</p>	<p>Identify stakeholders to be consulted including affected landowners and landowners adjoining the project.</p> <p>Identify and implement consultation activities and procedures as well as mechanisms for two way communication</p>	<p>Roads and Maritime to provide overarching community consultation strategy.</p> <p>Action plans to be prepared and implemented by contractor/ delivery partner as required.</p> <p>Roads and Maritime review and approve action plan.</p> <p>ER to be provided opportunity to review and comment on action plan.</p>	Ongoing
<b>Delay management – Event protocol</b>	Provides a protocol relating to major events planned during the construction period. To ensure appropriate delay management strategies are in place to minimise impact on commuters and construction.	<p>Develop protocol to address future major events and functions.</p> <p>Operational protocols to include all stakeholders involved in the management of major events and functions at these locations.</p>	Roads and Maritime and contractor/ delivery partner, as required.	Ongoing, as required
<b>Complaints Management System</b>	The Complaints Management System will be established and Complaints	A telephone number, postal address and email address will be	Roads and Maritime and contractor/ delivery	Prior to construction commencing

Activity/ CoA reference	Rationale	Task/details	Responsibility	Timeframe
<b>CoA: C1 d</b> <b>CoA: C1 e</b> <b>CoA: C1 f</b> <b>CoA: C2</b> <b>CoA: C2 d</b> <b>CoA: C3</b>	Management Protocol will be developed. These documents will outline the processes relating to the recording, reporting and resolution of all complaints and claims, directed against the Project or others.	available on the Project website and advertised prior to the start of work.	partner.	
<b>Community contacts database</b> <b>Consultation Manager</b> <b>CoA: C3</b>	Records all stakeholder contact and issues / comments and complaints raised. Facilitate the provision of stakeholder feedback to the project team.	Record dates and time of interaction with stakeholders including (but not limited to): <ul style="list-style-type: none"> <li>• Complaints and inquiries, including actions to address</li> <li>• Briefings</li> <li>• Community contact</li> <li>• Project information line</li> <li>• Emails</li> <li>• Events</li> <li>• Project correspondence.</li> </ul>	Project team to maintain and enter records of contact and consultation activities. Access to database provided by Roads and Maritime. Project team members without access to database are to provide record of contact detailing interactions with stakeholders and community members.	Ongoing
<b>Maintain project information line and email address</b> Phone 1800 778 900 <a href="mailto:EmailW2B@rms.nsw.gov.au">EmailW2B@rms.nsw.gov.au</a> <b>CoA: C1 e</b> <b>CoA: C2 a</b>	Continues open line of communication with the project team and community. Identifies and tracks emerging issues and stakeholder contact, including complaints.	Interim response and /or detailed response. Use key messages for response. During out of hours work 1800 number to be operational 24 hours.	During out of hours work Project Manager/ Construction Manager to monitor and respond to calls received on 24 hour contact number and provide record of contact to engagement team.	Ongoing
<b>Update and maintain web page</b> <b>CoA: C1 b</b> <b>CoA: C2</b> <b>CoA: C4 a-g</b> <b>CoA: D27</b>	An online resource to provide information about the proposed works including media releases, construction information. Continues communication between the community and the project team.	The website will continue to provide information relating to the project's development, including but not limited to: <ul style="list-style-type: none"> <li>• Details of contact point(s) to which community complaints and enquiries may be directed, including a telephone number, a postal</li> </ul>	Roads and Maritime to maintain and upload. Communications representative to provide information as required.	Ongoing



Activity/ CoA reference	Rationale	Task/details	Responsibility	Timeframe
		<p>address, email address</p> <ul style="list-style-type: none"> <li>• Construction activities and milestones</li> <li>• Project documents</li> </ul>		
<b>Provision of project information</b> <b>CoA: C1 b</b> <b>CoA: C1 d</b> <b>CoA: C1 e</b>	<p>A variety of communication tools may be used to provide information about the project including timeline, construction activities, out of hours work and environmental, social mitigation strategies and details of traffic arrangements where appropriate. Where possible project contact information will be provided.</p>	<p>Project information may be issued in a variety of mediums, including but not limited to:</p> <ul style="list-style-type: none"> <li>• Colour brochure</li> <li>• Project update</li> <li>• Letters/email</li> <li>• Media release</li> <li>• Traffic alert</li> <li>• Static displays</li> <li>• SMS alert</li> <li>• Factsheets</li> <li>• Community information sessions.</li> <li>• Staffed displays</li> <li>• Woolgoolga to Ballina project information centre</li> </ul>	<p>Roads and Maritime/ engagement team and project team representatives, as required.</p>	<p>Ongoing</p> <p>Information will be provided to directly impacted residents at least 5 days prior to activities commencing.</p>
<b>One-on-one meetings with affected property owners/ residents (as required)</b> <b>CoA: C1 b</b> <b>CoA: C1 e</b>	<p>Foster relationships built on trust, by engaging with property owners/ residents on a first priority basis and providing them with the opportunity to meet with the project team and discuss their specific issues.</p>	<p>Arrange and attend one-on one meetings, provide meeting notes.</p>	<p>Arrange based on contact. Roads and Maritime project team representative to attend as required.</p>	<p>Ongoing</p>
<b>Focus Group</b> <b>CoA: C1 (c)</b>	<p>Community-based focus groups may be used to provide information to community members about specific environmental issues on an as needed basis.</p>	<p>If required focus groups will be formed and details on the structure, scope, objectives and frequency of the community-based focus groups will be developed in consultation with group participants</p>	<p>Roads and Maritime and contractor/ delivery partner.</p>	<p>As required</p>
<b>Advertisement</b>	<p>Provide contact details, construction notification and milestones events etc.</p>	<p>Adverts to be placed in media outlets identified as strategic</p>	<p>Engagement team to prepare.</p>	<p>Prior to construction, post operation and as required.</p>

Activity/ CoA reference	Rationale	Task/details	Responsibility	Timeframe
<b>CoA: C2</b>		communications channels	Roads and Maritime to arrange placement of advert	
<b>Milestone events</b>	Opportunities for government announcement and events	Milestone events will involve a variety of communication activities and tools.	Roads and Maritime to provide support, as required.	Ongoing
<b>Collaborative mapping</b>	An online resource to provide information about route alignment.	Maintain and update existing mapping tool	Roads and Maritime	Ongoing
<b>Property access protocols Appendix C</b>	Establish property access protocols to streamline access process and ensure that stakeholder and property owner/ resident satisfaction with Roads and Maritime and project is maintained.	Establish property access protocols and templates	Roads and Maritime to provide template Communications representative to update as required.	Complete
<b>Variable Message Signage (VMS) CoA: C1 b</b>	Where appropriate VMS would be used to advise the local community and commuters about important information such as traffic or access changes.	VMS to be updated as appropriate throughout construction period	Construction team	Ongoing
<b>Site Notice and interpretive signage CoA: C1 b</b>	The site notice will be used to inform the public that unauthorised entry to the site is not permitted and display project details.	Site notice to include: <ul style="list-style-type: none"> <li>• Project details;</li> <li>• Builder PCA and structural engineer details;</li> <li>• Hours of work; and</li> <li>• 24 hour phone contact number</li> </ul>	Construction team	Prior to construction commencement
<b>Reporting</b>				
Internal monthly consultation reporting	Reports will be used to identify current and emerging issues and provide recommendations as well as to evaluate engagement activities and record of contact.	Monthly report to summarise details of consultation activities and feedback.	Engagement team Format to be confirmed with Roads and Maritime	Monthly

## 7 COMPLAINTS MANAGEMENT SYSTEM

To address and respond to complaints and inquiries a complaints management system has been developed in line with AS 4269 Complaints Handling.

The purpose of this system is to specify the process for receiving, addressing, resolving and recording complaints as well as outline the process required in the escalation of a complaint to an independent mediator. This complaint management system will be coordinated for the duration of the project.

### What is a complaint?

Complaints can be considered an incident or occurrence identified by a stakeholder as unsatisfactory, incorrect or inappropriate. As such, complaint handling involves dealing with people who are dissatisfied with: a service they have received, a failure to follow a process or procedure or an improper/ incorrect decision.

To ensure equity in complaint handling:

- All complainants are to be treated with respect and fairness
- All complaints are to be considered on their merits
- The substance of a complaint dictates the level of resources dedicated to it, not a complainant's demands or behaviour.

### Receiving complaints

Contact details for the community to lodge a complaint are:

- Telephone: 1800 778 900 (toll free information line)
- Email: W2B@rms.nsw.gov.au
- Post: Woolgoolga to Ballina upgrade, PO Box 546 Grafton NSW 2460

### Addressing and resolving complaints

The engagement team will take the lead in responding to complainants. Timeframes for initial responses to complaints are outlined below.

- Telephone complaints received during work hours will be provided a response within two hours. Complaints received outside of work hours will be provided a response within two hours of when work starts
- Email and postal complaints will be responded to within two (2) business days of receipt

Complainants will be informed about the complaints process and what they can expect as well as what will be expected from them in return. Complainant responsibilities (NSW Ombudsman *Managing Unreasonable Complainant Conduct* 2012) include the responsibility to:

- Clearly identify their issue of complaint
- Provide all relevant information about their complaint – to the best of their ability
- Cooperate with any requests for information, inquiries or investigation
- Act honestly
- Treat the people handling their complaint with courtesy and respect

The aim is to resolve the complaint at the first point of contact, by providing a solution or negotiating an agreed course of action. The complainant will be provided updates on the progress of their complaint and a written response will be provided within 10 working days if the complaint cannot be resolved by the initial or follow up verbal response.

## Escalating complaints

Every effort will be made to resolve the complaint however, in the event that a complaint cannot be resolved, the complainant would be advised of alternative forms of recourse available to them including:

- Environmental representative, if a complainant is dissatisfied with the response from the project team the Environmental Representative will take the lead in handling the complaint
- Independent mediator. An independent mediator would be engaged if all attempts to negotiate with a complainant are unsuccessful. If engaged the independent mediator effectively owns the complaint – they decide how the complaint will be dealt with, by whom, how quickly, the priority of resources it will be given and the appropriateness of the outcome achieved.

For the complaints management protocol refer to section 8.

## Recording complaints

The community contacts database will be used as a complaints register. The database will be used to record, track and respond to complaints efficiently.

A record of all complaints received will be kept including the following details:

- Date and time of complaint
- Type of communication (telephone, letter, meeting, etc)
- Full name, address, contact telephone number of complainant
- Nature of complaint and issues raised
- Names of persons involved at all stages
- Action taken and details of the resolution including response times
- Any monitoring to confirm that the complaint has been satisfactorily resolved.

Information on all complaints received the means by which they were address and whether resolution was reached with or without mediation shall be included in the construction compliance reports.

## 7.1 Referring complaints

The most appropriate person to resolve a complaint or authorise action in response to a complaint will depend on the type of complaint received. Table 7.1 identifies current referral process.

**Table 7-1 Complaint referral process**

Type of complaint	Description	Refer to
Early work	Complaint about early work activities or early work contractors	Engagement team
Construction site specific	Complaint about construction work, behaviour or activities at/ or around construction sites	Engagement team
Overall project/ government policy	Complaint about need for project, route, approvals process or NSW policy position	Roads and Maritime
Media inquiry	A complaint has been relayed to the project team by a media organisation	Roads and Maritime
Government or ministerial inquiry	A complaint been made to the project team by a member of local, state, federal government body, department or minister	Roads and Maritime