



Community Communication Strategy

Coffs Harbour bypass project

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1 Introduction

1.1 Background

This Community Communication Strategy (CCS) has been prepared for the Coffs Harbour bypass project (State Significant Infrastructure, SSI-7666). This CCS has been named in accordance with the Minister’s Conditions of Approval (CoA) and addresses the Transport for NSW requirements under the Scope of Works and Technical Criteria (SWTC) for a Community Involvement Plan. This CCS describes the methods used to facilitate communication between Transport for NSW, the appointed contractors, key stakeholders and the community. The Coffs Harbour bypass Complaints Management System (CMS) is included in this document.

This CCS interfaces with the other associated plans, which together describe the proposed overall project management system for the project to ensure compliance with the requirements of the Assurance Process, Infrastructure Approval, Environment Impact Statement (EIS), Amendment Report, Construction Deed (the Deed), the SWTC and other associated project documents.

1.2 Community Communication Strategy purpose

The project has been assessed under Part 5.1 (State significant infrastructure - now Division 5.2) of the NSW Environmental Planning and Assessment Act 1979 (EP&A Act). This CCS addresses CoA B1, B2(a) (b) (c) (d) (e) (f), B6 (a) (b), B8, B9 (a) (b) (c) (d) (e) (f) (g), B11(a) (b) (c) (d) (e) (f).

The requirements of the conditions and Revised Environmental Management Measures which apply to the CCS are listed in Table 1 below, together with the cross-reference to where the requirements are addressed in this CCS. Further details of how the conditions are addressed are provided in the sections below.

Table 1 Conditions of Approval

<p>B1 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>A Strategy shall provide mechanisms to facilitate communication between the Proponent, the Environmental Representative (ER), the Acoustics Advisor (AA), relevant council and the community stakeholders (including adjoining affected landowners and businesses and others directly impacted by the CSSI), during the design and construction of the CSSI and for a minimum of 12 months following the completion of construction of the CSSI.</p>	<p>This document is the Community Communications Strategy</p>
<p>B2 The Strategy should include but not be limited to:</p> <p>(a) identify people and organisations to be consulted during the design and work phases</p>	<p>Section 2 Stakeholder analysis Table 2 Stakeholder identification and analysis</p>
<p>(b) identify community demographics and approaches to address the needs of vulnerable communities;</p>	<p>Section 2 Stakeholder analysis Section 2.1.1 Coffs Harbour demographics</p>

<p>(c) procedures and mechanisms for the regular distribution of accessible information about or relevant to the CSSI, including the use of construction hoardings to provide information regarding construction. The information to be distributed must include information regarding current site construction activities, schedules and milestones at each construction site;</p>	<p>Section 6 Overarching communication and engagement tools and activities Table 6 Overarching communication tools and activities</p>
<p>(d) identify opportunities and make provision for key stakeholder or community groups to visit construction sites (taking into consideration workplace, health and safety requirements);</p>	<p>Section 6 Overarching communication and engagement tools and activities Table 6 Overarching communication tools and activities</p>
<p>(e) the formation of issue or location-based community forums that focus on key environmental management issues of concern to the relevant communities;</p>	<p>Section 6 Overarching communication and engagement tools and activities Table 6 Overarching communication tools and activities</p>
<p>(f) set out procedures and mechanisms: (i) through which the community can discuss or provide feedback to the Proponent; (ii) through which the Proponent will respond to enquiries or feedback from the community; (iii) to resolve any issues and mediate any disputes that may arise in relation to the construction of the CSSI, including disputes regarding rectification or compensation.</p>	<p>Section 6 Overarching communication and engagement tools and activities Table 6 Overarching communication tools and activities Section 7 Complaints Management System Section 7 Complaints Management System (Section 7.5.1)</p>
<p>Complaints Management System Appendix E B6 A Complaints Management System must be prepared and implemented before the commencement of any work and maintained for the duration of construction and a minimum of 12 months following completion of construction of the CSSI. (a) The following information must be available to facilitate community enquiries and manage complaints one (1) month before the commencement of work and for 12 months following the completion of construction: (b) a mediation system for complaints unable to be resolved. This information must be accessible to all in the community regardless of age, ethnicity, disability or literacy level.</p>	<p>Section 7 Complaints Management System Section 7.2 Complaints Management System scope</p>
<p>B7 The following information must be available to facilitate community enquiries and manage complaints one (1) month before the commencement of work and for 12 months following the completion of construction: (a) 24- hour telephone number for the registration of complaints and enquiries about the CSSI; a postal address to which written complaints and enquires may be sent; (b) an email address to which electronic complaints and enquiries may be transmitted; and (c) a mediation system for complaints unable to be resolved. This information must be accessible to all in the community regardless of age, ethnicity, disability or literacy level.</p>	<p>Section 6 Overarching communication and engagement tools and activities Table 6 Overarching communication tools and activities Section 7 Complaints Management System Section 7.3.1 Table 7</p>
<p>B8 The telephone number, postal address and email address required under Condition B7 of this approval must made available on site boundary fencing / hoarding at each construction site before the commencement of construction. This information must also be provided on the website required under Condition B11 of this approval.</p>	<p>Section 6 Overarching communication and engagement tools and activities Table 6 Overarching communication tools and activities</p>

<p>B9 A Complaints Register must be maintained recording information on all complaints received about the CSSI during the carrying out of any work and for a minimum of 12 months following the completion of construction. The Complaints Register must record the:</p> <ul style="list-style-type: none"> (a) number of complaints received; (b) the date and time of the complaint; (c) the method by which the complaint was made; (d) any personal details of the complainant which were provided by the complainant or, if no such details were provided, a note to that effect; (e) nature of the complaint; (f) means by which the complaint was addressed and whether resolution was reached, with or without mediation; and (g) if no action was taken, the reason(s) why no action was taken. 	<p>Section 7 Complaints Management System Section 7.3.2 Complaints Register</p>
<p>Provision of Electronic Information</p> <p>B11 A website or webpage providing information in relation to the CSSI must be established before commencement of Work and maintained for the duration of construction, and for a minimum of 24 months following the completion of construction. Up-to-date information (excluding confidential commercial information) must be published before the relevant work commencing and maintained on the website or dedicated pages including: www.pacifichighway.nsw.gov.au/coffsharbourbypass and portal</p> <ul style="list-style-type: none"> (a) information on the current implementation status of the CSSI (b) a copy of the documents listed in Condition A1 and Condition A2 of this approval, and any documentation relating to any modifications made to the CSSI or the terms of this approval; (c) a copy of this approval in its original form, a current consolidated copy of this approval (that is, including any approved modifications to its terms), and copies of any approval granted by the Minister to a modification of the terms of this approval; (d) a copy of each statutory approval, licence or permit required and obtained in relation to the CSSI; (e) a current copy of the final version of each document required under the terms of this approval; and 	<p>Section 7 Complaints Management System Section 7.3.1 Facilities for receiving complaints</p>
<ul style="list-style-type: none"> (f) a copy of the audit reports required under this approval. Where the information / document relates to a particular Work or is required to be implemented, it must be published before the commencement of the relevant Work to which it relates or before its implementation. 	<p>A copy of the audit reports required under this approval in accordance with the Independent Audit Post Approval Requirements (DP&E 2020) will be available on the project website.</p>

This CCS describes:

- the stakeholders to be consulted during the implementation of the strategy, including adjoining landowners, local residents, the broader community, key stakeholders and relevant agencies
- the communication tools and activities that will be used to provide regular distribution of information to stakeholders about the works and provide opportunities for community feedback
- potential construction impacts and methods to proactively manage these impacts.

This CCS is subject to ongoing development, amendment and updating during the bypass project to take into account:

- changes in the design and construction program
- changes in community and stakeholder needs
- changes in the work and the community / stakeholder information requirements.

1.3 Community Communication Strategy scope

This CCS applies to community engagement and communications by Transport for NSW relating to the bypass project. Continuity in communications processes between development and delivery will be achieved through the use of the same project phone number and website. In addition, the communications activities and communication tools, as outlined in Table 6 of this CCS will be consistent for the construction and post construction phases of the project as appropriate.

1.4 Project description

Transport for NSW has been investigating a Coffs Harbour bypass since 2001 as part of the Pacific Highway upgrade. The preferred route was announced in 2004 and the concept design report was published in 2008. Since then funding priorities have targeted the full duplication of the Pacific Highway between Hexham and the Queensland border by 2020.

The Australian and NSW governments are funding the 14 kilometre Coffs Harbour bypass project. The bypass will boost the regional economy and improve connectivity, road transport efficiency and safety for local and interstate motorists.

Once complete, the bypass will remove thousands of vehicles from the centre of town, making Coffs Harbour an even better place to live, work and visit.

When complete, the 14 kilometre bypass will:

- save travel time of up to 12 minutes
- bypass 12 sets of traffic lights
- ease congestion and deliver better and more reliable trips
- improve safety on the existing highway.

1.5 Project location

The project is located in the NSW electorate of Coffs Harbour. It includes a 14 kilometre upgrade from Englands Road in the south of Coffs Harbour to Sapphire Beach in the north. The existing highway through Coffs Harbour forms part of the Sydney-Brisbane freight corridor and carries up to 35,000 vehicles per day. The area is already experiencing high levels of congestion and traffic volumes are expected to increase over time in line with population growth.

Key features of the bypass include:

- three tunnels at Roberts Hill (about 190 metres long), Shephards Lane (about 360 metres long) and Gatelys Road (about 450 metres long)
- three interchanges at Englands Road, Coramba Road and Korora Hill
- a bus interchange at Kororo Public School
- formalising the bus stop facility at Coramba Road
- bridges over and under the bypass 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 bypass where it crosses key animal habitats or wildlife corridors
- lowering the height of the road up to 18 metres and an average of eight metres across the length of the project
- reducing the maximum road gradient to 3.5 per cent
- lowering the bridge over the North Coast Railway by 12 metres
- adding nearly 14 kilometres of lower noise pavement.

A map of the project location.



2 Stakeholder analysis

2.1 Community overview

Information in the following sections was obtained from the socio-economic assessment presented in the EIS. The assessment identified the suburbs and areas of Coffs Harbour as being in close proximity to the project. The Australian Bureau of Statistics geographical boundaries were adopted for the purpose of analysing demographic and statistical data for the Coffs Harbour community. These figures are based on the 2016 and 2018 census.

2.1.1 Coffs Harbour demographics

Coffs Harbour has a population of about 77,270 people. The population comprises of 48.4 per cent male and 51.6 per cent female. The median age of the community is between 50 – 59 years. There are 45.9 per cent of families. 51.7 per cent of lone person or couples (without children). There are about 32290 households in Coffs Harbour. Of the population, 86.8 per cent were born in Australia.

Other top ancestries in the Coffs Harbour community include England and Scotland. The main language spoken at home is English followed by Punjabi (1.8 per cent), German (0.4 per cent), Mandarin (0.3 per cent), Spanish (0.3 percent). Just over 55 per cent of the community work full time with part time workers comprising of 43 per cent of the population and 2 per cent of the community is unemployed.

Analysis of the demographic information has assisted to determine that there is an older demographic in Coffs Harbour. With online access to communications material less available to the older demographic, hard copies of the communication material will continue to be made available. The demographic data has also assisted to identify that 97.5 per cent of the local population speaks English. All the communication material will be available in English and if there is a requirement for translation, all the communication material will have inserted a telephone number for translation and interpretation services.

2.2 Key stakeholders

Transport for NSW carried out extensive consultation with the community and stakeholders in the development of the EIS and Amendment Report. Community and stakeholder consultation including names and contact details are recorded in the stakeholder management database, Consultation Manager. Transport for NSW will build on this consultation to ensure the community and stakeholders are consulted with and kept informed about the project.

Stakeholders are recognised as anyone who has a current or future interest in the project and are categorised in Table 2 of this CCS. In addition, the project Construction Environment Management Plan (CEMP) and sub-plans include maps showing nearby residents and businesses, and noise sensitive receivers. Appendix G2 of Volume 2B of the Coffs Harbour Bypass Amendment Report also details the location of all residential receivers, places of worship, schools and commercial businesses within 600m of the alignment.

Table 2 Stakeholder Analysis

Stakeholder group	Stakeholders	Level of interest	Phase of Project
Directly affected stakeholders businesses and schools	<p>Adjacent and directly affected properties and businesses including:</p> <ul style="list-style-type: none"> • Properties within 200 metres of the alignment, or 500 metres where controlled blasting is carried out, including: <ul style="list-style-type: none"> • Properties that require property adjustments • Properties that require at-house noise treatments • Sensitive noise receivers • Businesses within 200 metres of the alignment, or 500 metres where controlled blasting is carried out, including: <ul style="list-style-type: none"> • Englands Road industrial estate • International Stadium • Schools <ul style="list-style-type: none"> • Kororo Public School and parents • Bishop Druitt College and parents 	High	Pre-construction Construction Post construction
Wider community	<ul style="list-style-type: none"> • Local residents • Road users to include Heavy Vehicle Industry using the existing highway and local roads • Motorists using the Pacific Highway • Pedestrians and cyclists using the bypass • Local taxi, bus, tour and transport operators • Local pre-schools, primary and high schools • Coffs Harbour Educational Campus • Training organisations identified in Infrastructure Skills Legacy Program • TAFE NSW • Tourists • Employment agencies • Local Aboriginal groups • Refugee groups 	High - Medium	Pre-construction Construction Post construction
Interest groups and businesses	<ul style="list-style-type: none"> • Local businesses in Coffs Harbour CBD • Coffs Harbour Chamber of Commerce • Coffs Harbour Regional Airport • Coffs Harbour Bicycle User Group • Coffs Harbour bypass Aboriginal Focus Group • Aboriginal Businesses identified in APIC plan • Coffs Harbour Local Aboriginal Land Council • Coffs Harbour Bypass Action Group • NSW Farmers (Blueberries and Bananas) • Banana Growers Association • Landcare • Oz Group • NSW Health Coffs Base Hospital • Mission Australia • Community Housing Ltd • Pathfinders • Evolve Housing • Anglicare North Coast 	Medium	Pre-construction Construction Post construction

Stakeholder group	Stakeholders	Level of interest	Phase of Project
Government representatives and agencies	<ul style="list-style-type: none"> • Premier of NSW • Minister for Transport • Minister for Regional Transport and Roads • Minister for Planning and Public Spaces • Federal and State Members of Parliament • Federal and State Members' staff • Department of Planning and Environment (DP&E) • The Secretary, Department of Planning and Environment • Transport for NSW • NSW Environment Protection Authority (EPA) • Office of Environment and Heritage (OEH) • City of Coffs Harbour and elected representatives 	High	Pre-construction Construction Post construction
Emergency Services	<ul style="list-style-type: none"> • State Emergency Service – Coffs Harbour • NSW Police – Coffs Clarence • Ambulance NSW – Coffs Harbour • NSW Rural Fire Service – Coffs Harbour • NSW Fire and Rescue Brigade – Coffs Harbour • Solitary Rural Fire Service Brigade 	Medium	Pre-construction Construction
Utility and service providers	<ul style="list-style-type: none"> • Mid Coast Water • Essential Energy • Origin • Telstra • Optus • NBN Co • Railcorp 	Medium	Pre-construction Construction
Media	<ul style="list-style-type: none"> • ABC Coffs Harbour • Coffs Coast Advocate • Koori Mail • Triple MMM • Hit105.5 • 2AirFM • Prime • NBN • The Outlook • Coffs Coast News 	High - Medium	Pre-construction Construction Post construction

2.2.1 Directly affected stakeholders and business

Transport for NSW will continue to liaise with residents and businesses adjacent to the project using the communications activities and tools outlined in Table 6 Overarching communications action plan.

Transport for NSW will liaise with 'directly affected stakeholder and businesses' outlined in Table 2 including residents, tenants, property and business owners to ensure they are kept informed about the project including any work that may affect them. Stakeholders in this group will receive regular information about the project including work nearby and that may affect them. This could be via email, notification or letter. The team will also use meetings and phone calls to keep directly affected stakeholders and business informed.

2.2.2 Properties receiving adjustments

Transport for NSW will continue to liaise with the owners of properties that required adjustments as part of the project. Property adjustment plans will be prepared in accordance with the requirements of the Infrastructure Approval, EIS, Amendment Report, the Deed, SWTC and other associated project documents. Transport for NSW will liaise with residents, tenants, property and business owners to ensure access is maintained during the work, unless otherwise agreed in consultation with the property owner.

2.2.3 Properties receiving treatment

Transport for NSW will liaise with the owners of properties that are eligible for at-house noise treatment as part of the project. At-house noise treatment plans will be prepared in accordance with the Infrastructure Approval, EIS, Amendment Report, the Deed, SWTC and other associated project documents. The project team will liaise with residents, tenants, property and business owners to ensure work is carried out in a timely and respectful manner.

2.2.4 Utility and service providers

Utilities and service providers whose infrastructure will potentially be affected by the project are identified in Table 2. Consultation with these utility and service providers will be undertaken before works affecting them commence, to determine the requirements for access to, diversion, protection, and/or support of such services.

Transport for NSW will ensure that disruption to any service is minimised and will ensure local residents and businesses affected are notified before any planned disruption of service occurs. Notification for planned utility and service distributions will be from the utility and service providers within their specified notice periods. These notifications are in writing and include the specific days and times, reason for the distribution and contact details for enquiries and complaints.

If utility or service disruptions occur outside of standard construction hours, Transport for NSW will distribute an out of hours work notification letter not less than five days and not more than 14 days before work is to be carried out.

2.2.5 EPA and DP&E

The EPA will be notified of incidents causing or threatening material harm to the environment immediately after the person becomes aware of the incident in accordance with the requirements of Part 5.7 of the Protection of the Environment Operations Act 1997. If notification is given to the EPA such notification will also be provided to DP&E within 24 hours after the notification was given to the EPA. For more information, refer to the Construction Environment Management Plan available at pacifichighway.nsw.gov.au/coffsharbourbypass.

3 Key issues raised by stakeholders

3.1 Previous consultation

Transport for NSW has carried out consultation with the community and stakeholders during the development of the project. The EIS was publicly exhibited in September 2019 and the refined designs were on display in November 2019.

A total of 186 submissions were received, including submissions from 10 public authorities and City of Coffs Harbour. Of the 186 submissions from the general public and special interest groups, 62 expressed support for the proposal, both generally and for more specific elements of the project such as inclusion of tunnels, a lowered alignment compared to the 2018 concept design and use of low noise pavement.

Transport for NSW prepared an Amendment Report which provided a response to issues raised from the EIS and the proposed design refinements of the project. The Amendment Report and Submissions Report were available for public viewing from July 2020

For more information, refer to the Coffs Harbour bypass project Submissions Report.

3.2 Potential issues and strategies

Transport for NSW understands the importance of proactive consultation and engagement with the community and stakeholders to address and minimise potential issues, low impact work and construction impacts.

Refer to Table 3 for the potential issues that are likely, or known to be of interest or concern to community and stakeholders for the project. Emerging issues will continue to be tracked in Consultation Manager (CM), identified and proactively managed.

Table 3 Potential issues, mitigations measures and strategies

Potential issue	Potential key impacts	Communication strategy
Construction impacts including noise, vibration and dust	<p>Potential key impacts identified caused by:</p> <ul style="list-style-type: none"> trucks, light vehicles, reversing beepers earthworks and construction activities including piling out of hours work blasting site compounds and casting yard. 	<p>Any work planned outside of the standard working hours (except in emergencies) will be carried out in accordance with the requirements of the Infrastructure Approval, EIS, Amendment Report, the Deed, the SWTC, Environment Protection Licence (EPL) and other associated project documents.</p> <p>The project CEMP and Noise and Vibration Management Sub-plan outlines the environmental management practices and procedures that will be followed during construction including noise, vibration and dust monitoring.</p> <p>The Noise and Vibration Management Sub-plan details how construction noise and vibration impacts will be minimised and managed. The plan has been developed in consultation with the EPA and is consistent with the relevant noise mitigation guidelines to include:</p> <ul style="list-style-type: none"> informing and/or consulting with nearby residents and businesses about construction activities that may generate excessive noise, vibration and/or dust by:

		<ul style="list-style-type: none"> • letterbox/email notification and meetings with nearby residents and businesses, as required • information on the project website • responding quickly to enquiries and complaints in accordance with the CMS. <p>All project personnel and subcontractors will be educated in minimising noise, vibration and dust at the project induction, pre- start meetings and toolbox talks.</p>
Operational noise treatment	Community has a lack of understanding on how noise treatment is determined.	<p>Transport for NSW factsheets about operation noise will be made available on the website and for interested stakeholders.</p> <p>The noise modelling data is explained in plain language and is available on the project's website to help nearby residents and businesses understand predicted noise levels and the mitigation provided from low noise pavement, noise walls and at-house noise treatment.</p> <p>Follow procedures including the Project Management Plans, CEMP and sub-plan, developed in accordance with the requirements of the Infrastructure Approval, EIS, Amendment Report, the Deed, the SWTC, EPL and other associated project documents.</p>
Controlled blasting	<p>Impacts of controlled blasting including noise, vibration, dust and road closures.</p> <p>Lack of information and consultation about controlled blasting.</p> <p>Damage to nearby buildings and structures from controlled blasting.</p>	<p>Follow procedures including the Project Management Plans, CEMP and sub-plan (including Blast Management Strategy), developed in accordance with the requirements of the Infrastructure Approval, EIS, Amendment Report, the Deed, the SWTC, EPL and other associated project documents.</p> <p>Inform and/or consult with nearby residents and businesses about controlled blasting by:</p> <ul style="list-style-type: none"> • meeting with nearby residents and businesses to provide information about controlled blasting and process for each blast • meetings to occur before controlled blasting starts and then ongoing during construction, as required and requested by residents and businesses • obtain written agreement from residents and business (based on vibration limit predications) for increased controlled blasting limits in accordance with the EPL • notify residents, businesses and motorists of each controlled blast.
Out of hours work	Disruption to nearby residents and motorists during out of hours work	<p>Any work planned outside of the approved working hours (except in emergencies) will be carried out in accordance with the requirements of the Infrastructure Approval, EIS, Amendment Report, the Deed, the SWTC, EPL and other associated project documents.</p> <p>The project CEMP and Noise and Vibration Management Sub-plan outline the environmental management practices and procedures that are being followed during construction including noise and vibration monitoring.</p> <p>Implementing mitigation measures and monitoring noise levels during night work.</p> <p>Notifying affected noise sensitive receivers of works outside of approved construction hours not less than five days and not more than 14 days before those works are to be undertaken. The notification must be:</p> <ul style="list-style-type: none"> • by letterbox drop or email; and • be detailed on the project website. • The notification of this condition must:

		<ul style="list-style-type: none"> clearly outline the reason that the work is required to be undertaken outside approved construction hours include a diagram that clearly identifies the location of the proposed works in relation to nearby cross streets and local landmarks include details of relevant time restrictions that apply to the proposed works.
Local infrastructure, utilities and services	<p>Existing condition reports to ensure agreed baseline for restoration.</p> <p>Coordination of works with local councils and services providers to minimise any impacts on their assets and programs.</p>	<p>Follow procedures including the Project Management Plans, CEMP and sub-plan, developed in accordance with the requirements of the Infrastructure Approval, EIS, Amendment Report, the Deed, the SWTC, EPL and other associated project documents.</p> <p>Consult with utilities, services and other infrastructure potentially affected by construction and operation to determine requirements for access to, diversion, protection, and/or support.</p> <p>Consult with relevant service utility providers and owners to verify locations, impacts and any protection or relocation work required.</p> <p>Copies of asset and road conditions reports to be submitted to asset owners before major work starts in the area.</p> <p>Responding quickly to enquiries and complaints in accordance with the CMS.</p>
Traffic management impacts on motorists, pedestrians and cyclists including traffic changes, detours and access changes	<p>Disruptions, delays and temporary detours including reduced speed limits, temporary shoulder and road closures and construction access gates.</p> <p>Minimising the impact and maintaining access to local residents, businesses, pedestrians, cyclists, motorists and emergency vehicles.</p>	<p>Follow procedures including the Project Management Plans, CEMP and sub-plan, developed in accordance with the requirements of the Infrastructure Approval, EIS, Amendment Report, the Deed, the SWTC, EPL and other associated project documents.</p> <p>Closures to be planned/works limited to outside of peak traffic periods, weekends, holiday periods and events.</p> <p>Consult with Council on any staging of local road network upgrades and new or modified local road, parking, pedestrian and cycle infrastructure as part of the project.</p> <p>Access to bus stop locations are to be maintained during construction in consultation with bus operators.</p> <p>Pedestrian and cyclist access is to be maintained throughout construction, with signs outlining the pedestrian and cyclists diversion routes.</p> <p>There is to be advance notification of any construction works that affect pedestrians and cyclists.</p> <p>Any necessary alterations to property access required for the project are to be carried out in consultation with property owners.</p> <p>Emergency services are to be notified in advance of changes to traffic conditions (eg partial or total road closures).</p> <p>Informing and/or consulting with residents, businesses, pedestrians, cyclists, motorists and emergency vehicles by:</p> <ul style="list-style-type: none"> letterbox/email notification and meetings, as required presentation/briefing to key stakeholder groups information available on the project website and NSW Live Traffic media releases, traffic alerts and social media email notifications to registered stakeholders VMS to display information about traffic delays and changes

		<ul style="list-style-type: none"> • signage to direct pedestrians/cyclists to ensure safe use of footpaths/roads • respond quickly to enquiries and complaints in accordance with the CMS.
Site compounds and ancillary facilities	Impact on nearby residents and businesses associated with site compounds and ancillary facilities.	<p>An assessment of the facility in consultation with relevant public authority(s), the Council and ER occurred in accordance with the requirements of the Infrastructure Approval, EIS, Amendment Report, the Deed, the SWTC, EPL and other associated project documents.</p> <p>Fencing with material attached (eg shade cloth) will be provided around the construction compounds and other areas to screen views of the construction compounds from adjoining properties, as required.</p> <p>Inform and/or consult with nearby residents and businesses before site compounds and ancillary facilities are established:</p> <ul style="list-style-type: none"> • letterbox/email notification and meetings, as required • respond quickly to enquiries and complaints in accordance with the CMS.
Aboriginal and non-Aboriginal heritage	<p>Disturbance and damage to Aboriginal and non-Aboriginal heritage items.</p> <p>Lack of consultation with the local Aboriginal community and key stakeholders.</p>	<p>Follow management measures and procedures included in the CEMP including, where appropriate, stop works and contact key stakeholders and organisations.</p> <p>Consultation in accordance with the Transport for NSW procedure for Aboriginal Cultural Heritage Consultation and Investigation.</p> <p>The Heritage Management Sub- plan details how construction impacts on Aboriginal and non- Aboriginal heritage is to be minimised and managed. The plan was developed in consultation with Heritage NSW and Aboriginal Representatives.</p> <p>The project site induction incorporates Aboriginal culture awareness training for all relevant staff and contractors. It is to include Aboriginal culture and history of the area, the location of sites and items that require protection, heritage management measures and protocols, and legal obligations.</p>
Lack of project awareness, understanding and incorrect information	<p>Lack of awareness or misinformation about the project.</p> <p>Unauthorised media releases, persons speaking with the media and release of project information</p> <p>Community not knowing how to contact project team.</p> <p>Complaints and issues received that relate to other projects.</p>	<p>Widespread communication material in plain language and graphics about the project prepared and available during the project.</p> <p>Use a range of easy to access communication activities and tools to reach the wider community and stakeholders including written communication material, information sessions and displays.</p> <p>Publish project contact information on all communications material.</p> <p>Responding quickly to enquiries and complaints in accordance with the CMS.</p> <p>All project personnel and subcontractors educated in communications and media protocols at the project induction, pre-start meeting and toolbox talks.</p>
Drainage, stormwater management, erosion, sediment control and water quality	Flooding during large rainfall events, management of erosion and sediment control for temporary work.	<p>Design temporary and permanent work in accordance with the Infrastructure Approval, EIS, Amendment Report, the Deed, the SWTC, EPL and other associated project documents.</p> <p>The Soil and Water Quality Management Plan details the management of surface water impacts during construction. The plan will be</p>

		<p>developed in consultation with the EPA, Department of Primary Industries (Fisheries and Water) and the Council.</p> <p>Inform and/or consult with nearby residents and businesses about drainage, stormwater management, erosion, sediment control and water quality including:</p> <ul style="list-style-type: none"> • meetings with nearby residents and businesses, as required • respond quickly to enquiries and complaints in accordance with the CMS.
Property and vehicle damage	Property or vehicle damage from construction.	<p>Follow procedures including the Project Management Plans, CEMP and sub-plan, developed in accordance with the requirements of the Infrastructure Approval, EIS, Amendment Report, the Deed, the SWTC, EPL and other associated project documents.</p> <p>Property condition inspections will be carried out for buildings and structures adjacent to the project. Copies of property conditions reports will be submitted to owners before major work creating vibration starts in the area.</p> <p>Transport for NSW and the contractor will carry out an investigation for any claims of damage to private vehicles. Each claim is investigated and determined based on its individual facts and circumstances and written notification of the decision will be provided to the claimant.</p> <p>Respond quickly to enquiries and complaints about property and vehicle damage in accordance with the CMS.</p>
Removal of native vegetation and impacts on flora and fauna	<p>Removal of planted and remnant vegetation.</p> <p>Threatened species and ecological communities.</p>	<p>Follow procedures including the Project Management Plans, CEMP and sub-plan, developed in accordance with the requirements of the Infrastructure Approval, EIS, Amendment Report, the Deed, the SWTC, EPL and other associated project documents.</p> <p>Informing and/or consult with nearby residents and businesses about vegetation removal by:</p> <ul style="list-style-type: none"> • consult with local wildlife rescue groups to ensure fauna found within the work areas are safely relocated • develop key messages about the Biodiversity Offset Package and nest boxes • letterbox/email notification and meetings with nearby residents and businesses, as required • information available on the project website • respond quickly to enquiries and complaints in accordance with the CMS. <p>All project personnel and subcontractors are to be educated in communications and media protocols at the project induction, pre-start meeting and toolbox talks.</p>
Restoration of site compounds and construction areas	Lack of information and consultation about the rehabilitation and restoration areas affected by construction.	<p>Follow procedures including the Project Management Plans, CEMP and sub-plan, developed in accordance with the requirements of the Infrastructure Approval, EIS, Amendment Report, the Deed, the SWTC, EPL and other associated project documents.</p> <p>Take photographic records of areas likely to be disturbed before major work starts.</p> <p>Consult with direct landowners about appropriate standards for restoration.</p>
Socio-economic, property and land use impacts	Temporary impacts on property where located	Inform and/or consult with nearby residents about the socio- economic impacts associated with noise, dust and visual impact during construction.

	<p>near site compounds and ancillary sites.</p> <p>Impacted social infrastructure and community facilities, including emergency services, are to be consulted with during construction.</p>	<p>Informing and/or consult with nearby residents, businesses and community groups:</p> <ul style="list-style-type: none"> • letterbox/email notification and meetings, as required • respond quickly to enquiries and complaints in accordance with the CMS.
Place design and landscape design	<p>Lack of understanding about the urban and landscape design.</p> <p>Community dissatisfaction with urban design and landscaping.</p>	<p>The Place Design and Landscape Plan developed in accordance with the requirements of the Infrastructure Approval, EIS, Amendment Report, the Deed, the SWTC, EPL and other associated project documents.</p> <p>Inform and/or consult with nearby residents and interested stakeholders about the place design and landscape plan.</p> <p>A range of easy to access communication activities and tools developed to educate the community and stakeholders about the features and details of the place design and landscape plan including display posters, artist impressions and other relevant tools.</p> <p>Respond quickly to enquiries and complaints in accordance with the CMS.</p>

4 Communications and stakeholder engagement resources

Community communications and stakeholder engagement (C&E) project manager

The Transport for NSW Community Communications and Stakeholder Engagement Project Manager (C&E) oversees the development, management, coordination and implementation of all community engagement activities; providing strategic guidance to the Major Contractor (FGJV). The C&E Project Manager will be responsible for the following:

- reviewing all external enquiries, complaints and interface issues received by the Major Contractor
- handling all external complaints, enquiries, and interface issues that have either been escalated by the Major Contractor or relate only to work undertaken by Transport for NSW
- managing and maintaining the document management administration and systems/ contact database, ensuring all staff and contractors have received adequate training and auditing their use to ensure accurate data collection
- liaising with property owners to coordinate access and deal with specific property-related issues arising from the upgrade works
- overseeing the development and delivery of communication and community engagement strategies, activities and tools prepared by the Major Contractor
- preparing material and facilitating group and public meetings, workshops and forums for the works, as well as assisting in the approval of materials provided by the Major Contractor for public meetings, forums and workshops
- providing strategic advice and participating with the project teams, the Major Contractor to improve and enhance the delivery of Transport for NSW communication services to the community
- building and maintaining collaborative and consultative working relationships with internal and external stakeholders.

The C&E Project Manager will be available for contact by local residents and the community at all reasonable times to answer questions and address concerns about the work. This includes during out of hours work and on weekends, as required. The management of the 1800 Community Information line was transferred to the Major Contractor in November 2022 and a representative is available as per the requirements of the SWTC.

The C&E Project Manager receives up-to-date information on the following matters relating to Transport for NSW, the Major Contractor:

- emerging stakeholder issues
- planned traffic arrangements, including any temporary traffic switches and detours
- planned design, low impact work and construction activities
- current landowner discussions
- planned community and stakeholder consultations
- complaints and enquiries received and status
- accountabilities of other staff
- commitments to stakeholders.

5 Community and stakeholder engagement

5.1 Commitment

Transport for NSW is committed to engaging with the community in an open, consultative and inclusive manner and considers that effective relationships with the community provide benefits for all stakeholders, including local residents, businesses, community groups, government stakeholders, employees, subcontractors and the wider community.

This approach to community and stakeholder relations is endorsed at the highest level of the agency through the Transport for NSW Community and Stakeholder Relations Policy (2017) which outlines commitment to achieving positive outcomes for communities and the project's stakeholders.

5.2 Engagement objectives

The Transport for NSW approach to community and stakeholder engagement is guided by the following key principles:

- be inclusive and ensure the community and stakeholders have timely, accurate and effective information about the project, design, low impact works, construction staging and opening
- be proactive by informing and consulting with the community and stakeholders early to ensure they remain informed as the project progresses and potential issues are identified, addressed and closed out
- be responsive and provide two-way communication channels allowing enquiries and complaints to be resolved in a timely manner in accordance with Transport for NSW requirements, Australian Standard ISO 10002-2006 Customer Satisfaction and the Commonwealth Ombudsman better practice guide to Complaint Handling
- be sensitive and recognise that we are guests within the community. Make a genuine and practical effort to carry out work in a way that is courteous, co-operative and minimises construction impacts on nearby residents and businesses, community groups, business in close proximity to the alignment, road users and key stakeholders
- build positive relationships and reputation that supports future work, leaves a legacy and builds on existing relationships with the community and stakeholders
- honour all obligations and requirements of the Infrastructure Approval, EIS, Amendment Report, the Deed, the SWTC, EPL and other associated project documents
- implement best practice community engagement in accordance with industry standards, particularly with AA1000 Stakeholder Engagement Standard and the International Association for Public Participation Core Values
- support and improve the local community
- encourage local business participation in supply and employment.

5.3 Communications and engagement approach

The objective of communications and engagement during the project is to ensure the community and stakeholders are informed about project activities and program including low impact works and construction, access changes and measures in place to minimise construction impacts. Providing accurate and current information is essential to managing community expectations and encouraging an understanding of the project and its benefits.

Transport for NSW will establish relationships and maintain regular two-way communication with nearby residents, businesses and key stakeholders to proactively and effectively address and manage issues as they emerge.

Communication and engagement plans for the works will provide details on construction activities and mitigation measures, key messages, communications material, distribution and any other relevant information.

5.4 Key messages

Key messages regarding the project include:

- The Australian and NSW governments are funding the 14 kilometres Coffs Harbour bypass project.
- Benefits delivered by the bypass include an 12 minute reduction in travel time, the bypassing of 12 sets of traffic lights and keeping 12,000 vehicles out of the CBD per day.
- The bypass will ease congestion and deliver better and more reliable trips for road users and improve safety on the existing highway.
- Noise will be reduced for a significant number of properties along the existing Pacific Highway due to fewer vehicles travelling through the built-up areas of Coffs Harbour.
- Reducing the numbers of vehicles through the CBD will make Coffs Harbour a better place to live, work and visit.
- All work will be carried out in accordance with the of the Infrastructure Approval, EIS, Amendment Report, the Deed, the SWTC, EPL and other associated project documents.
- A 'no surprises' approach will be adopted throughout construction by keeping the user groups and stakeholders informed about construction activities, access changes in place to minimise construction impacts.
- Transport for NSW will keep the community informed ahead of any traffic changes.
- Nearby residents will be notified of any work required outside of approved construction hours.
- Opportunities for consultation with the community and stakeholders about timing and mitigation measures for construction activities and proposed changes will be identified, where appropriate.
- The community, user groups and stakeholders will be kept informed via the project website, social media, email notifications, written notifications and meetings.
- Feedback from the community and stakeholders about the work and how impacts can be minimised is welcomed.

5.5 Communication tools

A range of communications activities and tools will be used to inform and engage the community and stakeholders about the project. Table 6 provides an overview of the communication tools that will be used, the aim of each tool and the stakeholder groups involved.

Communications activities and tools will be developed in accordance with the requirements of the Infrastructure Approval, EIS, Amendment Report, the Deed, the SWTC, EPL and other associated project documents.

6 Overarching communication and engagement action plan

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

Table 6: Overarching Coffs Harbout bypass project communication and engagement action plan

Activities	Description	Audience	Frequency/timing	Specifications	Responsible Party
3D animation, videos and online portal	The 3D animation and fly-through video has been developed to show the project location and key features. The video is available on the Coffs Harbour bypass project website/ online portal.	Road users, community and stakeholder groups, any interested parties.	For the duration of the project. The video and portal can be accessed by the public at any time from the project website. It is also used for stakeholder meetings and presentations and will be used during site tours.		FGJV to provide up-to-date content . Transport for NSW will be responsible for uploading and approving material.
Community updates and postcards	Community, postcards and construction updates (newsletters) are developed to inform and engage the community about low impact activities, construction progress, access changes, milestones, relevant project information and any refinements to design.	Road users, community and stakeholder groups, any interested parties.	For major milestones including the commencement of low impact works, construction and opening of the bypass.	The publications will follow current Transport for NSW templates and branding guidelines and approval process.	Transport for NSW, The Major Contractor and The Northern Utility Contractor as responsible for Community updates and postcards.
Community Engagement Sessions	Community engagement sessions are being held on a quarterly basis at physical venues along the alignment where interest from the community has been received through complaints and/or general interest about key environmental management issues and construction activities including major traffic changes and blasting.	Directly impacted stakeholders, road users, community and stakeholder groups, any other interested parties.	During major construction, community f engagement sessions are being held on a quarterly basis at physical venues along the alignment. The frequency of these sessions may increase or decrease depending on community expectations. Additional targeted engagement with the community is being carried out, including u the main contractor's Community Information Van to do regular pop-up sessions and	The scope of the structured community engagement sessions is to provide opportunities for the community to access the project team and gain up to date information about the project and also voice any concerns. The objectives are to provide information and opportunities for feedback.	The Major Contractor will be responsible for hosting the sessions.

			completing bi-annual community evaluation surveys.		
Consultation Manager (CM)	CM is an online secure stakeholder management database used to record community and stakeholder interactions.	The Secretary, ER and AA	For the duration of the project, and for 12 months post construction.	CM will be updated and maintained with accurate contact details and records of contact to ensure identification and distribution of information. The register is to be provided at any staffed or public display locations to enable the community to be included in CM.	Transport for NSW, Northern Utility Contractor and Major Contractor
Contact cards	Business cards with the project contact details will be available for the community and stakeholders.	Road users, community and stakeholder groups, any interested parties.	For the duration of the project.	Contact cards to include phone, email, postal and website details. Contact cards to be provided to all staff and subcontractors to provide to community members if approached.	Transport for NSW during low-impact work and the Major Contractor during the Community Relations Period.
Doorknocking	Doorknocking nearby residents and businesses to inform them of construction activities and out of hours work.	Directly affected residents and businesses	As required, for duration of the project.	Doorknocks to be recorded in Consultation Manager. Where possible telephone calls are to be made before the doorknock occurs.	Transport for NSW, Northern Utility Contractor and Major Contractor
Frequently asked questions (FAQs) and factsheets	FAQs and factsheets are to be prepared for specific topics, as required.	Road users, community and stakeholder groups, any interested parties.	As required, for duration of the project.	Factsheets are to be available at community information sessions, displays, on the project website, and issued by mail as requested.	Transport for NSW during low-impact work and the Major Contractor during the Major Construction
Feedback forms	Feedback forms for the community will be used to obtain feedback at meetings, presentations, stalls and information sessions.	Road users, community and stakeholder groups, any interested parties.	As required during feedback / consultation display periods for the duration of the project.	Feedback forms will be prepared on Transport for NSW templates and undergo the Transport for NSW approval process prior to issuing to the community.	Transport for NSW during low-impact work and the Major Contractor during Major Construction.
Live Traffic NSW	Provides real time information about traffic changes for motorists.	Road users, community and stakeholder groups, any interested parties.	Updated with current information as it becomes available, for the duration of the project.	The community will be made aware of the use of the Live Traffic NSW website via the project community updates.	Transport for NSW
Meetings (one on one and small group)	Meetings with key stakeholders nearby residents and businesses to	Road users, community and stakeholder groups,	Transport for NSW will proactively offer meetings to key stakeholders, nearby residents and businesses for	Meeting notes will be recorded in CM. If formal meeting notes are prepared these will undergo Transport for NSW	Transport for NSW, Northern Utility

	ensure they are kept information about the project.	residents and businesses, any interested parties.	the duration of the project. The frequency will be determined by attendees' requests, for duration of the project.	approval process before being made available to the community.	Contractor and Major Contractor
Notification letters including traffic changes and 'out of work' notices	<p>Letterbox notification letters will be used to inform directly affected residents and user groups about any changes that may impact on properties, stakeholders, ground usage and businesses.</p> <p>Activities could include changes to access arrangements, construction of temporary work and permanent changes, controlled blasting, high impact / noisy work outside normal working hours.</p> <p>The notification will be in writing and include the specific days and times, construction activities and a map showing where the activities will occur.</p>	Road users, community and stakeholder groups, any interested parties.	<p>Out of hours work notification letters are distributed not less than five days and not more than 14 days before work is to be carried out.</p> <p>Notification letters for construction activities and traffic changes will be distributed a minimum of 5 days before the work.</p>	<p>Out of hours work notifications will be developed to address the requirements of the project EPL.</p> <p>Out of hours work notification letters are distributed not less than five days and not more than 14 days before work is to be carried out.</p> <p>All notifications will be on Transport for NSW letterhead unless otherwise agreed by the Transport for NSW Representative.</p> <p>Notifications will undergo the Transport for NSW approval process prior to issuing to the community</p>	<p>Notifications can be developed by Transport for NSW, Northern Utility Contractor and Major Contractor</p> <p>Transport for NSW to approve all notifications</p>
Photographs and timelapse	<p>Photographs will be taken during construction to visually record the progress of construction.</p> <p>Timelapse opportunities will also be explored during the project.</p>	Road users, community and stakeholder groups, any interested parties.	<p>Monthly and as required, for the duration of the project.</p> <p>The Major Contractor will install time-lapse cameras at locations in advance of site establishment.</p>	Photographs will be of professional quality (minimum 300 dpi) and included on the CHB project website as they become available.	The Major Contractor
Project signage and hoarding	Project information and supplementary signage and hoarding /shade cloth.	Road users, community and stakeholder groups, any interested parties.	For the duration of the project.	In accordance with the requirements of the Deed and SWTC to include information regarding current site construction activities, schedules and milestones at each construction site.	Transport for NSW during low-impact work and the Major Contractor during major construction.
Project email address	<p>Project email address has been established for the community to provide feedback about the project:</p> <p>coffsharbourbypass@transport.nsw.gov.au</p>	Road users, community and stakeholder groups, any interested parties.	<p>Transport for NSW established a project email address that will be available for the duration of the project.</p> <p>The existing Transport for NSW project email address (coffsharbourbypass@transport.nsw.</p>	<p>The email address will be included in all project communication material.</p> <p>Emails received, and their responses will be recorded in Consultation Manager.</p>	Transport for NSW during low-impact work and the Major Contractor during major construction.

	community@chbteam.com.au is the email address established for community feedback about Major Construction and will appear on collateral developed by the Major Contractor.		gov.au) was established in 2017. The project email address will remain in service for 12 months following the completion of the project. Additionally, the email address community@chbteam.com.au will appear in collateral developed by the Major Contractor and will remain in service for 12 months following the completion of the project.	Refer to Section 7.Complaints Management System Table 7 Facilities for receiving enquiries and complaints.	
Project information phone number	A 24-hour toll free project information telephone number (1800 550 621) has been established for the community to provide feedback about the project.	Road users, community and stakeholder groups, any interested parties.	The project information phone has been available since 2017 and will continue to be available for 12 months following the completion of the project.	The telephone number will be included on all project communication material. All calls received and their responses will be recorded in Consultation Manager. Refer to Section 7.Complaints Management System Table 7 Facilities for receiving enquiries and complaints.	Transport for NSW during low-impact work and the Major Contractor during major construction.
Project postal address	Project postal addresses has been established for the community to provide feedback about the project: PO Box 546, Grafton NSW 2460 PO Box 565, Toormina NSW 2452	Road users, community and stakeholder groups, any interested parties.	Transport for NSW established a project postal address that will be available for the duration of the project. Any letters related to the project will be forwarded to the Coffs Harbour project team for response in accordance with the CMS.	The postal address will be included on all project communication material. All correspondence received and their responses will be recorded in Consultation Manager. Refer to Section 7.Complaints Management System Table 7 Facilities for receiving enquiries and complaints.	The existing Transport for NSW postal address (PO Box 546 Grafton) is the regional office postal address, not just for the bypass project. As such, the Transport for NSW postal address will continue to be monitored by Transport for NSW.
Site visits/tours	Site visits or tours for council staff and elected officials, elected representatives, government agencies, management and technical personnel, local schools, businesses and community groups may be arranged, subject to the availability of staff and the work occurring onsite.	Road users, community and stakeholder groups, directly impacted residents and or businesses any interested parties.	As appropriate and as per requested or invite.	Site tours will be approved by the Transport for NSW and in accordance with the requirements of the Deed and SWTC. Transport for NSW will ensure the site and visitors meet the COVID safety plans and the SWIMS. Transport for NSW Senior Project Managers and or	Transport for NSW during low-impact work and the Major Contractor during major construction.

	Site tours purpose could include taking impacted land owners on site to discuss issues such as environmental impacts or to walk the elected officials, government agencies etc through mitigation measures being established to ensure future koala populations.			subject matter experts will act as tour guides. Site tours will be communicated to the community and stakeholders via the project community updates.	
Social Media	Social media posts including videos, time-lapse and photographs.	Targeted posts to Coffs Harbour community and NSW Roads Facebook page.	For major milestones including commencement of construction, traffic changes and opening of the bypass.	Social media posts to highlight suitable project milestones, information and good news stories that may interest the community.	Transport for NSW during low-impact work and the Major Contractor during major construction. Transport for NSW will approve and coordinate all social media posts.
Stakeholder presentations	Presentations will be offered and given to council staff and elected officials, elected representatives, government agencies, organisations management and technical personnel, local schools, businesses and community groups.	Agencies, local organisations, key stakeholders, community groups and any interested parties.	Transport for NSW will liaise with existing community groups to attend and present around their existing meeting schedules and presentations. Councils, agencies and organisations will be offered regular meetings and presentations. The frequency will be determined by attendees' requests.	Approval must be received from Transport for NSW before any stakeholder presentations are agreed to and occur.	Transport for NSW, Northern Utility Contractor and Major Contractor Approval must be received from Transport for NSW before any stakeholder presentations are agreed to and occur
Staffed displays/drop in sessions	Staffed displays / drop in sessions will be held at public venues such as shopping centres, local events or public venues. The displays / drop in sessions allow the project team to provide information and to receive feedback and answer questions from the local community.	Road users, community and stakeholder groups, any interested parties.	Staffed displays / drop in sessions will be held at relevant community events, for the duration of the project. The project may participate in promotional displays associated with key local events and activities (Saltwater Freshwater Festival), including local shows. During major construction, Staffed Displays must be held at least 10 days prior to each key milestone and run for at least three hours.	All properties likely to be affected by construction activities (or otherwise as agreed with Transport for NSW) and all other relevant stakeholders (eg registered in Consultation Manager) are to be invited to the staffed displays / drop in sessions.	Transport for NSW during low-impact work and the Major Contractor during major construction. Transport for NSW approval on staffed displays / drop in session is to be obtained before planning and preparation starts.

Public (static) display / noticeboards	Transport for NSW may establish limited duration static displays in public locations to provide the community with information about the project.	Road users, community and stakeholder groups, any interested parties.	As required, for the duration of the project.	Transport for NSW approval on static displays is required before a location is used this may include local councils offices and libraries.	Transport for NSW during low-impact work and the Major Contractor during major construction.
Traffic alerts and media releases	Content for traffic alerts and media releases will be prepared by the contractor and supplied to Transport for NSW to keep the community and stakeholders informed about construction activities and changes.	Media outlets, all road users, community and stakeholder groups, any interested parties.	Traffic alerts will be issued when there are substantial impacts to traffic anticipated. Media releases will be issued for major milestones such as the commencement of construction and the finalisation of construction.	In accordance with the requirements of the Deed and SWTC. Traffic alerts and media releases will be distributed by Transport for NSW to key media outlets.	Transport for NSW during low-impact work and the Major Contractor during major construction. Transport for NSW will approve and coordinate all traffic alerts and media releases.
Variable Message Signs (VMS)	VMS will be used to keep the community and road users informed about changes to access conditions and other activities as required.	Road users, community and stakeholder groups, any interested parties.	As required, for the duration of the project.	VMS will be in place on affected roads at times when works is occurring in the area that may affect the traffic. These roads may include: <ul style="list-style-type: none"> • Pacific Highway • Englands Road • Coramba Road 	Transport for NSW during low-impact work and the Major Contractor during major construction. Transport for NSW will approve and coordinate all information for VMS
Videos	The project team will identify opportunity to use videos with timelapse footage to communicate with the wider community.	Road users, community and stakeholder groups, any interested parties.	Can be used to communicate major milestones, upcoming traffic changes, address topics that interest the community and share good news on the project. For the duration of the project. The Major Contractor must supply a quarterly video highlights package showing construction progress.	Videos must be of professional quality and not filmed on a smartphone.	Transport for NSW during low-impact work and the Major Contractor during major construction. Transport for NSW will provide advice and guidance on current social media and digital requirements before work starts on video production.

Website	<p>A website has been established to provide information to the community about the project:</p> <p>www.pacifichighway/coffsharbourbypass.nsw.gov.au</p>	Road users, community and stakeholder groups, any interested parties.	<p>Transport for NSW will manage the existing project website.</p> <p>During major construction, the Major Contractor will provide updated material for the website as new information becomes publicly available or information on the website becomes out of date. f</p> <p>Transport for NSW will update photographs monthly on the project website.</p>	<p>In accordance with of the Infrastructure Approval, EIS, SPIR, the Deed, the SWTC, EPL and other associated project documents.</p> <p>Information will be published at least five business days before work is planned to occur.</p> <p>The Major Contractor must not maintain or operate any other website or interactive website accessible to the public.</p>	<p>Transport for NSW during low-impact work and the Major Contractor during major construction.</p> <p>Transport for NSW will provide advice and guidance on material requirements and manage the uploading of materials.</p>
Community satisfaction survey	Online survey to better understand community and stakeholder satisfaction with project engagement and communication	Community and stakeholders	Bi-annual	Online collection and analysis of survey data. Information to be provided to Transport for NSW	Major contractor to carry out survey and analysis including report on outcomes, and where required, improvements

7 Complaints Management System

7.1 Complaints Management System purpose

The purpose of this Complaints Management System (CMS) is to specify the process for receiving, addressing, resolving and recording complaints and outline the process required to escalate a complaint to an independent mediator. This CMS will be coordinated for the project's duration and will be available on the project website.

This CMS details:

- the process for receiving, managing, addressing and closing out enquiries and complaints
- outlines the communication process for addressing and resolving complaints and minimising
- the chance of recurrence
- outlines the process of escalation and mediation
- includes the Complaints Register template (Appendix A).

7.2 Complaints Management System scope

This CMS applies to enquiries and complaints directed to Transport for NSW, contractors and sub-contractors relating to the bypass project. This includes the Major Contractor.

Continuity in communications processes between low impact work and the start of major construction will be achieved through the use of the same project phone number and website.

The Coffs Harbour bypass project CMS must be prepared and submitted to the Secretary for information prior to the commencement of any works in respect of the SSI and must be implemented and maintained for the duration of works and for a minimum for 12 months following completion of construction of the SSI.

The Coffs Harbour CMS must include a Complaints Register that will contain a recording of information on all complaints received during the carrying out of any works associated with the SSI, and for a minimum of 12 months following the completion of construction.

7.3 Complaints management

The following section outlines the approach to managing complaints received during the project and for 12 months following the completion of works. A 'complaint' is defined as an interaction with a community member or stakeholder who expresses dissatisfaction with construction activities, staff members, actions or proposed actions.

Complaints are to be dealt with in a responsive manner to ensure that stakeholders feel that their concerns and issues raised have been taken seriously and that remedial action, where applicable is to be undertaken. This CMS complies with the Australian Standard AS ISO 10002:2006 Customer Satisfaction – Guidelines for complaint handling in organisations.

7.3.1 Facilities for receiving complaints

Transport for NSW has established a project email and postal address in accordance with CoA B11. The email and postal accounts will be regularly monitored to receive and respond to customer feedback and enquiries.

- type of communication (telephone, letter, email etc.)
- name, address, contact telephone number of contact or, if no details were provided, a note to that effect
- nature of the complaint
- record of operational and weather conditions contributing to the comment or complaint
- the number of people affected in relation to the complaint
- actions taken in response including follow up contact
- details of whether resolution was reached
- details of whether mediation was required or used
- any monitoring to confirm that the complaint was satisfactorily resolved.

7.3.3 Register reporting

Information contained in the Register, including the number of complaints received, will be summarised in a weekly report. The report will be made available to the Environmental Representative (ER) at the end of each calendar week or as required.

The complainants will be advised that the Complaints Register may be forwarded to Government Agencies to allow them to undertake their regulatory duties.

The Complaints Register will be provided to the Secretary on request, within the timeframe stated in the Secretary's request.

All complaints, whether they are received by Transport for NSW, the Major Contractor, or the Northern Utility Contractor, are to be included in the Complaints Register.

7.3.4 Register review

The Stakeholder Interface Manager (SIM) is responsible for maintaining the Register with up to date information about all complaints relating to the project. The Register is reviewed, updated and reported in weekly report to:

- ensure records are complete and actioned on a timely basis
- identify trends and initiate preventive action and proactive strategies.

7.4 Responding to complaints

The C&E Project Manager will coordinate Transport for NSW staff to ensure complaints are responded to and corrective or preventative action is initiated within a timely manner. The target response times are summarised in Table 7.

The C&E Project Manager will undertake audits to ensure the Major Contractor are responding to complaints and undertaking corrective or preventative action within the target response times.

The Major Contractor must immediately notify the C&E Project Manager if, after investigation, it is considered that an enquiry or complaint does not relate to the Contractor's activities.

Table 7 Target response time for addressing complaints

Complaint classification	Summary	Timing
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Phone call or personal contact	During standard construction hours and during out of construction hours (when construction work is occurring)	Verbal response immediately (if possible) to determine the nature of the complaint and at least within two hours.
	Out of standard construction hours (when no construction is occurring)	Verbal response within 24 hours (if possible)
Written complaint (email, text or letter)	Any written complaint from the community or a stakeholder	Any written complaint from the community or a stakeholder

All telephone complaints received during standard construction hours and during out of hours work will be answered by a nominated communications representative. Outside of these hours (when no construction work is occurring), callers to the 1800 number will be directed to leave a message for a return call from the communications representative during business hours on the next working day.

Any complaints that is likely to require more than five days to resolve will be brought to the attention of the Deputy Project Director. The Deputy Project Director will be notified immediately of any complaint or issue that has the potential to attract media or political attention.

The Deputy Project Director will be advised of any complaint that needs to be escalated or is related to Transport for NSW matters not related to the project.

7.5 Complaint escalation procedure

Transport for NSW, the Major Contractor will endeavour to achieve prompt resolution of matters with fairness, care and understanding.

Should there be a failure to come to a satisfactory resolution of a complaint, a response will be provided to the complainant in writing within five business days of receipt of the complaint. If Transport for NSW deem it necessary, unresolved complaints will be escalated to the ER/ AA (AA for noise and vibration related complaints only) to provide advice to the Project Team to assist in resolving complaints.

The details of any complaints that are escalated to Transport for NSW and the ER/AA will be provided to the Secretary within five working days of Transport for NSW and the ER/AA receiving the details of the complaint.

Where a complaint cannot be resolved to the satisfaction of the complainant, an assessment will be conducted in consultation with the ER/AA to determine whether the complaint is deemed reasonable or unreasonable.

Complaints confirmed by the ER/AA as being reasonable will be subject to mediation. If mediation is required, an independent mediator will be engaged (refer to 7.5.1 Mediation).

Complaints determined by the ER/AA to be unreasonable will be subject to the NSW Ombudsman's Managing Unreasonable Complainant Conduct guideline (refer to 7.5.2 Managing unreasonable complainant conduct).

7.5.1 Unresolved complaints

A complaint will be considered unresolvable when a complainant remains unsatisfied with the outcomes or process of the Transport review of their complaint (where applicable) or when a dispute arises in relation to the environmental management and/or delivery of the project, including disputes regarding rectification or compensation. This dissatisfaction, lack of resolution and / or dispute may be communicated to the project team via the community information line, project email address, in person or via a third party, e.g. Transport or Council. At this point the complainant will be advised of alternative forms of recourse available to them as outlined in section 7.5.2

7.5.2 Mediation

Mediation is a formal process through which a person, independent of the design and construction personnel, is referred to as a mediator, is engaged to facilitate a negotiation between two parties and come to an equitable solution agreeable to both parties. The decision to use mediation is made at the discretion of Transport for NSW in consultation with the ER/AA. Therefore, the mediator does not act before Transport for NSW has provided an initial response to a complainant.

The process for complaint mediation includes:

If no agreement is reached through mediation, the complaint will be closed out and the person who submitted the feedback will be notified that reasonable attempts to resolve the matter were unsuccessful.

- review unresolved disputes between the project and members of the public
- define a timeframe for resolution as agreed with complainant
- make a recommendation to Transport for NSW to satisfactorily address complaints, resolve a dispute or mitigate against future complaints or disputes.

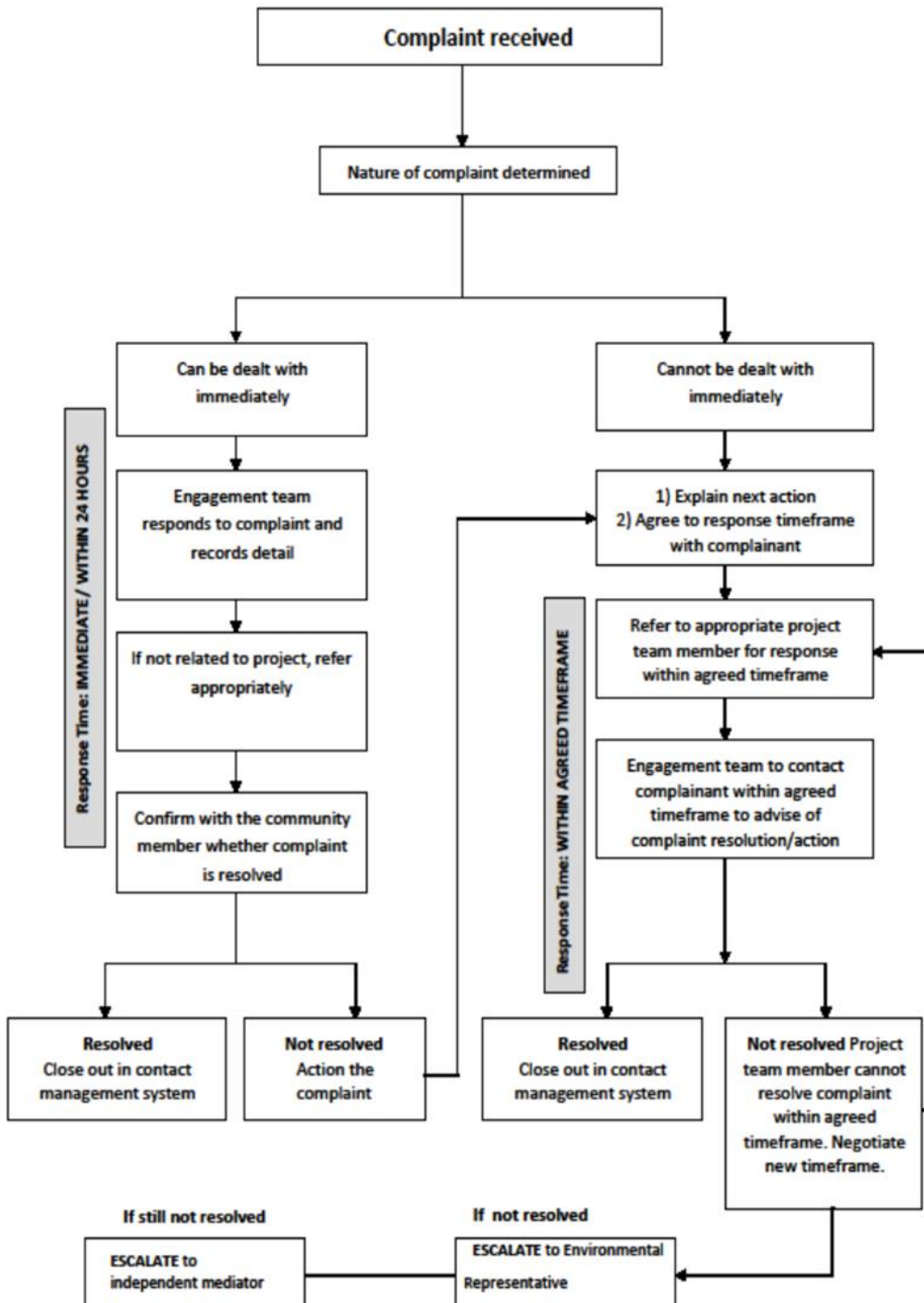
7.5.3 Manage unreasonable complainant conduct

According to the Unreasonable Complainant Conduct guideline, unreasonable complainant conduct is defined as any conduct which, because of its nature or frequency, raises substantial health, safety, resource or equity issues for the parties to the complainant.

Transport for NSW does not anticipate that there will be a significant number of complainants who exhibit this type of behaviour. However, any that do have the potential to negatively impact on the project team's resources and efficiency, as well as on the safety and wellbeing of individual team members and the complainants themselves. To manage unreasonable complainant conduct, Transport for NSW will follow the process and procedures as outlined in Managing Unreasonable Complainant Conduct.

Diagram 7: Flow chart for the Complaints Handling Procedure during business hours

COMPLAINTS HANDLING PROCEDURE BUSINESS HOURS



8 Community relations obligations and protocols

8.1 General community involvement obligations

All communications activities and tools are required to comply with the requirements of NSW Government and Transport for NSW guidelines and policies in relation to its community involvement obligations for:

- Privacy and Personal Information Protection Act 1998 (NSW)
- NSW (Government) Advertising Guidelines
- Transport for NSW Community Engagement and Communications – A resource manual for staff, October 2012
- Transport for NSW Brand and Communications online E-Toolkit which contains communications templates that are kept up to date with the latest branding and style guides (2020)
- Transport for NSW Editorial Style Guide
- Transport for NSW Use of Social Media Policy
- NSW Government Social Media Policy and Guidelines.

8.2 Media and Government

If a Coffs Harbour project team member or subcontractor is contacted by the Federal, State and/or local government representatives or media (including industry magazines) in relation to this project, the Communications and Engagement team is to be notified immediately of the name, phone number and media outlet of the journalist. No comments or statements are to be made to any media or political representative or their staff about the project.

Any briefings with media and government representatives is to be arranged by Transport for NSW Communications and Engagement team. Media or elected government representatives are not to be permitted on the worksite without the prior written approval of Transport for NSW. Transport for NSW Communications and Engagement team will manage and arrange all official media events and will be responsible for coordinating community, media and political participation in such events.

8.3 Crisis communications

Crises are defined as events or developments, real or perceived, which have the potential to threaten the safety or wellbeing of workers and others, the environment, or the integrity, performance or reputation of the company.

Incidents and / or emergencies are to be managed in accordance with the Transport for NSW Incident and Emergency Response Plan, Traffic Management Plan and the Group Crisis Management Procedure ensuring crisis management and response teams are proficient in timely and appropriate management of incidents and / or emergencies.

The ER and relevant agencies will be notified of any incidents and / or emergencies in accordance with the Project Management Plans, CEMP and sub-plans.

8.4 Communication protocols

No information is to be released to any organisation or person without the Transport for NSW approval process. Refer to Table 8 for communications material approval and distribution timeframes.

Table 8 Communications material approvals and distribution timeframes

Notification type	Transport for NSW approval	Distribution
Website update	3- 5 businesses days before the proposed publish date	Publish at least five business days before work is planned to occur.
Notification about out of hours work / night work	10 business days before the proposed print date	Out of hours work notification letters are distributed not less than five days and not more than 14 days before work is to be carried out.
Notifications about construction activities and traffic changes	10 business days before the proposed print date	Distribute at least five business days before work included in the notification is planned to occur.
Community updates	20 business days before the proposed print date	Distribute at least five business days before work included in the update is planned to occur, or as agreed with Transport for NSW.
Material including in a communications package	20 business days before the proposed print date	Distribute at least five business days before work included in the notification is planned to occur, or as agreed with Transport for NSW.

8.5 Project branding

Templates for communications material to be published will be obtained from the Transport for NSW Brand and Communications online E-Toolkit. These templates provide clear instruction on logo placement, visual style and layouts.

Logos must not appear on any public project communications, including project publications, display material, website, project videos, non-moving plant (including containers) or roadside signage without prior approval. Logo or banners must also not appear on bridges, retaining walls or other structures on the project.

Suitable access to fencing and buildings is to be provided for the purposes of display of Transport for NSW promotional material.

8.6 Project meetings

The Transport for NSW Communications and Engagement team will hold regular meetings, document and prepare meeting minutes. A monthly forecast of milestones and activities that may create media attention or require pro-active communication tools will be provided during these regular meetings.

These meeting will be with the Project's Senior Managers and ER to discuss work that may impact nearby residents and businesses.

8.7 Inductions and staff training

All employees and subcontractors are required to attend a project induction before starting work on the project. The community relations information presented during the induction includes:

Training and induction records are reported in the safety section of the project monthly report.

8.8 Pre-start meetings and toolbox talks

- the project context
- project and community relations objectives
- community profile (including Aboriginal culture and history of the area)
- key issues and mitigation measures
- community relations protocols for working on site including:
 - response to media enquiries
 - handling community enquiries and complaints
 - release of information including internal and external communications procedures
 - personal presentation, behaving in a courteous and professional manner
 - noise and dust
 - parking and site access
 - visual appearance of the site
 - accessing private property
 - caring for wildlife
 - hours of work
 - notification about changes to planned work
 - Aboriginal culture awareness training.

Daily pre-start meetings and toolbox talks will be used to communicate key stakeholder and community relations messages. Contentious matters that may be occurring or anticipated to occur will also be discussed at toolbox talks.

9 Reporting, monitoring and evaluation

Monthly reporting will be carried out in accordance with the Transport for NSW SWTC.

Evaluation of the performance and effectiveness of the CCS will be carried out, as required.

Key elements of monitoring and evaluating the CCS will include:

Transport for NSW communications activities and tools will be developed and modified during the project to ensure they continue to be relevant and effective.

- regular distribution of information about the project to the community and stakeholders
- currency and accuracy of the enquiries and complaints management system
- nature of enquiries and complaints raised and the responsive and appropriate of action and follow up
- feedback received from have your say forms following displays, presentations and information sessions
- informal feedback on individual activities and tools and the overall communications and community engagement carried out
- internal auditing
- internal monthly reporting and team surveys.

10 Appendix A. Complaints Register Table

Complaint No.	Date	Time	Comms type	Contact details	Nature of contact	Operational and weather conditions	Number of people affected	Actions taken	Resolution reached	Mediation required or used	Monitoring required