

Community Communication Strategy

Hornsby Quarry Road Construction Spoil Management Project (CP 0019)

Lendlease Bouygues Joint Venture

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Community Communication Strategy Hornsby Quarry Road Construction Spoil Management Project



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Glossary / Abbreviations

Term	Definition
BYCA	Bouygues Construction Australia Pty
CIG	Community Involvement Group
Client	NorthConnex Project Company and NorthConnex State Works Contractor (together the Project Company Group) under the NorthConnex D&C Deed; The Hills Motorway Limited under the M2 Integration D&C Deed.
CRSD	Community Relations Stakeholder Director
CRT	community relations team
D&C	Design and Construction
Deed	As appropriate to the defined scope of the NorthConnex D&C Deed OR the M2 Integration D&C Deed
EIS	Environmental Impact Statement
ER	Environmental Representative
IC	Independent Certifier - APP Corporation Pty Limited engaged by either the NCX OR M2I Independent Certifier Deeds.
IFC	Issued For Construction
LLBJV	Lend Lease Bouygues Joint Venture (Contractor)
LLEMS	Lend Lease Engineering Management System
M2I	M2 Integration
NCX	NorthConnex
NSW	New South Wales
PMP	Project Management Plan
PMS	Project Management System
Project	NorthConnex and M2 Integration Projects
Project Company	NorthConnex Company Pty Ltd, which acts on behalf of the Clients under both the NCX D&C Deed and the M2I D&C Deed.
Project Company Group	NorthConnex Company Pty Ltd (Project Company) and NorthConnex State Works Contractor Pty Ltd
QP	Quality Plan
RMS	Roads and Maritime Services
SPIR	Submissions and Preferred Infrastructure Report
Sub IC	Sub Independent Certifier - APP Corporation Pty Limited engaged by either the NCX OR M2I Sub Deed of Appointment of Independent Certifier.
SWTC	As appropriate to the defined scope of the Scope of Works & Technical Criteria defined as Exhibit A under the individual NorthConnex D&C Deed OR the M2 Integration D&C Deed
TTLG	Traffic and Transport Liaison Group
VMS	Variable Message Signs

1. Community Communication Strategy

This Community Communication Strategy (CCS) describes the methods of how the Lendlease Bouygues Joint Venture (LLBJV) will manage community relations and communications during delivery of the Hornsby Quarry Road Construction Spoil Project (Project). The CCS has been prepared in accordance with the Ministers Conditions of Approval (CoA) C1 requiring the development of a Community Communication Strategy.

This CCS provides tools to facilitate communication between the Roads and Maritime Services (the Proponent) and its contractors, the NorthConnex Project Company, Lendlease Bouygues Joint Venture (LLBJV), the Environmental Representative, Hornsby Shire Council and community stakeholders on the design and construction environmental management of the Project.

The CCS intends to:

- Meet the reasonable needs and desires of the community for communication and information;
- Comply with community engagement requirements specified in the Conditions of Approval;
- Ensure members of the community have access to appropriate project information;
- Identify processes and procedures required to fulfil the community involvement obligations of LLBJV; and
- Ensure all team members are aware of, and follow procedures and processes.

Although LLBJV has primary responsibility for managing day to day interaction with the community, Roads and Maritime Services (RMS), as the proponent, will oversee community involvement throughout the delivery of the Project. RMS considers that engaging the community and other key stakeholders in open, honest and respectful two-way dialogue is critical to the success of the Project.

RMS has established a set of clear communication objectives which will ensure that strategies implemented and activities and materials produced target specific stakeholder groups, provide visibility of the process and deliver the desired outcomes for the Project.

RMS's communication objectives of the Project are to:

- Implement best practice techniques;
- Ensure clear, timely and accurate information is provided to stakeholders;
- Present factual, evidence-based information for stakeholders to make informed decisions;
- Use multiple communication channels to:
 - Raise the visibility of the Project within the local and broader community, interest groups and government stakeholders;
 - Actively engage with the community at all stages of the Project;
 - Encourage stakeholders to provide feedback; and
 - Minimise objections and complaints by stakeholders and members of the community and implement effective resolution measures.

LLBJV, the NorthConnex Project Company and RMS will work closely together to maintain a positive relationship with the community through timely communications and proactive management of impacts and issues.

2. The Project

RMS is proposing to reuse up to 1.5 million cubic metres of excavated rock and soil (spoil) from the construction of NorthConnex to partially fill the Hornsby Quarry. The Hornsby Quarry Road Construction Spoil Management Project (the Project) would fill the quarry void with spoil to a level that would allow Hornsby Shire Council to start rehabilitating the site to a public recreational area benefiting the local community.

Key features of the Project include

- Hauling the spoil from the NorthConnex tunnelling sites to the Hornsby Quarry using the existing road network;
- Widening and sealing the quarry access road (Bridge Road and track) to facilitate all-weather access;

- Creating a stockpile area at Old Mans Valley where the spoil will be unloaded from trucks and handled with dozers;
- Constructing and operating a conveyor to take the spoil from the Old Mans Valley stockpile site to the rim of the quarry void; and
- Site demobilisation and rehabilitation of the compound site, stockpile areas and the conveyor corridor at the completion of the Project to a pre-project condition, in consultation with Hornsby Shire Council.

All of the proposed work would be carried out between 7am and 6pm Monday to Friday and 8am to 1pm Saturday.

The phases of the Project and the proposed scope of work outlined below include early works, site establishment, maintenance pumping, spoil haulage, spoil emplacement activities and site demobilisation and stabilisation.

2.1. Description of Work

The Hornsby Quarry (HQ) site could receive up to 1.5 million cubic metres of Excavated Natural Material (ENM) and/or Virgin Excavated Natural Material (VENM) from the approved NorthConnex construction sites. The excavated rock and spoil material from the NorthConnex excavation sites would be trucked to the quarry where it would be loaded onto a conveyor and placed in the quarry void.

Handling, management and beneficial reuse of spoil at Hornsby Quarry would involve the following key elements:

1. **Early works** including:

- Monitoring of the quarry void wall stability;
- Survey works and survey controls, heritage surveys, dilapidation surveys, and archival recording;
- Further investigations including investigative drilling and void stability analysis;
- Dewatering of the quarry void to a suitable working level;
- Temporary closure of some existing mountain bike trails and provision of temporary access to bike trails that will remain open where possible;
- Installation of temporary erosion and sediment controls;
- Installation of temporary exclusion fencing for sensitive areas;
- Minor clearing of native vegetation;
- Relocation of utilities;
- Removal of vegetative and other waste materials from site generated as a part of early works activities; and
- Other activities not deemed construction by the planning approval.

2. **Site Establishment** including:

- Widening and sealing of Bridge Road between Roper Lane and the stockpile area;
- Clearing and grubbing, and establishment of further temporary and longer term erosion and sediment controls;
- Establishment of a compound site and soil stockpile area;
- Installation of generator and connection of power to site facilities;
- Establishment of security fencing, exclusion fencing and signage around the construction area;
- Sealing of Quarry Road (if required) to facilitate all weather access;
- Installation of project signage on site and in relevant locations on the haulage route;
- Installation of environmental monitoring equipment (dust gauges);
- Conveyor installation, involving installation of an overhead conveyor from the loading area to the rim of the void; and
- Implement measures to inspect and monitor the stability of the void walls and take appropriate actions to ensure the safety of site personnel prior to receiving spoil and during spoil emplacement.

3. **Maintenance pumping** of the quarry void for the duration of the project to lower water to a level that would allow work within the void. Maintenance pumping would be undertaken in accordance with the Dewatering Groundwater Licence (10BL602842) currently held by Hornsby Council. If the water from the quarry is to be directly discharged into a surface water body, water quality testing would be undertaken to monitor the quality of water pumped from the quarry. Otherwise, the water would be used for dust suppression activities on the site, as far as reasonable and feasible. The balance of water from maintenance pumping that is not used on site would be discharged consistent with the existing dewatering groundwater licence and the conditions of the Environment Protection Licence.

4. **Spoil haulage** by truck and placement of the spoil in stockpiles within the quarry site over a period of approximately 22 months.

5. **Spoil emplacement** activities, following the completion of the conveyer construction works. Spoil emplacement activities would involve:
 - Stockpiling of spoil using dozers and wheel loaders;
 - Placement of spoil from the stockpiles into the conveyer by front end loader;
 - Transport of the spoil via overhead conveyer to the quarry void rim from where the spoil would fall directly into the void; and
 - Excavators and articulated trucks would move the spoil along the quarry floor and a dozer or other heavy earthmoving equipment will spread and level the material.

6. **Site demobilisation and stabilisation** at the completion of spoil emplacement activities. The construction compound and overhead conveyer (apart from foundations) would be dismantled and removed from the site. Disturbed areas (e.g. compound area, stockpile areas and the conveyer corridor) would be stabilised with grass seeding to a standard agreed to with Council. Following emplacement to the final finished level in the void, the spoil surface would be seeded with a sterile cover crop to stabilise the material until such time as Hornsby Shire Council progresses future rehabilitation of the site. Construction security fencing would be removed from the entire site. Existing security fencing around the void would be reinstated. Following project completion and handover of the site back to Hornsby Shire Council, the re-opening or any proposed expansion of the mountain bike network would be a decision for Council and outside the scope of the Project.

Construction of the Project is planned to commence in the second quarter of 2016 with completion of the Project in the third quarter of 2018. The total period of construction works is expected to be approximately 30 months.

2.2. Project Benefits

Although there is expected to be a temporary increase in traffic on the road network surrounding the Hornsby Quarry site, these would be outweighed by the long-term benefits for the environment and community following completion of the Project. The Project would contribute to the following key opportunities:

- Facilitating Hornsby Shire Council's future rehabilitation of the quarry void to provide a space for community use and recreation;
- Facilitating the construction of the NorthConnex project, which will increase transport accessibility for the Hornsby local government area and extend Sydney's orbital network to facilitate improved road safety, efficiency and freight transport outcomes;
- Recognition for implementing a safe and sustainable solution to a community concern (the quarry site); and
- Reducing an ongoing maintenance cost to Hornsby Shire Council and the community.

3. Requirements

3.1. Minister's Conditions of Approval

The CoA's relevant to this Plan are listed in Table 3-1 below. A cross reference is also included to indicate where the condition is addressed in this Strategy, or other Project management documents.

Table 3-1 CoA Requirements for the CCS

CoA No.	Condition Requirement	Reference
C1	<p>Prior to the commencement of construction, or as otherwise agreed by the Secretary, the Proponent shall prepare and implement a Community Communication Strategy to the satisfaction of the Secretary. The Strategy shall provide mechanisms to facilitate communication between the Proponent (and its contractor(s)), the Environmental Representative (see condition D1), the relevant Council and community stakeholders (particularly adjoining landowners) on the design and construction environmental management of the SSI. The Strategy shall include, but not be limited to:</p> <p>(a) identification of stakeholders to be consulted as part of the</p>	This Plan

CoA No.	Condition Requirement	Reference
	<p>Strategy, including affected and adjoining landowners, key community and business groups, and community and social service organisations;</p> <p>(b) procedures and mechanisms for the regular distribution of accessible information to community stakeholders on construction progress and matters associated with environmental management, including provision of information in appropriate community languages;</p> <p>(c) procedures and mechanisms through which the community stakeholders can discuss or provide feedback to the Proponent and/or Environmental Representative in relation to the environmental management and delivery of the SSI;</p> <p>(d) procedures and mechanisms through which the Proponent can respond to enquiries or feedback from the community stakeholders in relation to the environmental management and delivery of the SSI; and</p> <p>(e) 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, including but not limited to disputes regarding rectification or compensation for impacts to third party property and infrastructure. These procedures and mechanisms may include the use of a suitably qualified and experienced independent mediator.</p> <p>Issues that shall be addressed through the Community Communication Strategy include (but are not necessarily limited to):</p> <p>(i) traffic management (including property access, pedestrian access);</p> <p>(ii) air quality;</p> <p>(iii) heritage matters;</p> <p>(iv) construction staging, hours and activities;</p> <p>(v) noise and vibration mitigation and management;</p> <p>(vi) water quality, hydrology and flooding matters; and</p> <p>(vii) Biodiversity matters.</p> <p>The Proponent shall maintain and implement the Strategy throughout the construction of the SSI.</p>	<p>Section 4.1</p> <p>Section 4.1</p> <p>Section 4.4 (Table 4-2)</p> <p>Section 4.4 (Table 4-2)</p> <p>Section 5.1 and Section 7.1 and CEMP (Section 4.1.6)</p> <p>Section 5.1</p>
<p>C2</p>	<p>Complaints and Enquiries Procedure</p> <p>Prior to the commencement of pre-construction and construction, or as otherwise agreed by the Secretary, the Proponent shall ensure that the following are available for community enquiries and complaints for the duration of construction:</p> <p>(a) a 24-hour telephone number(s) on which complaints and enquiries about the SSI may be registered;</p> <p>(b) a postal address to which written complaints and enquires may be sent;</p> <p>(c) an email address to which electronic complaints and enquiries may be transmitted; and</p> <p>(d) a mediation system for complaints unable to be resolved.</p> <p>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 to the commencement of operation. This information shall also be provided on the website (or dedicated pages) required by this approval.</p>	<p>Section 7</p>
<p>C3</p>	<p>Prior to the commencement of activities on the site, or as otherwise agreed by the</p>	<p>Section 7</p>

CoA No.	Condition Requirement	Reference
	<p>Secretary, the Proponent shall prepare and implement a Complaints Management System consistent with <i>AS 4269: Complaints Handling</i> and maintain the System for the duration of construction and up to 12 months following completion of construction of the SSI.</p> <p>Information on all complaints received, including the means by which they were addressed and whether the 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>	
C4	<p>Provision of Electronic Information</p> <p>Prior to the commencement of pre-construction and construction, or as otherwise agreed by the Secretary, the Proponent shall establish and maintain a new website, or dedicated pages within an existing website, for the provision of electronic information associated with the SSI, for the duration of construction and for 12 months following completion of the SSI. The Proponent shall, subject to confidentiality, publish and maintain up-to-date information on the website or dedicated pages including, but not necessarily limited to:</p> <ul style="list-style-type: none"> (a) information on the current implementation status of the SSI; (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; (c) a copy of this approval and any future modification to this approval; (d) a copy of each relevant environmental approval, licence or permit required and obtained in relation to the SSI; (e) a copy of each current report, plan, or other document required under this approval; (f) the outcomes of compliance tracking in accordance with condition A 13 of this approval; and (g) details of the contact point(s) to which community complaints and enquiries may be directed, including a telephone number, postal address and an email address. 	Section 4.3 and Section 4.4
D1	<p>Prior to the commencement of construction of the SSI, or as otherwise agreed by the Secretary, the Proponent shall appoint a suitably qualified and experienced Environmental Representative(s) that is independent of the design and construction personnel, and that has been approved by the Secretary. The Proponent shall employ the Environmental Representative(s) for the duration of construction, or as otherwise agreed by the Secretary. The Environment Representative(s) shall:</p> <ul style="list-style-type: none"> (g) be consulted in responding to the community concerning the environmental performance of the SSI where the resolution of points of conflict between the Proponent and the community is required. 	Section 6 and Section 7.3

3.2. Environmental Management Measures (EMMs)

The environmental management measures from the Submissions and Preferred Infrastructure Report (SPIR) that are relevant to this Plan are listed in Table 3-2 below.

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Table 3-2 Environmental Management Measure requirements relevant for the CCS

Impact	Number	EMM	Timing	Reference
Landscape character and visual amenity				
Impacts to landscape character and views as a result of stockpiling and emplacement	VL03	Community updates and newsletters to nearby properties.	Pre-commencement and during the Project	Section 4.3 and Section 4.4
Visual impacts to residents along haulage routes	VL05	Community updates and newsletters to nearby properties.	Pre-commencement, during the Project	Section 4.3 and Section 4.4
Land use and property				
Property access	LP1	Where property access is affected as a result of the project, consultation with the property owner(s) would be undertaken prior to the commencement of construction and would include the identification of temporary alternate access for affected properties.	Detailed design / during the Project.	Section 4.3 and Section 4.4
Community notification	LP2	The TAFE and surrounding landowners would be provided with advanced notification of relevant project schedules, construction works and changes to access arrangements.	Pre-commencement and during the Project.	Section 4.3 and Section 4.4
	LP3	Community updates would be provided on changes to the local road network within the project area during construction.	During the Project.	Section 4.3 and Section 4.4
Impacts on community facilities	LP4	Opportunities to maintain public access to the Hornsby mountain bike trail and pedestrian trail network, where reasonable and practical, would be explored with Hornsby Shire Council.	Pre-commencement and during the Project.	Section 4.1 and the CTMSP (Sections 5 and Section 8.2.13)
	LP5	Appropriate signage would be erected prior to and during the project to advise the public of the alterations to mountain bike trails and pedestrian access, including information regarding alternative cycling and walking routes.	Pre-commencement and during the Project.	Section 4.4 and the CTMSP (Section 5, Section 8.2.2, and Section 8.2.13)
Noise and vibration				
Community consultation	NV4	Sensitive receivers impacted by noise from the proposed works which are expected to exceed the NMLs would be notified prior to the commencement of the project.	Pre-commencement	Section 4.1 Section 5.1
		Information provided to the sensitive receivers would include: <ul style="list-style-type: none"> • Programmed times and locations of work. • The hours of proposed works. • A 24-hour telephone hotline. • Complaints management process. 		Section 4.4

Impact	Number	EMM	Timing	Reference
	NV5	Community notification regarding construction noise and vibration would be detailed in the Community Involvement Plan for the project.	All phases	Section 4.1 Section 5.1

4. Stakeholders, Consultation Levels and Tools

4.1. Key Stakeholders

Table 4-1 provides a list of key stakeholders with the associated consultation levels and tools. It builds on information contained in the environmental assessment and submissions process. Key stakeholders include, but are not limited to:

Table 4-1 Key Stakeholders, consultation levels and tools

Key Stakeholders	Details	Issues/Interest	Level of consultation	Tools
Road and network owners	<ul style="list-style-type: none"> Transurban NorthConnex Project Company Hills M2 Motorway RMS 	<ul style="list-style-type: none"> Owners and operators of road Road Network Managers interested in function of overall network 	<ul style="list-style-type: none"> Empower 	<ul style="list-style-type: none"> Regular meetings and briefings Formal reporting Involve in decision-making
Elected representatives	<ul style="list-style-type: none"> State Members for: <ul style="list-style-type: none"> Hornsby Federal Members for: <ul style="list-style-type: none"> Berowra 	<ul style="list-style-type: none"> Information needs to satisfy queries from media and constituents 	<ul style="list-style-type: none"> Involve Inform 	<ul style="list-style-type: none"> Regular briefings by RMS with the NorthConnex Project Company
Government agencies/entities	<ul style="list-style-type: none"> Environment Protection Authority Department of Planning and Environment NSW Health Office of Environment and Heritage (including Heritage Division) NSW Office of Water Department of Primary Industries 	<ul style="list-style-type: none"> Approval authorities Impact on assets Regulatory role 	<ul style="list-style-type: none"> Consult Involve 	<ul style="list-style-type: none"> Regular briefings Formal approvals
Local government	<ul style="list-style-type: none"> Local government officials Hornsby Council 	<ul style="list-style-type: none"> Impact on local infrastructure Impact on flora and fauna Perception of excessive development Access impacts 	<ul style="list-style-type: none"> Consult Involve Empower 	<ul style="list-style-type: none"> Briefings One on one meetings Formal correspondence (Traffic and Transport Liaison Group) TTLG Community Involvement

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Key Stakeholders	Details	Issues/Interest	Level of consultation	Tools
				Group (CIG)
Residents of suburbs which the Project will impact upon	<ul style="list-style-type: none"> Hornsby 	<ul style="list-style-type: none"> Traffic impacts on roads by haulage, diversions and closures: 	<ul style="list-style-type: none"> Consult Inform 	<ul style="list-style-type: none"> Door knocks One-on-one meetings Letters Emails Advertisements Media Website – with social media Display Centre 1800 number CIG
Directly affected residents and businesses adjoining construction areas	<ul style="list-style-type: none"> Identified in maps by Environment and Sustainability Team Within 50m of construction sites and haulage routes 	<ul style="list-style-type: none"> Significant disruption Noise Dust Vibration Traffic impacts Access impacts Parking impacts 	<ul style="list-style-type: none"> Inform Consult Involve 	<ul style="list-style-type: none"> Door knocks One-on-one meetings Letters Emails 1800 number Display centre Property condition surveys
Directly impacted schools	<ul style="list-style-type: none"> Hornsby TAFE 	<ul style="list-style-type: none"> Traffic Access Noise Vibration Dust Disturbance during exams and tests Safety for pedestrians around traffic sites 	<ul style="list-style-type: none"> Consult Inform 	<ul style="list-style-type: none"> One on one meetings Emails Phone calls Information through newsletters Signage
Indirectly and impacted schools and educational institutions in the area	<ul style="list-style-type: none"> Hornsby College Hornsby Girls High School Hornsby Ku-Ring-Gai Montessori Preschool Bounce Childcare Centre Hornsby School of Information and Technology Hornsby Children Centre Three Bears Kindergarten Hornsby Nursery and Preschool Centre Hornsby Central 	<ul style="list-style-type: none"> Traffic Noise Vibration Dust Disturbance during exams and tests Safety for pedestrians around traffic sites 	<ul style="list-style-type: none"> Inform 	<ul style="list-style-type: none"> Emails Phone calls Information through newsletters

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Key Stakeholders	Details	Issues/Interest	Level of consultation	Tools
	Preschool Kindergarten			
Directly impacted businesses	<ul style="list-style-type: none"> Westfield Hornsby Hornsby central business centre 	<ul style="list-style-type: none"> Traffic Access 	<ul style="list-style-type: none"> Inform 	<ul style="list-style-type: none"> Regular one-on-one meetings
Aboriginal Land Councils	<ul style="list-style-type: none"> Metropolitan Local Aboriginal Land Council Guringai Tribal Link Aboriginal Corporation 	<ul style="list-style-type: none"> Impact on land holdings 	<ul style="list-style-type: none"> Consult 	<ul style="list-style-type: none"> Formation of group with regular meetings
Road users	<ul style="list-style-type: none"> Travelling public and residents including: Pedestrians, commuters, business people and service providers (government and non-government) Public transport, including school and general bus/coach operators Peak freight and transport bodies including NRMA Transport and heavy vehicle operators Cyclists 	<ul style="list-style-type: none"> Disruptions to traffic Services disrupted General confusion and traffic queues 	<ul style="list-style-type: none"> Consult Inform 	<ul style="list-style-type: none"> Variable Message Signs (VMS) Notifications Emails
NorthConnex Community Information groups	<ul style="list-style-type: none"> NorthConnex CIG 	<ul style="list-style-type: none"> Impacts on neighbourhood Seeking information 	<ul style="list-style-type: none"> Consult Inform 	<ul style="list-style-type: none"> CIG meeting Phone calls Emails
Emergency services	<ul style="list-style-type: none"> State Emergency Service, Fire Police (Local Area Command) Ambulance NSW, NSW Rural Fire Service 	<ul style="list-style-type: none"> Access in emergency Diversions and blockages 	<ul style="list-style-type: none"> Consult Inform 	<ul style="list-style-type: none"> Part of TTLG Email
Community language media	<ul style="list-style-type: none"> Media in the following languages <ul style="list-style-type: none"> Chinese Hindi Arabic Filipino 	<ul style="list-style-type: none"> Want to provide information to particular language readers 	<ul style="list-style-type: none"> Inform 	<ul style="list-style-type: none"> Media releases Advertisements Website Translations into community languages

4.2. Hornsby Area Business Assessment

Hornsby is a regional business hub including commercial, retail and industrial businesses. Business activity in Hornsby occurs in a variety of forms including a Westfield Shopping Centre, High Street retail, bulk goods, car dealerships and mechanic services along the Pacific Highway and an industrial park.

Businesses can be grouped into the following categories:

- Retailers, including supermarkets and pharmacies;
- Cafés, restaurants, pubs and bars;
- Accommodation services;
- Service stations and mechanics car dealerships; and
- Public Transport

Regular notification and as necessary face-to-face meetings regarding impacts of the Project will be conducted.

4.3. Notifications Process

During the progress of the Project, community and businesses will be provided information regularly to ensure they are aware of construction, impacts and ways of contacting the Project team.

LLBJV will provide the community with Project updates on a regular basis. The updates will occur in consultation with NorthConnex Project Company and RMS and issued to the appropriate audience with accurate content.

These notifications will be uploaded to the NorthConnex website www.northconnex.com.au.

4.4. Communications Tools

A range of communication tools will be used to inform and engage the community and other stakeholders about the Project as work proceeds. Table 4-2 below provides an overview of the tools to be used, frequency and timing, the audience and specific requirements of each tool. Each of the tools is the responsibility of the Community Relations and Stakeholder Director to ensure the communication tools below are implemented.

Table 4-2 Overview of communications tools to be used on the Project

Tool	Description	Audience	Frequency /Timing	Tool Specifications
24-Hour Toll-free information line	A 24-hour toll-free information will be the main point of contact between the community and the project team. The number is 1800 997 057.	All community members and stakeholders identified in this plan.	Ongoing and to be maintained for the period of eight weeks after the date of the deed until eight weeks after the Date of Construction Completion.	<ul style="list-style-type: none"> • The phone number will be included in all Project communication material • All calls received will be recorded in the Community Contacts Database • Details of the call will be included against caller names (if provided), including contact details and a description of the nature of the call • Staff responsible for answering calls on the line will be properly trained on 'etiquette' for speaking with stakeholders
Advertisements	At commencement of construction giving details of how to contact project team.	General community	Prior to the start of construction, advertisements will be placed in papers informing of start of construction and providing contact details.	<ul style="list-style-type: none"> • In local papers
Community contacts database	Consultation Manager approved Community contact database for NorthConnex.	<ul style="list-style-type: none"> • Project team • NorthConnex Project Company • RMS 	Ongoing for duration of the Project	<ul style="list-style-type: none"> • Correspondence details will be entered into the database within 24 business hours of receipt. Actions resulting from the correspondence will be recorded in this system and an outstanding actions report used to track and

Community Communication Strategy

Hornsby Quarry Road Construction Spoil Management Project



Tool	Description	Audience	Frequency /Timing	Tool Specifications
				<p>ensure actions are responded to within committed timeframes.</p> <ul style="list-style-type: none"> All landowners adjacent to the Project works and key stakeholders will be included in the database. The database will be regularly updated. The database will be used to record community representations with response to all representations within five business days.
NorthConnex Display centre	<p>118 Yarrara Road, Pennant Hills</p> <p>Open Monday- Friday 9am-5pm</p>	<ul style="list-style-type: none"> Wider community 	<ul style="list-style-type: none"> Display Centre to be open at least 12 weeks prior to start of construction. Ongoing for duration of Project and eight weeks after completion Opening times (as advertised) 	<p>Display centre contents:</p> <ul style="list-style-type: none"> Visitor's book Up to date maps Environment and cultural features Video and photographic library Display centre model Contact details Staffing by community relations staff
Public forums	<p>LLBJV will bring together public forums if required on specific issues</p>	<p>As identified</p>	<p>As required</p>	<p>Forums will be held to address specific issues as they arise and will help to gather community feedback, provide community information on these issues.</p>
Community updates	<p>Community updates will be prepared in the form of newsletters to keep the community up-to-date with construction milestones. These will be printed and distributed to a catchment area impacted by the work.</p>	<ul style="list-style-type: none"> All community members on the community contacts database All relevant authorities Available at the display centre and Website Displayed on any community noticeboards 	<p>As required but at minimum for each major construction milestone including:</p> <ul style="list-style-type: none"> Commencement of Construction, Opening of the Works to traffic. 	<ul style="list-style-type: none"> The updates could include but are not limited to: the status, construction progress, upcoming construction stages, environmental management initiatives and community involvement achievements associated with the LLBJV's Work, the Project Works and the Temporary Works. The community updates will include details on sources of other information associated with the LLBJV's Work, the Project Works and the Temporary Works, including project display locations and website details. Community updates will contain contact details, including 24-hour and business hours contact details for the LLBJV construction team, including phone numbers, return addresses and other requirements from NorthConnex Project Company and RMS. Community updates will contain information about how community members can obtain translation services.
Complaints management system	<p>To record complaints and responses received in relation to</p>	<ul style="list-style-type: none"> Wider Community Project Team 	<p>As required</p>	<ul style="list-style-type: none"> Details about the Complaints Management System can be found in Section 7

Community Communication Strategy

Hornsby Quarry Road Construction Spoil Management Project



Tool	Description	Audience	Frequency /Timing	Tool Specifications
	the Project.	(LLBJV, NorthConnex Project Company and RMS)		
Doorknocks	The community relations team (CRT) will doorknock directly affected property owners in close proximity to the site and those who are impacted by property adjustment.	<ul style="list-style-type: none"> Directly affected residents and businesses 	Door knocks are required before an activity which is likely to impact the property owner. Doorknocks would also be employed as required to obtain feedback from property owners after activity.	<ul style="list-style-type: none"> Doorknocks and feedback recorded in Consultation Manager Areas to be doorknocked to be provided in advance to NorthConnex Project Company
Email	Email contact details will be established where appropriate and email notifications will be used to inform those directly affected by any changes that may impact on individual properties, residents and businesses, such as traffic disruptions, construction of temporary detours and work required outside regular working hours.	All	Ongoing for the duration of the Project	<ul style="list-style-type: none"> All email enquiries will be responded to within ten business days and email complaints received during working hours acknowledge within 8 hours, or if received out-of-hours on the next business day. All email correspondence will be recorded in the Community Contacts Database. All complaints received will be acknowledged within 8 working hours. If an email complaint is received out-of-hours, it will be acknowledged during the next business day.
Mailbox	Letterbox to receive postal mail Locked Bag 101 West Pennant Hills	All	Ongoing for the duration of the Project	<ul style="list-style-type: none"> A letterbox set up for the Project at the start of Project.
Media release	A media release containing information about relevant milestones.	All	At the commencement of the Project. At major milestone	<ul style="list-style-type: none"> Media releases may only be issued by Northconnex Project Company, RMS or the Minister's office
Photographic and video material	LLBJV will keep a photographic record of the Project	Wider community	Minimum every three months	<ul style="list-style-type: none"> The images will be used both for public information such as Community Updates and Letterbox Notifications and the website, as well as a record of the work LLBJV will take and provide NorthConnex Project Company and RMS with quarterly photographs of the progress of the work. NorthConnex Project Company and RMS and LLBJV use in publications, project communications and promotions of a broader nature and for enlargement to use in community display materials
Letterbox	Letterbox notifications	<ul style="list-style-type: none"> Nearby and 	As required but will	<ul style="list-style-type: none"> Double sided letters in black and

Community Communication Strategy

Hornsby Quarry Road Construction Spoil Management Project



Tool	Description	Audience	Frequency /Timing	Tool Specifications
notifications	will be used to inform those directly affected by any changes that may impact on individual properties, residents and businesses.	<p>potentially affected residents within 750m radius of the Project works</p> <ul style="list-style-type: none"> Community members registered in Community Contacts Database Other community members assessed as being potentially affected by the activities described in the notification 	occur five Business Days before the proposed activity described in the leaflets	<p>white or colour with detail about what is happening and changes, in plain English, supported by maps and drawings as required.</p> <ul style="list-style-type: none"> Will be submitted to NorthConnex Project Company and RMS ten business days before intended distribution.
SMS	SMS may be used to advise stakeholders of changes to traffic conditions.	<ul style="list-style-type: none"> Key media, local businesses, motorists and residents 	Weekly or as required	<ul style="list-style-type: none"> The Community Relations Stakeholder Director (CRSD) will send out notifications via email or SMS to advise stakeholders of changes to traffic conditions.
Stakeholder briefings	Key stakeholders, including local councils, and sensitive receivers, would be given the opportunity to receive briefings on the Project and its potential impacts.	<ul style="list-style-type: none"> Local, State and Federal Government Regulatory authorities Community action groups Business groups 	<ul style="list-style-type: none"> Commencement of Project Key milestones As programmed (councils, regulatory authorities) 	<ul style="list-style-type: none"> The exact nature of these briefings would be developed in consultation with NorthConnex Project Company and RMS. LLBJV will ensure that Member of Parliament briefings are only undertaken by NorthConnex Project Company and RMS.
Stakeholder and resident meetings	One on one meetings with nearby property owners, landholders and interested stakeholders that are either requested by the stakeholder or requested by the project team.	<ul style="list-style-type: none"> Nearby property owners and the wider community as requested. 	As required	<ul style="list-style-type: none"> Meeting notes will be filed in Consultation Manager.
Website	The NorthConnex Project website will be used to share information with the community of the projects events and work, community information, receiving	<ul style="list-style-type: none"> Wider community 	<ul style="list-style-type: none"> As it becomes publicly available The website will be updated on a regular basis and reviewed as a minimum monthly to confirm information is still 	<ul style="list-style-type: none"> LLBJV will maintain the website and pass on to NorthConnex Project Company or representative eight weeks after Project completion. LLBJV will review and provide updated material for the website which as a minimum will contain (as required by MCoA):

Tool	Description	Audience	Frequency /Timing	Tool Specifications
	feedback and provided a generic response to common enquiries.		current and relevant <ul style="list-style-type: none"> • Relevant information will be provided before pre-construction and construction • Will operate continuously until 12 months following the Date of Construction Completion 	<ul style="list-style-type: none"> ▪ information on the current implementation status of the SSI; ▪ a copy of the documents listed in condition A2 of the MCoA, and any documentation supporting modifications to this approval that may be granted from time to time; ▪ a copy of this approval and any future modification to this approval; ▪ a copy of each relevant environmental approval, licence or permit required and obtained in relation to the SSI; ▪ a copy of each current report, plan, or other document required under this approval; ▪ the outcomes of compliance tracking by condition A 13 of this approval; and ▪ details of the contact point(s) to which community complaints and enquiries may be directed, including a telephone number, postal address and an email address.

5. Community Issues, Risks and Management Strategies

An assessment of expected environmental, community and traffic issues has been completed with mitigations strategies to manage these issues as they arise.

5.1. Environmental issues and Impacts of Delivery

The Project would result in some adverse impacts. Environmental impacts would primarily be temporary, due to construction of the Project, and are associated with:

- **Traffic:** Trucks transporting the spoil would contribute to existing traffic congestion at intersections along the haulage routes. During the Project peak, there would be a maximum of 70 heavy vehicle movements per hour (one vehicle in and out of the site is classed as two movements);
- **Noise:** Trucks arriving and departing the quarry via Bridge Road would generate noise levels above the daytime noise impact levels. On-site establishment and spoil handling activities would increase noise levels at homes near Hornsby Quarry;
- **Water quality:** Partially filling the quarry with clean spoil will assist in returning groundwater and Old Mans Creek water quality to pre-quarry conditions;
- **Changes to access:** Closure of the Roper Lane connection to Bridge Road is proposed for safety reasons (to minimise interaction with local traffic) and to manage haulage traffic along Bridge Road. RMS are working closely with Hornsby Shire Council to provide appropriate signalised intersections to ensure the impact of this closure is minimised. To maintain public safety, the Project would require the closure and changes to some walking paths and mountain bike trails in the bushland in Old Mans Valley surrounding the Hornsby Quarry;
- **Heritage:** One non-Aboriginal heritage item (Hornsby Quarry Diatreme) would be directly impacted by the Project, and a number of heritage items may be indirectly impacted from construction works;
- **Biodiversity:** Construction of the Project would cause direct impacts (e.g. clearing of vegetation) and potentially cause indirect impacts, such as increases in noise, lighting and impacts to downstream riparian environments; and
- **Air quality:** The handling of spoil on site would generate increased levels of dust at nearby receivers.

Environmental aspects and impacts will be addressed through the implementation of the mitigation measures contained within the Construction Environmental Management Plan (CEMP), and its sub-plans. Community issues related to the above aspects and impacts will be addressed through implementation of the CCS, which will be maintained and implemented throughout construction of the Project.

5.2. Community and Stakeholder Issues and Management Strategies

The key stakeholder and community impacts during construction have been identified in Table 5-1 and in Section 6. They are likely to vary for different areas depending on construction stage methods. The table below identifies potential issues and lists intended strategies to pro-actively manage and communicate.

Table 5-1 Key stakeholder and community impacts – Management Strategies

Issue	Potential Key Impacts	Communication Management Strategies
Traffic and access disruption to day to day operations for school bus services and community members.	<ul style="list-style-type: none"> Trucks transporting the spoil would contribute to existing traffic congestion at intersections along the haulage routes. During the Project peak, there would be a maximum of 70 heavy vehicle movements per hour (one vehicle in and out of the site is classed as two movements) Disruptions, delays, temporary detours, traffic switches, construction access including changes to traffic conditions, and vehicle access to and from the work site Impacts on taxis, buses and emergency access Maintaining access and minimising disruption to residents, landholders and businesses, during construction and operation 	<ul style="list-style-type: none"> Targeted consultation with bus operators to determine where bus routes go through minor roads Information boards at bus stops Information through "Trip view" and 'Live Traffic.' Targeted consultation with bus operators to determine where bus routes go through minor roads Information boards at bus stops Information through "Trip view" and 'Live Traffic' Targeted consultation with schools and information provided for circulation to teachers, parents and students One on one meetings with property owners Involve businesses and schools nearby in design/planning of work and provide adequate notification and consultation to ensure appropriate signage and access requirements VMS signs
Construction noise	Noise caused by: Trucks arriving and departing the quarry via Bridge Road would generate noise levels above the daytime noise goals. On-site establishment and spoil handling activities would increase noise levels at homes near Hornsby Quarry.	<ul style="list-style-type: none"> Adhere to operating hours of work Adhere to strategies outlined in this Plan Contact sensitive receivers well in advance Community notifications with contact details Robust enquiry and complaint management
Impacts on businesses from disruptions	<ul style="list-style-type: none"> Businesses cannot get/make deliveries due to traffic disruptions or suffer undue impacts on manufacturing, usual business processes due to noise/dust/vibration Access and visibility are impacted, impacting customers 	<ul style="list-style-type: none"> Provide advance warnings Involve businesses nearby in design/planning of work and provide adequate notification and consultation to ensure appropriate signage and access requirements
Lack of Project awareness and understanding	<ul style="list-style-type: none"> Lack of awareness about Project Need for Project not accepted Misinformation or information about Project not understood Community not knowing how to contact project team Complaints and issues received that relate to other concurrent Projects activities in area 	<ul style="list-style-type: none"> Widespread communications of Project information in easy-to-understand language and use of graphics Use a range of communication tools to reach wider community and stakeholders including written communication, information sessions. Responses developed using integrated team approach and approved by RMS
Out of hours work	<ul style="list-style-type: none"> Lack of warning and consideration of needs 	<ul style="list-style-type: none"> Letterbox/email notification and meetings with affected residents/businesses/services leading up

Issue	Potential Key Impacts	Communication Management Strategies
		<p>to out of hours work</p> <ul style="list-style-type: none"> Maintain open phone line or line directed to the construction site at all times Clearly flagged at mobile community open days Communicate as per the Out of Hours Work Protocol (Appendix B of the Construction Noise and Vibration Management Plan) Consider relocation for severely impacted residents in accordance with the Project Respite and Alternative Accommodation Policy based on length, nature and proximity of work as well as personal circumstances of the residents impacted
Traffic management and transport	<ul style="list-style-type: none"> Disruptions, delays, temporary detours, traffic switches, construction access including changes to traffic conditions, and vehicle access to and from the work site Construction access locations Impacts on local traffic, through traffic movement including heavy vehicles, transport operators, school buses, tourist bus and coach operators during construction Access and impacts on pedestrians, cyclists, motorists and emergency vehicles Maintaining access and minimising disruption to residents, landholders and businesses, during construction and operation 	<ul style="list-style-type: none"> Advertisements in local papers Provide residents/businesses/ councils/services/motoring and freight industry groups with warning of planned changes to the local road network via liaison and notifications Regularly update material on the website Targeted group meeting/site inspection Community update/newsletter Respond quickly to complaints or calls for Project information Information through live traffic networks (where possible) Variable Message Signs at key locations to provide information about traffic Seek information on traffic reports through Transport Management Centre Liaise with trucking networks Convey information early through Traffic and Transport Liaison Group

5.3. Community Risk Assessment and Mitigation Strategies

The following initial community and stakeholder risks have been identified. Table 5-2 below will be updated as the Project construction progresses, with new mitigation strategies developed as required.

Table 5-2 Community and stakeholder risk assessment and mitigation strategies

Risk	Likelihood	Mitigation strategy
Community disapproval of Project	H	Frequent communication, education about benefits of NorthConnex and timely mitigation of impacts.
Community protests	H	Inform NorthConnex Project Company, RMS and prepare for responding to media interest and media turning up on site through proper induction
Excessive noise	H	Have clear protocols of dealing with noise, agreed with Environment Manager Policy for relocation and mitigation measures
Deluge of phone calls and emails from certain members of the community	H	The process of dealing with emails and phone calls clearly identified and adhered to, including timing Clear and polite conversation Training of Community Relations staff

Risk	Likelihood	Mitigation strategy
Damage to property	M	Property Condition Surveys
Sub-contractors not following protocol	M	Induction Tool box talks Clearly identified parking and haulage routes
Excessive dust	M	Working together with construction and environment team to manage. Implement community management measures such as offers of cleaning
Media coverage providing wrong and misleading information	M	Media relations plan by NorthConnex Project Company, RMS, clear messaging, one point of contact
Inadvertent media statements by employee/contractor	L	Inductions in Community Relations procedures
Impact of work not understood by residents, businesses and wider members of the community	H	Clear messages to neighbours of construction impacts through door-knock, letters and frequent communication before high impact activity
Impact on businesses due to changes to traffic pattern, inadequate signage	M	Negotiation with business owners at the start of compound and site establishment to ascertain needs
Reverberated noise and vibration	H	Quick response and action on complaints of reverberated noise. Clear guidelines with prompt decision-making on relocation and respite
Time delays due to weather, unknown conditions	M	Clear re-notification process in case of delays with prior approvals. Close ongoing interaction with impacted parties
Changes to walking paths and bike tracks	H	Identify and provide clear communication of available community access tracks and bike paths

5.4. Traffic and Haulage Routes

The routes between the NorthConnex construction compounds and Hornsby Quarry are different for the trip out of the quarry during peak morning times. Peak times have been defined as 7-10am during the AM peak hour and 3-6pm for the PM peak hour on weekdays. Haul routes will be managed in close consultation with RMS and the Transport Management Centre, especially during any particular incident on the predetermined routes. Vehicle Movement Plans (VMPs) will describe the haulage routes and be distributed to all haulage truck drivers.

The access routes to and from the Hornsby Quarry are summarised in Table 5-3

Table 5-3 Access Routes into and out of Hornsby Quarry

Time of Day	Into Hornsby Quarry	Out of Hornsby Quarry
Non-peak hours (10am-3pm weekdays and 8am-1pm Sat)	Pacific Highway from the intersection with Pennant Hills Road, then along George Street and onto Bridge Road.	Bridge Road and south along George Street and the Pacific Highway onto Pennant Hills Road or the M1 Pacific Motorway.
Peak hours (7-10am weekdays)	Pacific Highway from the intersection with Pennant Hills Road, then along George Street and onto Bridge Road.	During the morning peak hours, a maximum of 15 trucks per hour will use Bridge Road and travel south along George Street and the Pacific Highway onto Pennant Hills Road or the M1 Pacific Motorway.

Time of Day	Into Hornsby Quarry	Out of Hornsby Quarry
		The remaining trucks in AM peak out via Bridge Road and north along Jersey Street North, the Pacific Highway, Windy Banks interchange to connect with the M1 Pacific Motorway.
Peak hours (3-6pm weekdays)	Pacific Highway from the intersection with Pennant Hills Road, then along George Street and onto Bridge Road.	Bridge Road and south along George Street and the Pacific Highway onto Pennant Hills Road or the M1 Pacific Motorway.

6. Community Relations Team

LLBJV has an established community relations team (CRT) that is responsible for overall management and coordination of community information. The Community Relations and Stakeholder Director (CRSD) for LLBJV will ensure that NorthConnex Project Company and RMS are informed of all community issues, consulted on all decisions affecting the local and wider community and invited to all community information sessions and site visits.

The Community Relations and Stakeholder Director, or authorised delegate, will be available to the Project from the date of the deed until eight weeks after the date of construction completion.

6.1. Community Relations Team Responsibilities

The responsibilities of community and stakeholder relations are provided below in Table 6-1, and are further described in Section 4.2 the Project's Construction Environmental Management Plan (CEMP).

Table 6-1 Community relations team responsibilities

Role	Responsibility
Community Relations and Stakeholder Director and Managers (LLBJV)	<ul style="list-style-type: none"> Overall management and coordination of community information and involvement Strategically approach communications for the Project within corporate guidelines established by RMS for design and construct projects Develop positive working relationships between NorthConnex Project Company, Roads and Maritime Communications, the community and other stakeholders Develop and oversee the delivery of the CCS, which supports NorthConnex Project Company and RMS goals and objectives Establish multiple points of contact for the community during construction including a display centre with appropriate community display material, information panels, information leaflets, access to technical reports, complaints handling, website access, etc. Establish mobile display unit(s) for conducting community information sessions as required Manage the provision of information on the NorthConnex website in accordance with the Conditions of Approval, NorthConnex Project Company and RMS requirements Arrange for the transition and ongoing operation of the 24 hour 1800 telephone number for the construction period, including after hour's answering service Take over and manage the web-based Community Contact Database for use by the community relations team Implement an appropriate auditing system for all Project communication activities and systems Process all media notifications through NorthConnex Project Company and RMS approval procedures in a timely manner Coordinate preparation of all graphical and electronic community display material including display panels, community updates, letter box handouts, electronic community display materials etc. Establish distribution systems for community information

Role	Responsibility
	<ul style="list-style-type: none"> • Ensure community notifications are prepared and issued with accurate information and with all environmental approvals in place • Develop opportunities to increase the profile of the Project within requirements • Act in accordance with RMS communication policies and procedures • Identify milestones and opportunities for promotion of the Project in media • Keep up-to-date records on current landowner discussions with members of the Contractor's staff • Responsible for complaints management, recording and escalation process • Responsible for liaison with the ER on matters of community – especially complaints and escalation process <p>Community:</p> <ul style="list-style-type: none"> • Facilitate effective and proactive communication about the Project and its benefits to the community and other stakeholders • Prepare and maintain accurate records on community relations issues • Prepare and assess for emerging issues and identify proactive solutions and ensure the NorthConnex Project Company and RMS are informed • Analyse, investigate and follow up queries and issues referred by the community relations team to specified timeframes, as appropriate, developing action plans, monitoring progress and outcomes • Ensure the NorthConnex Project Company and RMS are aware of issues as they arise and are involved in finding solutions to these issues • Report key findings/status/trends on a monthly basis and evaluate the root cause of complaints across the projects to reduce or prevent recurrence of disturbance to the community • Coordinate and develop appropriate communication tools to convey key Project messages honestly and in the most effective way for the target audience(s) • Assist the NorthConnex Project Company and RMS with promotion of potential educational/training opportunities to tertiary and secondary students to learn about the Project • Deliver on promises when made and negotiate if circumstances change • Have up-to-date information on planned traffic arrangements, including any temporary traffic switches and planned construction activities • Build and maintain productive external relationships to engage stakeholders and enable long term outcomes for NorthConnex Project Company and RMS • Oversee the development of a communication program to promote strong positive external stakeholder relationships during project delivery • Create and maintain strong and effective relationships with project teams, clients, consultants, and other key stakeholders, as required • Coordinate the development and implementation of a regular program of stakeholder contacts/liason meetings on issues that are relevant to the needs of the contractor to build a perception of trust, honesty and reliability through action • Ensure proper note taking and recording of all liaison meetings for community activities • Ensure the development and delivery of a systematic and user friendly complaints management system, which effectively deals with complaints • Implement an appropriate audit system for complaints handling procedures <p>The Community Relations and Stakeholder Director will work closely with other areas in the JV, especially on communications about:</p> <ul style="list-style-type: none"> • Planned traffic arrangements, including any temporary traffic switches • Planned construction activities • Current landowner discussions with members of LLBJV's staff • Implementing an appropriate audit system for complaints handling procedures <p>The Community Relations and Stakeholder Director will work closely with the NorthConnex Project Company Stakeholder Manager and the Roads and Maritime Communications Team to ensure that there is positive perception in the community about the Project, and to</p>

Role	Responsibility
	communicate how impacts and communications are being managed.
Community Senior Coordinator and Coordinators (LLBJV)	<ul style="list-style-type: none"> • Be an active participant of the community relations team • Undertake all activities in a cooperative and informative manner with the NorthConnex Project Company and RMS representatives and LLBJV Community Relations and Stakeholder Director to ensure delivery of an integrated community engagement strategy • Respond to community enquiries and complaints about the Project in a timely manner utilising the agreed system and ensure the system is monitored and updated • Proactively engage with members of the community impacted by the Project to build positive working relationships • Escalate potential stakeholder issues to the LLBJV Community Relations and Stakeholder Director in a timely manner • Provide draft notifications and project manage community related approvals processes • Liaise with construction staff, NorthConnex Project Company, RMS and designers • Prepare notifications to the community of project activities • Answer 24 hour toll-free information line (1800 997 057) • Be available to attend the Project Display Centre on a rostered basis • Assist the LLBJV Community Relations and Stakeholder Director with information material for the Project display centre • Coordinate production of information for the web site with internal stakeholders and designer, including gaining internal and external approvals <p>Assist with coordination of community updates:</p> <ul style="list-style-type: none"> • Organise, manage and attend community displays as required to update local communities about the Project • Prepare advertising material and project manage through related approvals and production processes • Proof read media and internal documents before publication • Plan and project manage community events • Promote the Project's involvement in community events internally and externally • Prepare editorials and advertisements for the local media for NorthConnex Project Company and RMS approval (no direct media contact) • Research opportunities for sponsorship of local interests • Host external stakeholders and community groups visiting the Project, as approved by NorthConnex Project Company and RMS • Attend community events on behalf of project • Develop materials and participate in a program of toolbox meetings
Roads and Maritime Communications Team	<ul style="list-style-type: none"> • Work together with the LLBJV CRT to ensure accurate information is provided to members of the community, and media and elected representative inquiries are handled promptly.
NorthConnex Project Company – Stakeholder and Communications Manager	<ul style="list-style-type: none"> • Will work with the CRT to ensure that project communication material is approved in a timely manner and issues which relate to communications outside the LLBJV scope are addressed.
Environmental Representative	<p>While the ER is independent of the construction community relations team, the ER is available to the team to assist in the resolution of complaints.</p> <ul style="list-style-type: none"> • The ER will be consulted in responding to the community concerning the environmental performance of NorthConnex where the resolution of points of conflict between the Proponent and the community is required. • The ER will receive all community notifications for information (Sec 5.4). • The ER will be involved as appropriate as per the complaint escalation process (Figure 7-1, Sec 7.3)

6.2. Community Relations Team Contact Details

A community relations team (CRT) including a Community Relations and Stakeholder Director and support staff will be based in a location convenient for the Project.

The NorthConnex display centre located at 118 Yarrara Road, Pennant Hills will be opened to the public and staffed by LLBJV Monday to Friday from 9am to 5pm. A toll-free information line has also been established (1800 997 057) to ensure that a representative from the project team is contactable. This toll-free line will operate on a 24-hour, seven days a week basis when major construction starts.

The community will be continually advised of the 1800 number and location of the display centre via the Project website, community information materials, and advertising in local media.

6.3. Community Relations Awareness Training

As ambassadors for the Project, all construction personnel and subcontractors working on the Project are required to undertake compulsory induction training, which includes community relations awareness. This will be part of the site project induction and additional reminder toolboxes will be carried out every six months.

Key elements of the induction training include:

- Outline of community involvement behaviours and obligations;
- Site specific stakeholder concerns and levels of interaction;
- Free call community contact telephone line;
- Community enquiry and complaints management system;
- Interface with the public and media (no comment to media); and
- Issues management procedures.

The training will ensure that all of the LLBJV's personnel involved in the JV's work are:

- Trained on how to respond to community queries;
- Aware of and abide by the requirements for the release of information detailed in the Conditions of Approval and as required by RMS and NorthConnex Project Company; and
- Advised on the identity of the community within which they are working.

Records of personnel training and induction in community obligations will be provided within LLBJV's monthly progress reports.

6.4. Internal Communications

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

- Keep up-to-date with construction progress and proposed activities;
- Be a part of the decision-making process about construction, especially where it impacts on community and stakeholders, in order to minimise these impacts;
- Identify potential issues and impacts and plan proactive community relations and communication activities;
- Prepare accurate information for stakeholders;
- Provide advance notice to stakeholders/communities and plan one on one consultation;
- Develop clear two-way communication with all staff;
- Train and promote community relations principles – increase general awareness and gain support; and
- Provide feedback to the team on the outcomes of the CCS and incorporate feedback into project plans as appropriate.

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

- Upcoming construction activities;
- Current and/or potential community impacts and/or issues;

- Proposed management and mitigation of community impacts/issues; and
- Any potential marketing opportunities which will allow the Project to be positively positioned.

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

In addition to covering all topics in relation to safety and environmental management, toolbox talks may cover stakeholder and community relations concerns and considerations, when they relate to the safety/environmental management at particular work sites.

7. Community and Stakeholder Management Systems

The purpose of this section is to outline the procedure for managing complaints for NorthConnex for the duration of construction and up to two months after construction completion. The Environment Protection Licence and Ministers Conditions of Approval require the development and implementation of a Complaints management procedure. It has been developed to be consistent with the current Australian Standards for complaints handling (AS-4269). This includes:

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

This complaints management system will be reviewed every six months for the duration of construction. The review will provide information on how well the system is working in meeting expectations of all stakeholders and in managing timelines for response. The outcomes of the review will be used to make any changes if required.

7.1. Complaints and Resolutions

Complaints may include any interaction with a community member or stakeholder who expresses dissatisfaction with the Project, policies, contractor's services, staff members, actions or proposed actions during the Project.

A complaint is deemed to be resolved when it reaches a conclusion, not necessarily resolved to the satisfaction of the complainant.

An initial response is an initial verbal discussion with the complainant.

7.1.1. Responsibilities for Complaint Handling

Complaint handling is the responsibility of all team members who come into contact with the community and stakeholders.

The Community Relations and Stakeholder Director is the designated complaints handling management representative for the Project. The community relations team will:

- Manage the 24 hour community information line and answer all phone calls to the community information line within construction hours, including when working out-of-hours;
- Provide a message service for calls received outside of construction hours;
- Develop and implement procedures for managing and resolving stakeholder and community complaints directed to the NorthConnex LLBJV team;
- Investigate and determine the source of a complaint immediately, including an immediate call to the complainant (when received by phone);
- Provide an initial response to all complaints within 24 hours (where a phone number is provided) from the time of the complaint unless the enquirer agrees otherwise;
- Provide an initial written response to email complaints within 24 hours (or during the next business day if received out-of-hours);
- Keep the complainant informed of the process until the complaint is resolved;
- Close out complaints within an agreed timeframe (with complainant);
- Escalate complaints in accordance with the Complaints Management Procedure;

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- Inform RMS and NorthConnex Project Company of complaints as required; and
- Record all complaints on the Community Contact Database (Consultation Manager) within 24 hours.

7.1.2. Receiving Complaints

The project team has established the following tools for receiving complaints from the community (Table 7-1). At a minimum, the telephone number, the postal address and the email address will be published on the website, at construction sites, and in publications distributed to members of the community.

Table 7-1 Tools for receiving complaints

Tools	Purpose
Community information line	The number allows stakeholders to have access to the project team 24-hours
Community email address	The email address allows stakeholders to have access to the project team
Community inductions for workforce	Facilitates referral of complaints to the community relations team in a timely manner – whether received on the work site or at a project location
Community Post Box	This postal address allows stakeholders to have access to the project team through traditional mail
Project website	www.northconnex.com.au

7.1.3. Dealing with Complaints

All complaints received will be acknowledged within eight working hours.

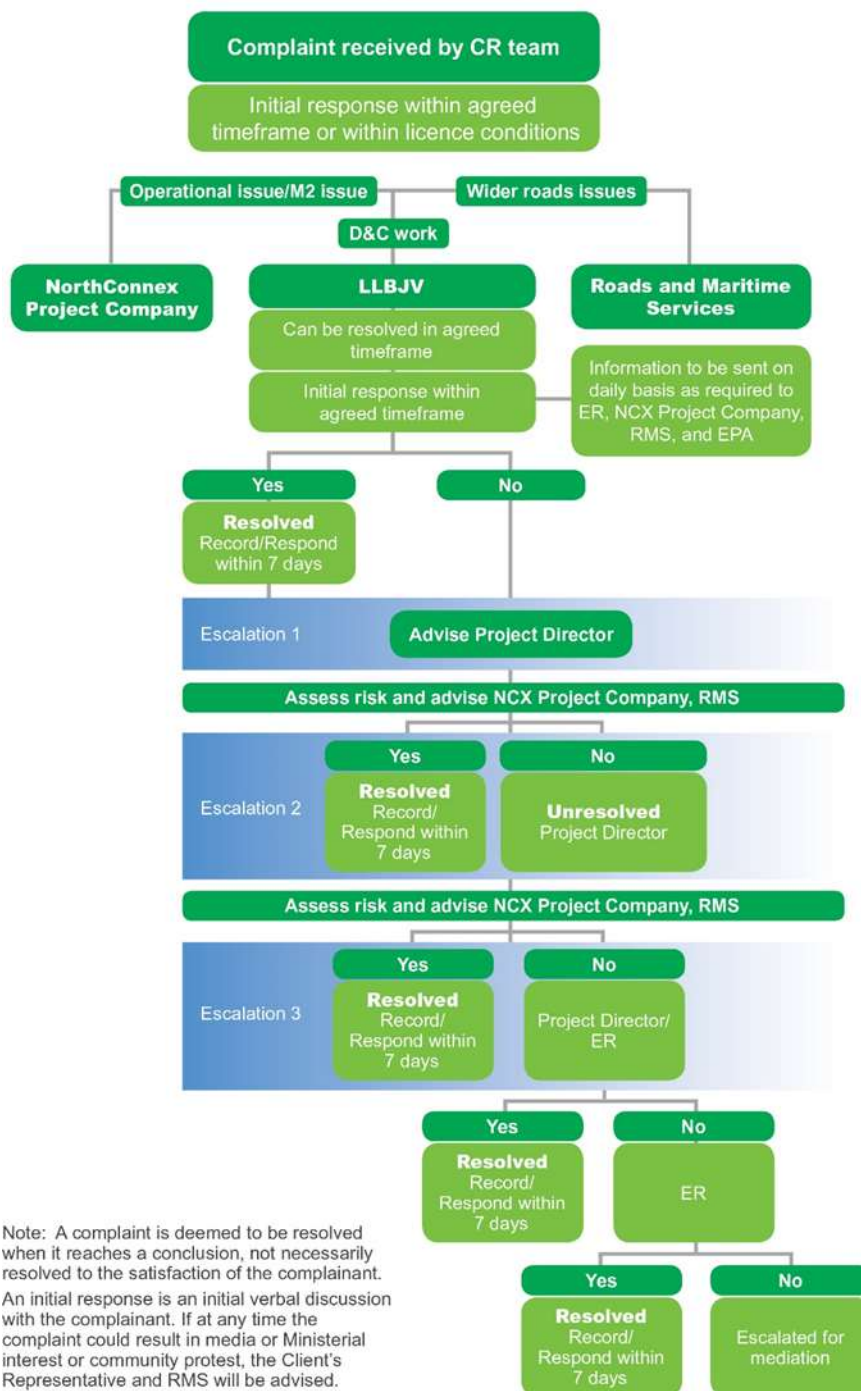
When a complaint or enquiry cannot be responded to immediately, a follow-up verbal response on what action is proposed will be provided to the complainant/enquirer within 24 hours of a complaint or enquiry being received.

The Construction Complaints Management System includes a process for the provision of a written response to the complainant/enquirer within 7 business days, if the complaint or enquiry cannot be resolved by the initial or follow-up verbal response.

7.1.4. Escalating Complaints

If a complaint is not resolved in the normal process (Figure 7-1) the complainant will be advised of the opportunity to seek independent mediation. The independent mediator will be sourced from a professional panel and the complainant advised. LLBJV representatives will attend the mediation and pay for the services of the mediator.

Complaints process



Note: A complaint is deemed to be resolved when it reaches a conclusion, not necessarily resolved to the satisfaction of the complainant. An initial response is an initial verbal discussion with the complainant. If at any time the complaint could result in media or Ministerial interest or community protest, the Client's Representative and RMS will be advised.

Figure 7-1 Complaints management process

7.1.5. Recording Complaints

All complaints will be recorded in the electronic database (Consultation Manager) implemented on the NorthConnex project. This will enable management of complaints and monitoring of response times.

At a minimum, the detail recorded on Consultation Manager will include:

- Date, time and nature of complaint;
- Type of communication (telephone, letter, meeting, etc.);
- Name, address and contact number of complainant;

- Nature of the complaint;
- Action taken in response to the complaint, including follow up contact with the complainant;
- Details of whether a resolution was reached;
- Details of whether mediation was required or used; and
- Any monitoring to confirm that the complaint has been satisfactorily resolved.

7.1.6. Reporting on Complaints and Representations

A report of any complaints received will be provided on a daily basis, or as required, to the ER, NorthConnex Project Company, RMS, and EPA. Details of complaints and representations, and the response to complaints and representations, will be included in a monthly report of community involvement activities to RMS and NorthConnex Project Company. The report will include the average and maximum times taken to respond to representations. A copy of the complaints part of this report will be provided to the ER.

Further, complaints reporting will be undertaken to the NSW EPA in accordance with requirements of the Environment Protection Licence. This will be via the Environment and Sustainability Manager.

The complaints management system will be handed over to the NorthConnex Project Company following completion of construction. Records will be kept with LLBJV for 12 months following completion of construction

7.2. Working with NorthConnex Project Company and Roads and Maritime Services

LLBJV is committed to forming a collaborative and cooperative relationship with NorthConnex Project Company and RMS. LLBJV will ensure the following obligations are adhered to:

The Community Relations and Stakeholder Director will work closely with the NorthConnex Project Company Stakeholder Manager and Roads and Maritime Communications Team to ensure that there is a positive perception in the community about the Project and how impacts and communications have been managed.

Each piece of communication material viewed, read or heard by the public (such as letterbox notifications, construction updates, community updates and website material) will be reviewed and approved by NorthConnex Project Company and RMS prior to its release to the public.

The community relations team will submit drafts of the proposed content and format of publications and other external communication to NorthConnex Project Company for approval, along with the reason it is required and the timing and extent of distribution (Section 4.4). The community relations team will provide drafts to the NorthConnex Project Company. The NorthConnex Project Company will coordinate approvals with RMS on behalf of LLBJV. Both NorthConnex Project Company and RMS will require time to review the documentation before authorising it for public release.

Table 7-2 Timeframes for RMS Approvals and notification requirements

Communication activity	Timeframe for Roads and Maritime Services approval	Notification requirements prior to work commencing
Leaflets/letterbox drops	Submit no less than 10 Business Days prior to distribution.	Five Business Days prior to activity. Distribute within 750 m radius, or agreed lesser distance, of activity.
Community update newsletters	Submit text and pictures four weeks prior to proposed print date	Five Business Days prior to activity or as agreed with RMS.
Display material	Submit text and pictures eight weeks prior to proposed print date	n/a
Community information sessions	Submit presentation Five Business Days prior to information session	Five Business Days before information session.
Advertisements - traffic	Submit no less than 10 Business Days prior to proposed publication or broadcast date.	Five Business Days prior to activity.

Communication activity	Timeframe for Roads and Maritime Services approval	Notification requirements prior to work commencing
Advertisements - project	Submit no less than 21 days prior to proposed advertisement date.	Five Business Days prior to activity or as agreed with RMS.
Website content	At least 5 Business Days before upload date (all content including photos).	Update as needed (minimum monthly).
Media/community events	Provide NorthConnex Project Company and Roads and Maritime Services with eight weeks written notice of construction commencement and date of opening of any stage of the work (including local roads). Provide Roads and Maritime Services with monthly forecast of predicted milestones.	n/a
Weekly traffic update	Submit five Business Days before planned distribution date.	Issue weekly.
Site tours	Approval required. Timeframe not specified.	n/a

NorthConnex Project Company and RMS will be notified immediately when it is known that any part of the Project which is the subject of an advertisement is to be changed or varied so as to make the advertisement incorrect. Media release information is to be approved and distributed by NorthConnex Project Company and the RMS Media Unit.

To ensure ongoing communication will take place between NorthConnex Project Company, RMS and the community relations team, regular progress meetings will be arranged and will cover topics such as upgrade works and upcoming community announcements and materials.

LLBJV will ensure that NorthConnex Project Company and RMS will be informed of all community issues, consulted on all decisions affecting the community and invited to all meetings, presentations and site tours attended by authorities and members of the community. NorthConnex Project Company and RMS will also be informed of all issues raised by authorities about the project promptly.

RMS (through NorthConnex Project Company) will also be notified of all enquiries from Federal, State or Local Government. Any briefings for these government representatives will be arranged by NorthConnex Project Company and RMS representative only.

LLBJV CRSD will contact NorthConnex Project Company and RMS immediately in relation to planned or unplanned local community events that may arise during the work.

7.3. Working with the Environmental Representative

This strategy includes procedures and mechanisms through which community stakeholders can discuss or provide feedback to the Environmental Representative (ER) in relation to the environmental management and delivery of NorthConnex. Additionally the ER is to:

- Be consulted in responding to the community concerning the environmental performance of NorthConnex where the resolution of points of conflict between the Proponent and the community is required.

LLBJV will:

- Provide all project notifications to the ER as they are issued
- Provide to the ER on a daily basis, or as required, details of all complaints received that day, and any escalation required.
- Involve the ER as appropriate as per the complaint escalation process.

7.4. Media Management

In accordance with RMS policy, the following media management protocols will apply:

- NorthConnex Project Company and RMS will be notified of any approach by the media (including industry magazines), political representatives or their staff as soon as possible and within 24-hours of that approach. NorthConnex Project Company and RMS will provide written response as soon as possible and within 24-hours of advice being received of that approach;
- No member of the project team or subcontractors may make a media statement or announcement regarding the Project;
- Project members who are approached by the media will advise the media that they are not an authorised person to speak with the media. Staff will request contact details from the media and advise that the appropriate person will be in contact as soon as possible;
- Project members who are approached by the media must inform the CRSD. The CRSD will immediately make any contact by the media known to NorthConnex Project Company and RMS;
- When it is anticipated media interest may arise, a media statement with basic facts will be prepared by NorthConnex Project Company and RMS or the project team if requested by them, and approved for release if required;
- All project staff will be familiarised with media protocols via the induction process with ongoing reminders in toolbox talks;
- NorthConnex Project Company and RMS will receive at least eight weeks' written notice of the dates for commencement of construction activities on the Project Site, any significant milestones for the Project and the opening of the NorthConnex to traffic to enable to organise the associated official media events;
- Opportunities for media events, including the achievement of project milestones and the opening of roads and sections will be monitored and included in the monthly report; and
- NorthConnex Project Company and RMS will manage all official media events and will be responsible for coordinating community, media and political participation in such events, in consultation with the CRSD. The CRSD will cooperate with NorthConnex Project Company and RMS in the running of the media events and will provide the site logistics associated with media events.

7.5. Management of Visual Identity

7.5.1. Release of Community Information

NorthConnex Project Company will provide templates and guidelines for the preparation of all published community information. This will specify the inclusion and placement of all logos, including Government, and those of NorthConnex Project Company, LLBJV and subcontractors, about all public communications, including advertisements, publications (including brochures, community updates, and letterbox notifications) and display posters for the Project. The Community Team will:

- Ensure all draft community information material is submitted to NorthConnex Project Company and RMS for review and approval; and
- Ensure that the most recent templates are being used for communications materials.

7.5.2. Project Branding

RMS will specify the inclusion and placement of logos in relation to all public communications, including advertisements, publications (brochures, community updates, fact sheets, etc.) and display posters for the Project Works.

Only approved logos will appear on any public project communications, including project publications, community display material, website, project videos, non-moving plant (including containers) or roadside signage with prior approval of NorthConnex Project Company and RMS.

7.6. Monitoring and Evaluation and Reporting

The CRSD will monitor the performance and effectiveness of the communication activities on a regular basis with a minimum full review done every year. The CRSD will modify processes and communication channels in light of any feedback or issues identified in the monitoring process. Performance indicators that will be monitored include the responsiveness and effectiveness of communication with the community and stakeholders as well as information flow.

Evaluation of the performance and effectiveness of the CCS will be undertaken as required with a six monthly summary report. The evaluation will be undertaken by the CRSD and will include liaison with other relevant members of the project team.

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

- Availability, quality and distribution of information about the Project to the local community and stakeholders;
- Currency and accuracy of the enquiries and complaints management system;
- Nature of issues/complaints raised and level of responsiveness and appropriateness of action taken by the LLBJV team;
- Response timeframes; and
- Quality of reporting;
- A report detailing community involvement activities for the current and previous month will be included in the monthly report to NorthConnex Project Company and RMS. These monthly reports will include:
 - A summary of community and stakeholder feedback from all sources, prepared as a Consultation Manager report;
 - A summary of all complaints and enquiries received during the month, the means by which they were addressed or responded to and whether complaint resolution was reached;
 - Details of complaints and enquiries from previous months that were not previously responded to or not resolved;
 - Status of responses to all representations including receipt and response to issues;
 - Details of any site inspections by visitors;
 - Upcoming opportunities for media events;
 - Number of community relations inductions; and
 - Any other information considered relevant including advertisements, notices and other community contact back received on the value of updates and other public information, responsiveness of the construction team and attendance at community information sessions or meetings with stakeholders.

7.6.1. Management Reporting

A report detailing community involvement activities for the current and previous month will be included in the monthly report to NorthConnex Project Company and RMS. These monthly reports will include:

- A summary of community and stakeholder feedback from all sources, prepared as a Consultation Manager report;
- A summary of all complaints and enquiries received during the month, the means by which they were addressed or responded to and whether complaint resolution was reached;
- Details of complaints and enquiries from previous months that were not previously responded to or not resolved;
- Status of responses to all representations including receipt and response to issues;
- Details of any site inspections by visitors;
- Upcoming opportunities for media events;
- Number of community relations inductions; and
- Any other information considered relevant including advertisements, notices and other community contact.

Appropriate refinements to the CCS will be made in light of any review

7.7. Document and Record Control

The CCS and any records collected relevant to the CCS will be controlled in accordance with the information management standards adopted for LLBJV. It will also be a quality assurance document prepared in accordance with “AS/NZS ISO 9001-2008 Quality management systems - Requirements”.

Once approved, this plan will be uploaded onto TeamBinder to become the controlled version of the plan and it will be distributed via TeamBinder. Any hard copies of the plan will be uncontrolled.